

ANGLIAN REGION

CENTRAL AREA

1998/99 BUSINESS PLAN

**Version I
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**Central Area Manager
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1. SUMMARY

1.1 Introduction

The Area Management Team will use this Plan as the principle means of directing and prioritising the work of the Area. It is a vital link in the chain between national strategy and our day-to-day operations. These priorities and targets are summarised in the Management Action Plans (MAPs), which are direct links to personal objectives. This Plan will be our working document throughout the year. We will be measuring our performance against the key objectives and whenever possible incorporate efficiency initiatives.

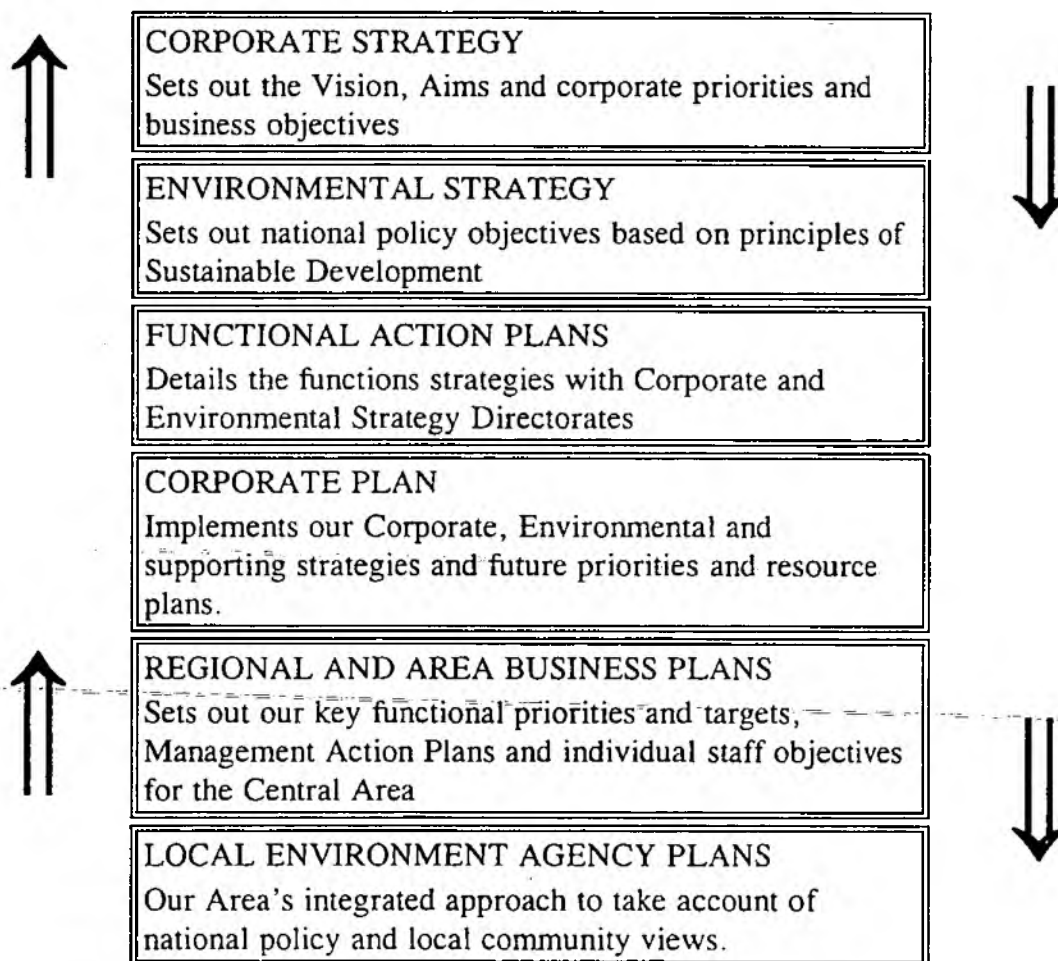


Figure 1

"The top down, bottom up approach to Business Planning"

Figure I shows the 'top down - bottom up' approach to business planning.

The 'top down' component cascades strategic direction to the Region via a number of key documents (Ref. 1 - 5, the 10 point action plan, management objectives and Functional Action Plans. The regional Function groups translate this guidance into more specific objectives which guide the production of the Management Action Plans.

The 'bottom up' component depends upon the identification of local issues and actions in LEAPS. Issues feed up and contribute to formulation of future strategy and policy. LEAPS actions are built into the Area Plan.

1.2 Looking Back

Producing the Plan has given us an opportunity to reflect on our achievements last year.

Over the last twelve months there have been significant changes to our Area Structure through our "Next Steps" integration process, and despite these changes the majority of our targets have been met. Such as:

- ◆ The Five year programme of flood warning improvements produced to show areas where service currently provided and where not provided, proposed timetable of enhancements to achieve 80% of properties flooded receiving prior warning by Year 2001, areas to which service to be extended and funding requirements.
- ◆ Good progress has been made in integrating water quality and waste regulation work through the creation of combined water and waste Environment Protection Teams. Particularly encouraging progress has been made by integrating pollution prevention and waste minimisation work.
- ◆ Transfer of waste management sites as a result of changes from county boundaries to catchment based areas has been completed.
- ◆ A revision to the system of compiling responses to planning applications was introduced in April 1997. It has proved to be a great success by helping both Agency staff and Local Authority offices.
- ◆ The programme for the production of LEAPS has been actions and key documents have been produced for the Old Bedford, the Cam and the

Upper Ouse areas.

- ◆ The Customer Contact Centre has become firmly established and now provides a valuable service as an initial point of contact and to handling multi-functional enquiries work towards integrating the receipt and tracking of licences, consents and permits is progressing well.
- ◆ In a year of considerable change the Business services Department has maintained 'business as usual'.

1.3 Looking Forward

Communicating our aims and objectives

The Central Area has identified its own 10 point action plan, which is outlined below:

1. The Agency's overall environment is better and improving.	6. We strive for integration and flexibility , within the Area and the Region.
2. Planning is an integral part of our process	7. We have a good reputation , with our stakeholders, our customers, the public, and within the Agency.
3. Our staff are motivated, have job satisfaction and are developed to their full potential.	8. We are improving our efficiency and internal environmental performance by reviewing the way we do things and making the best use of new technology.
4. Workloads are realistic and properly allocated.	9. The Area Management Team is working well together.
5. The impact of new initiatives is evaluated and taken into account.	10. We will get fit (some of us!) And have fun .

Much effort has been put into establishing and developing improved communication links with local authorities, water companies, the agricultural community, industry, angling clubs, and recreation\conservation bodies and we would wish to continue.

Our consultation process within LEAPs is a vital two way communication process to encourage the public's awareness of the Agency's wide remit and it

assists us in understanding local issues. Progress on the LEAPs will be monitored on a quarterly basis in conjunction with and parallel to the Management Action Plans.

We also use the knowledge and expertise of our Committee members within the Area Environment Group (AEG) and Local Flood Defence Committee (LFDC) to communicate our vision and aims to the public face. Our Central Area Committees have link members to the Regional Committees to allow our input into regional and national initiatives.

We will continue to support the Regional Public Relations Strategy to promote public awareness of the Agency's multi-functional activities and its role as regulator.

Customer Service\Planning Liaison Teams

To improve our local service to customers, we have developed our team within the Area's Customer Service Centre to operate on a 'first stop shop' principle. The team will be handling general enquiries plus the administration of all permits, licences, consents and authorisations. In conjunction with the other functional departments they will improve availability and access to information on our public registers.

A principal way in which we can influence sustainable development is through liaison with Local Government Planning matters. It is vital that we have a proactive role in this area and we intend to build on the good relationships which we have already developed.

The LEAPs programme will present a major challenge next year. The continuing commitment of staff throughout the Area will be essential.

Business Services

During the forthcoming year the new office extension will be completed at Brampton and staff will be moved from Stanton House and Bedford to Brampton. This may be timely to conduct an accommodation review for the whole of Brampton site.

Environment Planning

The development, interaction and communication between the Environment Planning team and Environment Protection teams will be very important to the success of meeting the statutory requirements.

Environment Protection

The integration of the Waste and Water Quality work will continue to progress through 1998/99 and opportunities for further efficiencies and benefits to the

environment from this integrated approach will arise during the year.

Water Resources

The management of Water Resources staff will be paramount to enable the team to achieve statutory goals and to complete other commitments. Prioritisation to reduce licensing workload to 'normal' levels has been identified as well as the introduction of the National Abstraction Licensing Database (NALD) which will increase workload. The staff will also continue to manage the Drought as necessary.

Flood Defence

The Long Term Plan 1998/99 to 2007/08 Programme has identified the prioritisation of each Flood Defence Scheme.

The maintenance of an efficient and effective flood warning service will be of great importance and an improvement in the number of delivery of warnings will be required.

Prioritisation has been given to successfully complete the Welmore Lake Sluice for commissioning; implementation of the Hunstanton/Heacham Sea Defences Strategy 1998/99; and, carry out survey work to achieve the requirements of the Section 105 Flood River Survey Programme

Fisheries, Ecology and Recreation (FER)

The integration and development of staff within the Fisheries, Ecology and Recreation function will be an important factor to ensure co-ordination of team effort is used to its fullest.

It is intended to complete the identified habitat enhancement projects in the fisheries and conservation capital programme and recreational capital projects.

We will also concentrate on the navigation capital and work programmes to
achieve statutory duties.

The enforcement staff will continue to ensure boat licence compliance and they will contribute to a review of navigation byelaws. They will also continue to deliver multi-functional enforcement.

Direct Services Group (DSG)

The Direct Services Group will ensure that an effective emergency response unit will meet the level of service required at a sustainable cost. The Group will continue to work on a multi-functional basis across the Agency ensuring staff are trained to act safely and that their skills are maintained to meet the activities undertaken.

Multi functional issues

There are many issues that cross all the functions boundaries which will be key factors for next year:

◆ IS Convergence Issues	The Anglian Region has established a Convergence Structure to manage convergence issues up to and beyond year 2000. As part of this structure a number of groups have been formed who will have specific roles.
◆ Budgetary Targets	Budgetary targets, and comparisons year on year, will be incorporated into the business plan when finalised and available.
◆ Manpower Numbers	The Area's functions will monitor and maintain the agreed level of manpower numbers, ensuring the resources available meet the statutory 'new burdens'
◆ Efficiency Initiatives	The Functions will encourage staff to identify efficiency initiatives and promote 'best practice' on how staff at all levels can contribute to assist the Area to achieve its environmental targets.
◆ Customer Charter - guide to services and standards	To promote the local work of the Agency, all Central Area staff have a part to play to meet the principles adopted within the Customer Charter.
◆ Key behaviours	Management style will reflect the Agency's key behaviours. We will continue to encourage a culture where all staff have the opportunity to contribute to their maximum potential.

2. REVIEW OF 1997/98

2.1 Planning and Customer Services

Planning Liaison

Central Area has one of the fastest-growing populations in the country. Advice provided to Local Planning Authorities (LPAs) through consultation responses to planning applications is one of the principal means by which the Agency is able to protect the environment. A revision to the system of compiling responses, based upon a set of 'standard paragraphs', was introduced in April 1997. It has proven to be a great success, both internally and, more importantly, externally.

The success internally is measured by the greater understanding of Planning matters by functional officers and the subsequent submission of worthwhile and meaningful responses to internal consultation.

The success externally is measured by three standards. Firstly, the conditions suggested by our responses are being incorporated within decision notices more readily. Secondly, the LPA officers wish, more often, to debate development controls prior to writing their reports. Thirdly, the LPA allow greater input by ourselves in the discharge of Planning conditions, this allows direct contact with developers and, in turn, the inclusion of our corporate wishes.

Discussions with developers can involve complex discussions, bordering on negotiation. We have had several notable successes through being able to field knowledgeable staff who can advise on technical solutions. The support of specialist colleagues is vital if this approach is to be sustained.

As a consequence of having our advice quoted more often, elected councillors are starting to require direct consultation at their meetings. Whilst not yet widespread amongst Councils, the trend is growing. This 'direct' contact is extremely beneficial in developing a partnership approach with Local Authorities.

As a result of the development boom in this Area the number of applications being handled is up by 30% in some councils. Combined with the increased level of involvement due to picking up waste and Process Industry Regulations (PIR) matters this represents a major increase in workload.

Forward Planning

Our proactive and supportive approach towards LPAs with regard to specific Planning Applications has encouraged both Local and County forward planners to request our detailed involvement, particularly with regard to the placement of new housing and business areas.

We have had success in incorporating a high proportion of our policies in both statutory and non-statutory plans.

We have devised a Local Agenda 21 policy for the Area and established contact with Bedfordshire and Cambridgeshire LA21 fora.

Local Environment Agency Plans (LEAPS) and Water Level Management Plans (WLMPs)

The LEAPS team (and other staff throughout the Area) have responded well to the challenge of the 1999 deadline and we have published four consultation documents this year. Highlights have included publishing our first Consultation and Action Plan reports for the Old Bedford - incorporating the Middle Level and Ouse Washes (May 97 and March 98 respectively) and the Cam Consultation Report in January 1998 following an early consultation meeting held in Cambridge. A draft Action Plan for the Upper Ouse was published in February 1998. The Wash Draft Action Plan (to which we contributed but lead by Northern Area) was published in August 1997.

We have contributed to national initiatives through the Team Leader being involved in the preparation of LEAPs guidance, in particular on the topic of water resources. She has also been working with the Head of Education on a project to consider the potential of LEAPs as an educational tool.

Customer Services Centre

The Customer Services Centre has become firmly established during the year and is now providing a valuable service. It operates on the principle of a 'first stop shop' to act as the initial point of contact with the Agency. Any queries which relate to a single function are immediately passed to the appropriate Department, but where a query is more involved and several Departments have to be involved the Customer Services Centre collates the responses in order to provide the customer with single point of contact. This small team has been at the forefront of the Agency's improved customer service.

The Customer Service Centres are co-located with the Planning Teams who deal with development planning and development control. There have proved to be considerable benefits in this arrangement, especially for customers whose queries

are related to constraints on potential development sites.

Over the next 12 months we aim to build on these successes by expanding the Customer Services Centre to handle the administration of all permits, licences, consents and authorisations. This will provide applicants with a single point of contact whatever their interest. New tracking systems will be developed so that queries can be answered quickly and progress can be monitored.

Flood Defence Consents

This is one authorisation which is already handled within the Customer Services Department. 99% were processed to conclusion within the prescribed timescale.

Area Environment Group (Gt Ouse)

The Area Environment Group has supported the Area Manager in an advisory capacity throughout the year, giving local opinions\advice over a wide number of issues, with particular emphasis on Local Environment Agency Plans (LEAPs). During the forthcoming year, best practice initiatives will be developed in line with those indicated following the AEG Chairmen's conferences.

1997/98 Disappointments

Ability to be more pro-active - There is a rapidly growing demand for the Agency input to strategic planning and early development proposals. Such pro-active partnerships with Local Government are exactly the sort of relationships which the Agency is seeking to develop, but we are not able to take up the opportunities through lack of resources.

Planning - Our OPM figures for planning application consultations have been somewhat disappointing at times. The workload and resources issue is relevant here, but so is the question of the effectiveness of our responses. OPMs in the past have measured quantity not quality and we welcome the initiative to assess effectiveness through monitoring how many conditions are carried through to decision notices.

Cross Boundary problems - continue to present difficulties for many in the Department.

Internal Consultation - The Next Steps restructuring resulted in considerable confusion over which 'functional' colleagues should be consulted. This is only slowly being resolved.

Training and development - despite the completion of personal development plans few of the staff have managed to obtain the identified training. This may be partly due to the diversion of training budgets, and it is hoped that this can be

rectified next year.

Water Level Management Plans (WLMPs) - little progress has been made on finalising the high priority sites, in particular the Ouse Washes and implementing any plans that are agreed. This is due to conflicting priorities and resources limitations in the functional teams. plus the focus on completing the medium priority sites. Future progress on this initiative is addressed in an Issue paper.

LEAPs - due to the focus on producing the plans themselves there has been little effort on the broader aspects of the LEAPs process: eg. link to business planning, ensuring that the plans are implemented and partnerships.

Information Systems (IS) Development - The slow progress towards implementing improved Information Systems is continuing to be a major obstacle to the development of slick systems for the whole Department. Rectifying this situation is a key objective for next year.

2.2 Business Services

A measure of success for Business Services is that 'business as usual' has been maintained throughout a year when the workload has increased significantly but resources have remained static.

Since the creation of the Agency, there has been an increase of 40% in incoming telephone calls, a 30% increase in the use of Central Area meeting rooms and an increase in the number of staff to support within the Area. Restructuring has meant that there have been many staff relocations and new appointments, resulting in office moves and an increased level of personnel admin support. Business Services staff have coped well throughout all the changes.

Other achievements to note are:

- ◆ Good progress on the project to expand accommodation at Brampton. A contract has been let to construct a new building between April and July 1998.
- ◆ A computerised Stock Control System for Stationery has been introduced. This has resulted in tighter control and a more efficient way of ordering and issuing items of stationery.
- ◆ Site security at Brampton has been improved by digging a 1 metre wide ditch along the perimeter fence at the rear of the site. This has prevented any further theft of vehicle or plant.
- ◆ Site security at Bedford, Ely and Kings Lynn has been improved.

- ◆ Installed CCTV and electronic security pads. This has eliminated any further walk in thefts.
- ◆ Successfully completed the tendering procedures for letting a new Cleaning Contract.
- ◆ Successfully completed the Environmental additions to the Brampton sites. Environmental Policy promotion and recycling targets met.
- ◆ The staff restaurant has provided a quality service to staff and attendees of committee meetings.
- ◆ Successfully maintaining health and safety standards within the Area's offices.

2.3 Pollution Prevention and Control

Major Achievements

- ◆ Good progress has been made in integrating water quality and waste regulation work through the creation of combined water and waste Environment Protection Teams. Particularly encouraging progress has been made by integrating pollution prevention and waste minimisation work.
- ◆ It was a successful year for enforcement action against illegal waste disposal and water pollution incidents. This has helped raise general awareness of the Agency and environmental issues both locally and nationally. Prosecutions were taken of which *[to be published year end]*% were successful with fines totalling £*[to be published year end]*.
- ◆ We have increased the number of waste management inspections by 25% to 80% despite the challenges created by integration of water and waste teams.
- ◆ The target of 480 Pollution Prevention visits was met.
- ◆ 100% of the statutory and effluent monitoring program was undertaken.
- ◆ Registration of waste carrier renewal reminders have been sent out and the process of issuing renewal certificates is well underway.
- ◆ Action has been taken to deal with the backlog of special waste notifications and the backlog was reduced by 11,000 notes in February.

- ◆ The pilot for the national waste arising survey was completed.
- ◆ Questionnaires on progress towards obtaining Certificates of Technical Competence were completed for all licensed waste management sites.
- ◆ Input to the production of Local Environment Agency Plans has been provided to the deadlines as required.
- ◆ Incident responses were undertaken in accordance with Customer Charter Standards.
- ◆ A hydrometric monitoring service was supplied to the Water Resources function.
- ◆ A successful bid for government funding of £1.5 million was made for groundwater remediation at Sawston.
- ◆ The discharge consent register was brought up to date, including 450 septic tank contents revoked and consents issued for all discharges from Crown properties.
- ◆ Agreement was reached with Anglian Water Services on further “discretionary” expenditure to improve the environment.
- ◆ Successful partnerships were established to investigate groundwater pollution at RAF Lakenheath and further work at RAF Mildenhall.
- ◆ An action plan to deal with the problems associated with the disposal of household asbestos waste has been developed in partnership with local authorities.
- ◆ Transfer of waste management sites as a result of changes from county boundaries to catchment based areas has been completed. This caused increased workloads as joint inspections and liaison meetings were needed to achieve a smooth handover of sites.
- ◆ Internal multifunctional waste minimisation group set up.
- ◆ All statutory PIR/RSR targets were met.

Major Disappointments

The frequency of waste management site inspections dropped during the Next Steps restructuring as a result of significant staff changes and disruptions caused by

changes in work base. Next Steps restructuring resulted in the movement of several staff from Environment Protection (North) to other posts within the Agency. The resulting vacancies in the team created significant pressure on the remaining staff. Recruitment and training of new staff also placed additional burdens on the remaining staff.

Complete co-location of former water and waste staff was prevented by the lack of adequate office space at Ely. As a result the Environment Protection (North) teams are operating from three offices. This has created some inefficiencies associated with the need to replicate information and administration systems, difficulties providing adequate office cover, more complex communications routes and increased mileage for some staff.

In the PIR/RAS Team inspection targets were not achieved due to considerable effort expended in helping Eastern Area and carrying one Inspector vacancy, despite great efforts to fill the post.

We have been unable to carry out full assessment of monitoring data submitted by Waste Management Licence holders, and only minimal audit monitoring has been undertaken.

Despite the use of temporary staff and significant increase in the number of special waste consignment notes entered onto the SWAT system there is still a large backlog. A significant number of consignment notes were inherited from other areas/regions when boundary changes were implemented and many of the remaining notes are carriers rounds which take longer to enter.

Efficiencies

Savings in Licensing staff time and travel have been achieved by installing remote access to the Waste Management Information Systems (WAMIS) held at Howard House and Stanton House from Brampton.

Co-location of most staff at Brampton.

Small savings in staff time and mileage have been achieved by integrating waste management site inspections and water quality monitoring activities which had previously been carried out by staff from separate functions.

2.4 Water Resources

The proactive management of water resources across the Central Area has continued through an exceptional drought year to maintain the balance between abstraction and water for rivers and wetlands.

Major Achievements

- ◆ The water level management of Fowlmere Water Cress Beds Site of Scientific and Special Interest (SSSI), which is augmented by the Rhee groundwater scheme, has been closely monitored. There has been continuous liaison with the Royal Society for the Protection of Birds (RSPB). The engineering modifications were not promoted as the scheme appeared to successfully provide the necessary water. This is a success as it is an example of protection of the environment through partnership with another organisation. This was the nominated "Make a Difference" site for 1997/98.
- ◆ There was successful management of the drought year, including operation of support schemes, liaison with abstractors, organising restrictions of spray irrigation and dealing with numerous enquiries and problems. The farming community congratulated the water resources teams on their management this year.
- ◆ Work has continued this year to monitor and improve the operation of the Rhee Groundwater Scheme. Investigations and engineering work was carried out to enable Cheney Water to be successfully supported for the first time, which was a good achievement. Ashwell Springs SSSI is also augmented by groundwater as part of the Rhee Scheme. A review of all the data collected since the scheme started has been made and a report written outlining the future options. £55K has been secured in order to carry out works to the Rhee and Thet/Little Ouse support schemes, in particular pump refurbishment, water level recorder replacements and other critical repair work commenced in February and £30K has been spent in 1997/98.
- ◆ A focus for water resources staff has been the contributions necessary for LEAPs and WLMPs. The work has been achieved to the time scales imposed by other sections and met the requirements outlined. This is an achievement, however, as mentioned below there have been associated disappointments.
- ◆ Staff handled three appeals against licence decisions, none of which has resulted in a formal hearing to date. The result of a public inquiry held in the previous year was received, the Secretary of State upheld the decision of the Agency to refuse the application on water resources grounds. This work has high priority and tight timescales. The staff was able to respond as required despite other workload pressures.

Major Disappointments

The number of licence applications in hand were reduced (from 193 to 152), however, the overall reduction in numbers to 120 was not accomplished. This is the result of efforts put into other priority work such as appeals against licence decisions, LEAPs, WLMPs, Drought issues etc.

The delay of National Abstraction Licensing Database (NALD) was a major disappointment. This was a national "Must Do" and was delayed due to re-evaluation at national level.

The "In River Needs" studies were not started this year. This type of project is still at the research and development stage and needs concentrated effort to translate the pilot work to actual field work in order to quantify the necessary river flows, level and quality to protect the flora and fauna of the river.

The South Level Water Resources/Licensing Review was delayed due to lack of staff resources and by the awaited outcome of a Regional project about the naturalisation of flows at Denver.

The management of the River Hiz support scheme has not been carried out to the best advantage as some modifications are required to the engineering and operational arrangement. Staff resources have been the limiting factor for the Agency but we have also been dependant on Three Valleys Water Services Ltd. and North Herts District Council.

2.5 Flood Defence

Flood Defence Management Manual (FDMM)\Flood Defence Management System (FDMS)

The FDMS is to be used in identifying, justifying and prioritising Flood Defence expenditure. It requires data on flood defence assets (including physical make-up, current condition and current standard of protection), estimates of the effects of different maintenance regimes, quantification of damage avoided through flood protection and priority ranking.

- ♦ Training of key staff has been completed, but further training has been identified for development of the system.
- ♦ FDMS Hardware has been installed in the Area and Catchment offices.
- ♦ Watercourse coding has been input to FDMS and reach referencing is in progress.
- ♦ 20% of the 1998/99 Revenue programme has been justified using FDMM Approach I.

Flood Warning

An Area Flood Warning Dissemination Project Team has been established to

implement the Flood Warning Dissemination Project Plan 1997-2001 which has been completed. Flood warning arrangements for Stonely have been revised in consultation with the residents following installation of the flood gates. Much effort has been put into training sessions for Area duty staff, including involvement in tabletop exercises to reinforce roles and procedures.

Capital Programme

- ◆ **Welmore Lake Sluice**
Contract started on site in July 1997. Target expenditure £3.04M. The cofferdam, excavation and installation of bearing piles has been completed to date.
- ◆ **Houghton Weirs Scheme**
WLMP prepared and the appraisal report submitted to MAFF. Stone Gull Weir reconstruction completed. Target expenditure £85K.
- ◆ **Welches Dam Pumping Station Scheme**
The scheme has received MAFF approval. Orders have been placed for the new weed screen. Target expenditure £75k.
- ◆ **Ouse Washes Middle Level Barrier Banks Scheme**
Works completed. Target £216K
- ◆ **King's Lynn - Denver Tidal Defences**
Complete. Target £250K.
- ◆ **Hunstanton - Snettisham Beach Strategy**
The strategy document is complete and has been submitted for MAFF approval. Work has commenced on the detailed strategy and environmental statements.
- ◆ **Gt Ouse Siltation Study.**
The Wash River Outfalls Strategic Study - Part 2, (WROSS2) The River Great Ouse was published in April 1997. It established a preferred management strategy for the alleviation of siltation in the tidal River Ouse and seeks to develop a river regime that can sustain the diverse demands of operators and users alike.

Two detailed investigations are now underway in order to develop the strategy:

The Denver Review - seeking to enhance discharge through Denver Sluice

Training Wall Investigations - including extensive hydrographic works so that detailed proposals for the training walls can be progressed.

- ◆ Asset surveys have been carried out on 32 priority structures.

Conservation Strategy

- ◆ Staff and manual conservation awareness training completed.
- ◆ Review of grass cutting and weed control operations has been carried out and is now out to consultation with external interested parties.

Denver Review

- ◆ Interim operating levels developed and circulated internally and externally for comment.
- ◆ Consultants appointed to carry out full review of Denver operations.

Section 105 Survey

- ◆ A costed programme for Section 105 surveys has been produced.
- ◆ A pilot study for Section 105 survey is progressing, based on Milton Keynes.

2.6 Fisheries, Ecology and Recreation (FER)

Major Achievements

The major project completed under the navigation capital works is the enlargement of St Ives Lock. This lock has been a problematic pinch point for boaters for many years. In addition to the creation of a "pregnant bay", which will allow the passage of five boats in a single lockage, the cill of the lock will be lowered to improve draft to 1.2m. A new vertical lift gate and a new set of vee doors will increase the width of the lock entrance to 4.0m. Works have been completed at a cost of £300,000.00.

Fisheries, Recreation and Conservation capital works completed include the following:

- ◆ The installation of fishing platforms on the Bedford Ouse near Swavesey.

- ◆ A contribution to the construction of a new footbridge over the Old West River as a link in the Fen Rivers Way at Holt Fen.
- ◆ A contribution to a willow management project along the River Great Ouse in Huntingdonshire.
- ◆ Completion of river restoration projects at Great Paxton on the Great Ouse, Garboldisham on the River Little Ouse and Hinxton on the River Cam.
- ◆ Completion of the River Corridor Survey Programme for the year, including surveys of Otters and Water Voles.
- ◆ The fisheries team have now moved their survey programme from a three to a five year cycle in line with Regional Policy.
- ◆ The first year of the national Boat Safety Scheme has proved a success on the River Great Ouse. Staff have continued to improve working relationships with boating organisations including the Great Ouse Boating Association, The Inland Waterways Association and the Cambridgeshire Marine Industries Federation.
- ◆ Improvements on conservation staff's input to the flood defence works programme have continued. For example, conservation staff worked closely with flood defence colleagues to complete a very successful series of conservation awareness sessions for over 100 staff.
- ◆ First drafts of Conservation Strategies for the Old Bedford/Counterdrain and the River Nar have been completed in line with the nationally agreed timetable. Staff have also worked closely with a range of external partners to forward local biodiversity action plans for species and habitats in Cambridgeshire and Bedfordshire.
- ◆ Enforcement staff ensured that the Area made a full contribution to the national target to increase rod licence income by £700k. Indeed, that target was surpassed nationally and £1.4m extra income was generated during 1997/98.
- ◆ The Central Area Biology team achieved a full programme of monitoring of GQA sites to schedule.

Disappointments

The drought caused a great deal of extra work in terms of fisheries and navigation in particular. Over the whole of the Central Area 38,000 fish were killed as a

result of the drought. The fisheries survey programme has been delayed as a result of all the extra demands placed upon staff by the drought, although it is scheduled to be completed during the year.

The drought has caused disruption to the boating link across the tidal river between Denver and Salters Lode Locks. On average, two days per month were lost as a result of excessive siltation of the tidal river.

Although Central Area was especially successful in securing £300K out of a national pot of £600K made available for extra navigation works, the long term funding of navigation on the River Great Ouse system remains a concern. The future maintenance of the navigation and its infrastructure remains jeopardised by insufficient funding.

2.7 Direct Services Group

The Direct Services Group are responsible for the management of the Agency's manual workforce whose main purpose is to provide the initial response to flood defence operational emergencies. This emergency response capability is used by the other Agency water functions to assist with their operational emergencies when required.

However the emergency response only accounts for a small percentage of our workload in any year. The main elements of work have been:

- ♦ Operation/maintenance of Flood Defence, Water Resources and Navigation structures/plant.
- ♦ Maintenance of rivers including dredging/weed control/floodbank maintenance/debris and obstruction removal.
- ♦ The construction of various capital assets including flood defences, weirs, locks, etc.
- ♦ Maintenance and operation of a large mobile plant fleet including draglines, cranes, excavators, tugs, weedboats, tractors and aeration equipment.
- ♦ Undertaking a variety of external work of a river engineering nature.

Looking back over 1997/98 the Central Area Direct services Group had a relatively successful year although overall turnover was 17% less than in 1996/97. Despite the effects of the ongoing drought on work programmes and resources the major revenue and capital programmes were completed on time. The only exception was

the Area Weed Control Contract which required a three week extension to the programme. Following the pattern of recent years there were no serious flooding incidents to deal with although there was a requirement to deal with numerous water quality incidents, as a result of the low river flows.

The main areas of progress were:

- ◆ The maintenance of an effective EWF response to incidents within the Area whilst still under the environment of reducing workforce to meet Corporate Plan target.
- ◆ Tender success rate during 1996/97 was 61 % with a total of 26 tenders submitted (total value £2,404,000). The value of tenders won was £1,763,000.
- ◆ Total turnover for 1996/97 was £4,692,000 of which 43 % was tendered for, Indirect expenditure at 11 % of direct expenditure demonstrates a very creditable achievement overall.
- ◆ The number of thefts of and from vehicles was reduced following the fitting of increased security to vehicles, especially high priority vehicles such as Hiab Lorry and 4 x 4's.
- ◆ The practice of employing sub-contract and Agency temps continued resulting in a more flexible manpower resource to meet changing workloads. Another benefit of this type of manpower resource was a reduction in labour costs in some areas.
- ◆ Splitting of the fixed plant M/E resource into two mobile units has been very successful in meeting the Client's requirements in an area of increasing workloads.
- ◆ The rationalisation of the plant fleet continued along with the formulation of an agreed strategy to replace the 22RB Dragline fleet with a more modern equivalent.

The only significant disappointment was the failure to give the FD Client adequate feedback on work progress for certain revenue projects. This failure was in part due to staff workload, a result of being very successful at winning competitive tenders.

3. 1998/99 PRIORITIES

3.1 Planning and Customer Services

The Customer Services Department is the focal point for many of the Area's multi-functional activities and we will endeavour to provide excellent links between the wide ranging requirements of our stakeholders and the wide ranging specialist expertise within the Agency.

To achieve this aspiration will require mutual understanding of roles and responsibilities between the staff of the Customer Services Department and the other Departments which have particular areas of interest. Following the 97/98 restructuring new relationships will have to be developed and it is absolutely vital that they are established quickly and successfully.

The Department will have an important role to play in improving the Agency's credibility, influence and partnership with many of our stakeholders. The production of Local Environment Agency Plans (LEAPS) and Water Level Management Plans must continue to a very tight schedule whilst effectively involving all interested parties.

Through consultation on development planning and development control we already have good working relationships with the Local Authorities in our Area, but we see improving them still further as one of our top priorities for the year.

Central Area has one of the fastest growing populations in the country. Given an increasing workload and fixed resources we need to review how we might target our Planning Liaison efforts more effectively. A methodology will be developed in consultation with all functions to ensure that resources are directed at areas of greatest risk.

During 1998/99 we will be developing the role of the Customer Services Centre to act as the first point of contact for new customers. It will handle multi functional enquiries, the receipt and tracking of all 'authorisations' (licences and consents) and the determination of those which do not require specialist technical expertise. We hope to improve the service to customers and streamline the handling of the many types of authorisation which the Agency issues.

There are two specific areas where the redeployment of existing staff will result in an improvement to the level of service. Firstly, an Information Officer will generate a more local input to Public Relations and secondly, a Business Planning Officer will co-ordinate activities in this increasingly important field. By working closely together it is anticipated that synergies will become apparent.

Underpinning all of these activities are a number of computer systems, many of which are either under development or in urgent need of improvement. Rapid progress with these systems within an overall strategy matched to user requirements is another top priority.

3.2 Business Services

We aim to provide support services for the Area in an efficient and customer-focused manner. A small team (only 5 FTEs) manages a range of facilities and services for six sites and this necessitates a high level of both commitment and flexibility, particularly in times of change. Most of the targets for the year relate to maintaining the current levels of service for administration and premises management plus support for procurement and personnel systems. There are, however, a few new initiatives of particular note:

- ◆ During 1998/99 the new office extension at Brampton will be completed. There will be a net movement of 30+ staff from Stanton House and Bedford to Brampton. This will create short term and possibly long term increases in workload.
- ◆ Linked to the occupation of the new building it will be timely to carry out an accommodation review for the whole Brampton site.
- ◆ Phase 2 of the Central Area Accommodation Strategy involves a review of the accommodation at Ely. Options for refurbishment or relocation will be considered.
- ◆ The expansion of the Customer Services Centre may have knock-on effects to Business Services, due to an increase in cheque and cash handling. Opportunities to create greater flexibility between the two Departments will be explored.

3.3 Environment Planning

Note. Items which overlap with the Environment Protection Departments are highlighted in bold italics.

There will be a need to concentrate on improving interaction and communications between the Environment Planning and Protection Teams most notably in the areas of:

LEAP contributions; the waste survey, producer responsibility; waste minimisation; transfrontier shipments of waste; "possible" Protection RSR involvement (inspections) with PIR; training and cascading of strategic information and guidance; the gearing up for contaminated land investigations, and the arrangements providing inputs into General

Development Planning Order (GDPO) consultations and searches.

Priorities

- ◆ meet statutory deadlines for issuing permissions
- ◆ investigate transfer of simple permissions to Customer Services,
- ◆ *ensure targets are met for Producer Responsibility, commence Producer Responsibility Packaging (Waste) registration audits and assess applications for voluntary accreditation of packaging waste reprocessors,*
- ◆ *promote waste/resource minimisation through education and partnership,*
- ◆ meet requirements for AMP3 and monitor progress with AMP2,
- ◆ support clean-up of contaminated land sites,
- ◆ regulate transfrontier shipment of wastes,
- ◆ provide expert advice to external and internal customers on Waste Disposal Sites (WDS) lining systems, groundwater and special wastes,
- ◆ carry out increased PIR/RSR inspection and enforcement (75% of FER),
- ◆ increase non-statutory consultation on significant PPC permissions,
- ◆ meet current Directives' requirements, and prepare for Control of Major Accidents and Hazards (COMAH), Integrated, Pollution Prevention and Control (IPPC) and the Nitrates Directive,
- ◆ assist the setting up of public registers in Customer Services,
- ◆ *develop efficiency savings through opportunities for integration, and assist with training the Environment Protection Teams,*
- ◆ assist in rewriting QMS procedures for PIR/RSR, implement waste licensing QMS system from 1 April 1998,
- ◆ provide information for public requests, and promote environmental improvement through partnership and education,
- ◆ *meet requirements for LEAPS and WLMPs,*

- ◆ review the marine monitoring programme,
- ◆ carry out the approved programme of expenditure at Eastern Counties Leather at Sawston,
- ◆ *commence national waste survey,*
- ◆ work in partnership with planning conferences to determine their requirements for strategic waste management information and assist in the development of a system of Strategic Waste Management Assessments and Local Authority statements.

Workload/Resource Issues

There is a need to increase PIR/RSR inspections from 60 to 75%; an increased waste licensing workload due to boundary changes and the scrapyard licensing issue in the inherited parts of Norfolk; a need to bid for nationally identified resources for Producer Responsibility Packaging work and a shortfall on staffing for Consenting.

Efficiency

Some efficiencies should be achieved through the co-location of the Environment Planning Team to the new office in Brampton, although there is likely to be a drop in performance over the period of the move.

Customer Focus

As part of the development of the behaviour and culture of the Environment Planning Team, greater attention will be given to letting all our customers know what we are doing and where appropriate involving them in our decisions and ensuring that we are more open in our decision making, and be pro-active rather than reactive in this field.

3.4 Environment Protection (North & South)

Integration of water and waste regulation activities is a major priority where there are opportunities for more effective and efficient use of staff resources. It is recognised that for a few more complex issues experienced specialists with either water quality or waste regulation experience must be retained and developed within the Environment Protection teams.

The integration of the Waste and Water Quality work will continue to progress through 1998/9 and opportunities for further efficiencies and benefits to the environment from this integrated approach will arise during the year. One particular area will be to look at the integration of responses to pollution incidents and the out of hours standby roster. As staff become more multifunctional there should be scope for a single officer to act as

the duty officer for both water quality and waste related incidents.

There will be a need to improve the interaction and communication of the Environment Protection Teams with the Environment Planning Team and the Customer Services Team. This will relate particularly to the creation of the Customer Service Centre (CSC) and work on Public Registers, Simple Authorisations and Special Waste.

There will continue to be a heavy training requirement for Environmental Protection staff to ensure that staff from one function are given the opportunity to gather knowledge, skills and competencies in the other function. There are also a number of new initiatives e.g. waste survey, which will have an accompanying training requirement. All staff will have developed a personal development plan at the end of 1997/8 and we will need to demonstrate progress through these plans if we are to achieve objectives and targets. If progress is to be achieved the time and resources for training will have to be made available.

Key priorities for the year will be:-

- ◆ Minimise the environmental impact of pollution incidents, identify and investigate illegal in accordance with the polluter pays principle activities
- ◆ Ensure that all waters are of a sustainable quality for their different uses
- ◆ Ensure high standards of waste management
- ◆ Integrate water quality and waste regulations activities to improve the effectiveness of environment protection.
- ◆ Ensure that adequate data is collected to enable reporting on the state of the local environment.
- ◆ Encourage companies to minimise waste and implement pollution prevention measures.
- ◆ Contribute to the integrated management of river basins, by identifying and resolving water quality and waste management issues in catchments.
- ◆ Work with local authorities and developers through consultations on development planning and development control to promote environmental best practice.
- ◆ Contribute to the processing of applications for licenses, consents and investigations.
- ◆ Ensure producer responsibility (packaging regulations are implemented).

3.5 Water Resources

The main focus for the Water Resources Department is the management of resources to achieve statutory goals and to complete other duties such as Capital and Revenue projects. This is critical to avoid repeating the disappointments experienced in 1997/98. An additional 2 FTE has been allocated to the department. A review of the water resources tasks, priorities and working practices and staff structure will be undertaken to enable higher effectiveness and efficiency.

- ◆ A priority for water resources is to reduce licensing workload to "normal" levels. This has been a target for the last few years and although progress has been made, there are still approximately 150 in hand compared to a normal workload of 120. In addition some applications are taking more than six months to determine which is not ideal for many customers. The long term solution to this relies on the successful outcome of resource recruitment.
- ◆ The introduction of National Abstraction Licensing Database (NALD) is a National Must Do and GREEN National Priority. This equates to an increase in workload for the licensing section and a need for temporary staff has been identified at Regional level.
- ◆ The nominated Make a Difference Site is Fowlmere Water Cress Beds SSSI. This site is augmented using groundwater from the Rhee Groundwater Scheme to protect the flora and fauna associated with the wetland fen with reed beds as well as willow carr, hawthorn scrub, chalk and marshy grassland. The Agency has undertaken to continue to review and monitor the groundwater support to the SSSI, liaise closely with English Nature and RSPB and, if necessary, carry out works to improve the engineering arrangement. The experience of 1997 has suggested that the extra spend may not be necessary. A Capital budget of £10 K has been allocated to this project and this is a continuation of 1997/98 work.
- ◆ Water Resources staff will continue to manage the Drought as necessary. This will include staffing a drought team to deal with enquiries, management of support schemes, monitoring the environment and liaison with abstractors about restrictions etc. This year is likely to include work on giving evidence in relation to Drought Order applications at public inquiries. The resourcing of the Drought is the subject of a Regional consideration. Even if drought conditions cease there will be a need to commit time and effort to review and document the drought and complete the Water Resources Operational Manual.
- ◆ The following schemes: Ely to Essex Transfer, Thet/Little Ouse Groundwater Scheme, Lodes Granta Groundwater Support Scheme, Rhee Groundwater Support Scheme and Hiz Groundwater Support Scheme will be reviewed, maintained and operated as necessary. The review of Lodes Granta and Rhee schemes are identified in the Cam LEAP works to the Rhee and Thet/Little Ouse Support Schemes will continue and £25K will be spent as pump refurbishment,

water level recorder replacements, water meter replacements and other critical repair work. This is a continuation of work which started in February 1998. The particular works associated with the River Hiz scheme should be completed with the Capital fund forwarded from last year. The revenue bid for the routine operation and maintenance of the schemes has been calculated assuming a continuation of drought conditions, the requirement for additional staff resources if the drought continues is included in Regional considerations. ...

- ◆ Water Resources staff will continue to contribute to LEAPs and WLMPs as previously to meet the National and Regional targets. There will be an additional workload associated with the review of consents under the Habitats Directive, this has been identified within the Habitats Directive consent review total resource requirement of 6.3 man years for the Region. 40% of the work is scheduled to be done in the Area in 1998/99 and a bid of £40K is sought.
- ◆ A priority for our external customers in the South Level would be to finish South Level Water Resources/Licensing Review. This issue is described in the Ely Ouse CMP Action Plan and was delayed last year due to the lack of staff resources and the awaited outcome of another project which is still incomplete. There are 18 applications in hand, awaiting the findings of the South Level project.
- ◆ A funding of £40K is necessary to continue the routine maintenance of the hydrometric network. Additional projects will include the feasibility study for Brownhill Gauging Station, the feasibility study of slacker abstraction from Hundred Foot River and hydrometric monitoring of groundwater flow into Diddlington Lakes SSSI. These additional projects will all be Revenue and in total equate to £50K.
- ◆ The current policy for the Wissey groundwater resources suggests that there is water available for abstraction above an allocation for the environment. This policy should be reviewed and a project was part completed at Region last year. This project should be completed (possibly with Area resources) this year. However, it is recognised to be a lower priority compared to the work already listed.
- ◆ There will be a workload associated with Region led projects such as, AMP3 (Asset Management Plan), Groundwater Modelling Strategy and Hydrological Monitoring of wetlands.
- ◆ Finally, it is necessary to mention the new duties which will change policies and practises in the Water Resources section. In particular there are duties associated with sustainability and cost/benefit analysis from the Environment Act 1995. There is also a Consultation Paper about changes in Water Resource legislation. Considerable effort will be necessary during the two month consultation period (May to June 1998).

3.6 Flood Defence

One of our top priorities is to maintain and deliver an efficient and effective flood forecasting, warning and response service with an overall target to achieve 80% of properties flooded receiving prior warning by 2001. The target for 1998/99 is to improve the performance in flood warning dissemination to achieve a target of delivering warnings to 55% of all threatened properties before flood occurs. Our ability to provide the flood warning service relies heavily on the good will and cooperation of Area staff at all levels and from across all functions.

We aim to deliver the 1998/99 maintenance programme as approved by the Great Ouse Local Flood Defence Committee and meet our budget targets. Whilst carrying out our works we will pay due regard to the requirement to further conservation and will implement the recommendations of our 1997/98 * cutting/weed control review. We will also implement the Client/DSG strategy and sustain the agreed Noble numbers of 71 FTEs in the Central Area. We will justify 40% of our revenue works for 1999/2000 using FDMM. However, we have serious concerns about our ability to implement FDMS due to the considerable staff and financial resources it will require.

We will continue to construct and improve flood defences to reduce the risks of property flooding in the Area and will identify needs/develop Long Term Plans for the approval of the Great Ouse Local Flood Defence Committee. We will deliver the 1998/99 Capital Expenditure Programme to expenditure and GEC targets, giving priority to the following:-

- ◆ the substantial completion of Welmore Lake Sluice for commissioning by July 1999
- ◆ implementation of the Hunstanton/Heacham Sea Defences Strategy 1998/9
- ◆ implementation of the recommendations of the Wash River Outfalls Strategic Study
- ◆ carry out survey work to achieve the requirements of the Section 105 Flood River Survey Programme and continue with our programme of Structural Surveys.

Health and Safety will be key in all that we do and we shall improve public safety measures at operational sites/structures. We will implement the new Agency procedures on overhead cables, including the production of plans indicating the locations of cables for use by both Client and Direct Services. We will endeavour to build a database of structure information (Catchment Engineer Action Plans) including electrical surveys, etc, CDM files. However, with only one M&E Specialist within the Area covering Flood Defence, Water Resources and Navigation sites our

ability to achieve a satisfactory level of M&E monitoring and recording is limited.

We will continue to develop the core behaviours within the Flood Defence team. We will take opportunities to increase our knowledge of our customers' needs and build closer working relationships with other functional teams with whom we work. We will actively participate in the production of LEAPs and WLMPs.

3.7 Fisheries, Ecology and Recreation (FER)

External

Influence and educate key navigation customers and decision makers in order to resist attempts by British Waterways to take control of navigation on the River Great Ouse.

In order to do so we will form strong alliances with groups (such as conservation bodies) which see the benefits of maintaining navigation as our integral part of the integrated river basin management practised by the Agency.

The growing demands on the conservation section, both internal and external, will continue to challenge the FER department during 1998/99.

With limited resources, extra benefits will be achieved by working in partnership and by fine tuning our work programmes. For example, our current conservation survey programmes can be modified to more fully contribute to the local biodiversity action plans for Cambridgeshire and Bedfordshire. LEAPs can also help identify and refine other functional activities which can contribute to furthering local biodiversity.

We will assess the potential of achieving wider benefits, with partner organisations, when undertaking our biology surveys.

Under an agreement signed between the Agency and English Nature, we will implement the completed Conservation Strategies for the River Nar and the Old Bedford/Counterdrain SSSIs.

We will complete identified habitat enhancement projects in the fisheries and conservation capital programme:

♦ Bedford Ouse Off-River Refuge:

Dredging and reconnecting to the main river of an overgrown watercourse. This 300m long channel will provide a winter shelter for small cyprinids and increase the habitat diversity for fish spawning and feeding, will also lead to general improvements to the aquatic and terrestrial wildlife.

◆ Little Ouse Upstream Brandon Habitat Enhancement:

The river supports a modest fish population, due in part its straightness and uniform depth. By introducing instream features such as riffles and croys will improve the range of spawning and nursery areas for fish such as chub and dace. It is anticipated that through diversification of the habitat a self sustaining cyprinid fishery will develop.

◆ River Cam Enhancement:

Historic use of the land in the catchment for agriculture and the associated land drainage policies has affected the river's habitat. In the upper tributaries of the catchment we intend to install riffles and croys to improve the in stream diversity. Lowland stretches will benefit from creating wet berms, and maximising the marginal vegetation.

◆ Huntingdonshire Willow Management:

This is an ongoing project to manage waterside willow trees in the Bedford Ouse. Over the past two years the Agency, Huntingdonshire District Council and other organisations have identified trees that require pollarding. To date nearly 100 trees have been pollarded and there have been opportunities to experiment on different age trees and to vary the way they are cut. This project will continue to "save" willows, enhance river valley landscape and better our understanding of this traditional practice.

◆ Old West off River Refuge:

An Agency owns and leases the fishing rights on a piece of land near the Lazy Otter public house on the Old west. Two lagoons require dredging, whilst it is intended to connect a third to provide a winter shelter for small cyprinids and a fish refuge from the intensively navigated main river. Management of the trees and scrub on the land will enhance its general conservation value.

We will also complete the following Recreation Capital Projects:

◆ Houghton Mill Walks:

We will work with the National Trust and Huntingdon District Council to raise the profile of walking opportunities from this location; both circular walks and the Ouse Valley Way which passes this historic building which is undergoing restoration. A new interpretation board is to be produced and associated leaflets and waymarkers.

◆ Restoration of Houghton Mill:

The National Trust secured heritage Lottery Funding for this project. Over two years the £1.2 million project (Agency contribution (£100k) will restore a waterwheel to power milling, install water turbines which will produce electricity. This will allow a unique comparison of water use new and old. In addition the visitors centre will be improved.

◆ Fishing Platforms:

Two projects are being progressed in the Bedford Ouse at Huntingdon (partly recreation capital financed) and on the Old River Nene in March. We intend to install safe fishing platforms for disabled anglers. It is equally important to consider access to the platform and other facilities which this group of fishermen require. The relevant local authorities are closely involved.

◆ Marriotts Warehouse, Kings Lynn

This forms part of King's Lynn and west Norfolk Borough Councils successful millennium project "The North Sea Haven". We are contributing £30k of the total £690k to restore the quayside building and create an environmental visitors centre. This will principally provide information on the management of the Wash area and the associated conservation issues, it will involve interactive displays and specially designed computer software.

In fisheries, we will concentrate on improving our communications with angling clubs, for example, by improving the format of our fishery survey reports. We will also achieve the following in line with national targets:

- ◆ Monitor major riverine fisheries on a five year programme cycle. Carry out special investigation surveys where required.
- ◆ Implement Phase II of the national fisheries byelaws.
- ◆ Meet Regional Targets for Rod Licence income
- ◆ Implement national fisheries classification scheme and contribute to annual report on state of fisheries nationally

The current shortfall in fisheries, recreation and navigation staff is causing problems in meeting our statutory duties. Our customer relations are also suffering when expectations are not met and our ability to influence and educate are severely hampered.

Whilst the navigation function remains under-resourced we will concentrate our

capital and revenue work programmes on achieving statutory duties, maintaining safe navigations and improving facilities in line with national Standards of Service. We will strive to resolve ongoing problems, particularly on the tidal river and access to the Old Bedford River where we currently fall below the requirements of our statutory duties.

We will produce and disseminate plans for each Agency Navigation to ensure that at a minimum level, we at least meet statutory duties and carry out improvements in line with customer needs.

Our enforcement staff will continue to ensure boat licence compliance meets OPM targets. The department will also contribute to a review of navigation byelaws (Regionally led).

Internal

One of the key objectives for 1998/99 is the full integration of all components of this newly combined department. Many areas need to be explored, particularly between biology, conservation and fisheries, as well as between fisheries, navigation and enforcement.

For the first group, a strategy will be developed during Spring 1998, exploring integration possibilities in areas such as survey, capital works and biodiversity. A vast resource in terms of databases and expertise exists within the biology section which could be more fully utilised by other sections. We will also ensure that General Quality Assessment (GQA) site biology surveys are completed.

A strategy for prioritising and delivering conservation duties for the area will also be developed. Priorities include considering how new conservation duties in respect of IPR\RSR and Waste are to be delivered. The development of best practice in terms of flood defence activities (dredging, weed cutting and bank maintenance) will be a further priority. An appropriate apportionment of conservation staff to the catchment offices will be achieved.

Conservation staff will continue to coordinate and progress the review of Agency consents affecting Habitat Directive sites.

The migration of environmental assessment from region to area will improve delivery and ensure fuller integration of works within the area.

Staff will contribute to the National Review of eel fishing/licensing.

We will work with Area based Information Officer to more fully promote activities of the FER section.

Our enforcement team will continue to deliver multi-functional enforcement in the area and achieve OPM targets in terms of Water Resources and Flood Defence. We will also continue to meet the OPM in terms of boat licence compliance.

3.8 Direct Services Group (DSG)

The main issues and key priorities for 1998/99 are:

- ◆ Develop improved administration procedures to improve control and give more timely information on individual work items/jobs eg direct logsheet input to IAS from Ely Office.
- ◆ Improve flexibility and maintain resource levels through further increases in sub-contract/Agency labour. Also look at the option of employing labour directly on short term contracts (3 months) to meet peak workloads demands.
- ◆ Continue to build up the skills/resources within the M/E department to reflect increased M/E workload.
- ◆ Further improve security at Ely with the provision of improved/rationalised storage facilities for plant and equipment.
- ◆ Maintain the emergency response capability whilst overall excess manpower is reducing to the Noble Number. Further contacts with outside resources to help with the emergency response.
- ◆ Maintain the turnover budget in the range 3.6 to 4.0 £m in order to keep overheads costs to a minimum. (£2.1M is required from allocated budget to support the EWF).
- ◆ Contribute to region's environmental targets and set example to external contractors by adopting best practice. Linked to this issue will be extended use of safer lubricants to non mandatory types of plant.
- ◆ Seek to improve sickness record among manual workers as a result of manual handling injuries.
- ◆ Aim or secure necessary capital funding for T&P replacement strategy (£300K Plant and £192K vehicles) in order to maintain the cost effectiveness of the fleet. An old fleet has a detrimental effect on the environment, eg emissions, consume spare parts.
- ◆ Start the main body of NVQ training and assessments in order to meet the National target of 80% manual workforce with an NVQ within four years.

- ◆ Seek to implement the integration of the instrumentation maintenance work within the Area in line with the findings of the report into this matter.
- ◆ Further discussion with Client in respect of managing revenue budgets to increase value for money and reduce duplication of effort (potential for 'freeing' resources).
- ◆ Implement any changes resulting from the current national review of the Client\Contractor working relationship.

Use of Resources 1998/99

The Direct services Group will achieve the same overall output (turnover) by continuing the process of increasing the amount of sub-contract/Agency labour employed. This will enhance the flexibility of the manpower resource and maintain the gang size across the geographical locations which is vital to maintaining the required emergency response.

One particular area of manpower resource which must be resolved during the year is that of the Thetford Area gang. The present gang situation will change due to one particular retirement and the consequent need to undertake both flood defence and water resource work, in an area geographically remote from other work groups.

Continue with manual reduction plan in order to reduce the central Area numbers to those dictated by the Noble review for each catchment.

Continue with the process of replacing plant at the end of its asset life and disposal of plant which does not meet the required utilisation target to justify retention. The overall funding strategy for relacing/disposing of some items from the very old dragline fleet (22RBs) will be resolved. Following trials with a possible replacement for the 22RB it is now agreed that a hydraulic crawler crane capable of undertaking dragline duties would service our needs. Therefore sufficient money has been requested to purchase one of these machines during 1998/99.

1998/99 Aims and Objectives

The main aims of the Direct Services group can be summarised as follows:

- ◆ To ensure the provision of an effective Emergency response unit at the minimum sustainable cost conversant with the level of service necessary.
- ◆ Carry on working on a multi-functional basis across the Agency's functions and seek to promote our services in order to undertake other synergistic activities.
- ◆ To act safely and be businesslike in all we do and to provide a standard within

our activities which is an example to others.

- ◆ Undertake the training of the staff in order to maintain and increase skills to meet the Agency's and DSG objectives now and in the future.
- ◆ To meet our target OPMs and the agreed rate of return.
- ◆ To undertake best environmental practice meeting the aims of the organisation in building in sustainable environmental improvements.
- ◆ Maintain good working relationship with both internal and external customers.

4. CAPITAL PROGRAMME

4.1 Flood Defence

The main elements of the Long Term Plan are listed below:

Project	Target Expenditure £k
Welches Dam Pumping Station Scheme This scheme involves the replacement of one of the existing engines with a new automatic diesel engine, installation of a new automatic weed screen and automatic closure of the Welney sluice gate when pumping commences.	195
Welmore Lake Sluice Reconstruction Work will continue on the construction of the new sluice within the recently completed cofferdam. Work will also continue on the manufacture and installation of the sluice gates, etc.	1,280
Hunstanton/Heacham Beach Three vulnerable lengths of the defence have been identified as requiring additional "hard" protection at Snettisham Scalp, Heacham Dam and Heacham North Beach.	1,840
Houghton Structures Work will continue with the replacement of the Fishers' Dyke Weir and refurbishment of Rhymers and two unnamed weirs.	105
Tidal River Mattressing Work continues with two further lengths downstream of Denver.	270
Great Ouse Shoreline Management	20
ARTS Phases 2,3 and 4	192

4.2 Non Flood Defence

PROJECT TITLE	Approx. Cost (£k)	Previous Cost (£k)	1998/99 Budget	1999/2000 Planned	2000/01 BID
Wissey Hydrometric Installation				50	
GOGWS Pump Replacement	55	25	20		
Denver Improved Residual Flow Works				5	
Brownshill/100 foot Washes Gauging Stations				25	100
Mildenhall - Risk Assessment Study	20				
Pollution Control Equipment			15		
Little Ouse Spawning Habitat			25		
Bedford Ouse - off River refuge				10	6
Cut-off Channel - instream fish refuge					5
Sapiston Beck Instream Habitat Enhancement					8
R Thet/ E Harling Instream Habitat Enhancement					10
Upper Ouse Catchment - Back Channel Restoration					20
Houghton Mill Walk			4		
Bedford Ouse Angling Platforms		3	3		
Old Bedford Access Recreational Enhancements				5	
Brampton recreational Site Plan				4	
CAM Lodes - Walks					15
Offord Lock Automation	13				4
Offord Lock Automation Slacker	4				4
Godmanchester Gate Automation	16	16.9			
St Neots Lock Enlargement	180	57.5		130	
St Ives Lock Enlargement	300		50		

PROJECT TITLE	Approx. Cost (£k)	Previous Cost (£k)	1998/99 Budget	1999/2000 Planned	2000/01 BID
Isleham Lock extension to landing stage	22	9.2			
Offord Lock Enlargement	129	14.2	80		
48 hour Moorings (Priory Park)	20		20		
48 hour Moorings (Wilton Brg & Ship)	20				
Eaton Socon Lock Enlargement	107	92.8			
Denver Permanent Moorings	15				
Brownshill Stauch Refurbishment	265	105.8			
Lock Security	9.7		20		
Barford Lock Vee Door Sill Replacement	15		15	5	
Gt Ouse Navigation Facilities			10		
Houghton Lock Sill			20		
Canoe Portages			18		
48 Hour Moorings - Barford			12		
Dredging of Tidal Ouse			50		
Inspection Refurbishment Locks			12		
Houghton Lock Fenders			10		
Safety Works at Landing Stages			7		
Hermitage Locks D/S Landing Stage			20		
Navigation Link to Middle Level Study				20	
Structure Replacements					50
Brandon Lock Safety Works					10
Houghton Water Wheel Restoration	95	25	70		
Navigation Structures			50		
Management of Willows	19	9	5	5	

PROJECT TITLE	Approx. Cost (£k)	Previous Cost (£k)	1998/99 Budget	1999/2000 Planned	2000/01 BID
Breckland River Restoration PH2	60	31.2	10	10	9
Bedford Ouse Conservation Enhancements					10
River Cam Otter Project					3
Habitat Restoration (with EN) Ouse Valley Link			5		
Upper Ouse Habitat (with Milton Keynes Wildlife)					10
Tree Management (Collaborative with Greensand project)					5
River Ivel Habitat Restoration					5
Ouse Water Vole-Otter project					5
Little Ouse Habitat Restoration					14
Santon Downham Wet Meadow Restoration					10
North West Norfolk Catchment - River Rehab.					10
Alconbury Brook Habitat Restoration					10
River Tove Corridor Habitat Enhancement					10
Little Ouse Spawning Habitat			25		
Bedford Ouse - off River Refuge				15	
River Cam - Fish Habitat Enhancement				10	6
Cut-off Channel - Instream Fish Refuge					5
Sapiston Beck Instream Habitat Enhancement					8
River Thet, E Harling Instream Habitat Enhancement					10
Upper Ouse Catchment - Back Channel Restoration					20

5. REVENUE BUDGETS - 1998/99

	Operations	Salaries	Depart. Admin	General Admin	Buildings	Special Alloc.	Contami- nated Land	TOTAL
Area Manager/ Business Services		158,692	13,800	142,500	582,000			896,992
Flood Defence	3,505,000	607,795	77,000					4,189,795
Water Resources	263,100	471,388	17,300					751,788
Env. Planning	30,000	784,168	56,000				413,200	1,283,368
Env. Prot. (N)	32,800	542,665	100,200					675,665
Env. Prot. (S)	36,200	554,091	89,900					680,191
FER	266,500	470,707	75,900					813,107
Customer Services		362,384	61,500			10,000		433,884
TOTAL	4,133,600	3,951,890	491,600	142,500	582,000	10,000	413,200	9,724,790

6. SUMMARY OF PERSONNEL RESOURCES

Department	Structure (as agreed via RMT)	
	Heads	FTEs
Area Manager	2	2.00
Business Services	7	6.14
Direct Services	13	12.84
Env. Planning Manager	33	33.00
Env. Protection Manager (N)	30	30.00
Env. Protection Manager (S)	27	26.50
Fisheries, Ecology & Recreation Manager	25	25.00
Operations	32	31.29
Planning	20	20.00
Water Resources	22	21.57
TOTAL for Central	211	208.34

Central Area - Structure and Strength by departments as at 31.01.98 - subject to review during 1998/1999

6.1 TRAINING AND DEVELOPMENT

A review of Central Area training needs and priorities has been undertaken and will be confirmed with two to three months.

7. 1998/99 MAKE A DIFFERENCE SITES

KERRY FOODS, CARLTON LODGE, REDGRAVE

(Environment Protection - North)

Discharge of effluent from a duck processing factory to land adjacent to the Little Ouse river has contributed to a deterioration in river water quality. The impact of the effluent disposal onto land has resulted in a gradual deterioration in river quality over recent years, probably as a result of increased production at the site. Although the discharge is onto land the quantity and quality of the effluent exceeds the capacity which the land can assimilate without leaching ammonia during the winter period. The Agency is encouraging Kerry Foods to investigate options for waste minimisation. The company has appointed consultants to report on the effluent disposal activities and recommend options for effluent disposal. A detailed pollution prevention and waste regulation inspection will be carried out by the Agency to assist the company. Routine monitoring of the river is in place and will provide a measure of the effects of improvements. The Agency is seeking a sustainable solution which will allow the company to continue to operate on the site.

FOWLMERE WATER CRESS BEDS SSSI

(Water Resources)

This site is augmented using groundwater from the Rhee Groundwater Scheme to protect the flora and fauna. The Agency has undertaken to review and monitor the groundwater support to the SSSI and liaise closely with RSPB and, if necessary, carry out works to improve the engineering arrangement. A Capital budget of £10 K has been allocated to this project and has been carried over from last year.

HOUGHTON MILL IMPROVEMENTS

(FER\Flood Defence)

The Agency will become more fully involved in interpretation work coinciding with the development of this site.

MARSTON VALE LANDFILL SITES (L FIELD, BROGBOROUGH, ELSTOW)**(Environment Protection, South)**

There are three major landfill sites in the Marston Vale.

◆ Elstow

Operated by Bedfordshire County Council. This site is reaching the end of its operational life. Agreement needs to be reached on the best way forward for restoration and aftercare on the site to ensure that the site does not cause harm to human health or pollution of the environment in the future after the site has closed. A license modification will need to be constructed to apply post closure conditions on the operator to achieve these objectives.

◆ L-Field and Brogborough

These are two major co-disposal sites operated by Shanks and McEwan (Southern Waste Services) Ltd. The site licenses are in need of a thorough review to bring them into line with modern licenses. Much has been achieved at the sites although this has relied upon co-operation between the site operator and the Agency and many of the improvements would not have been enforceable if the operator had not been willing to implement them. There have been long standing problems with odours from the sites and this is ongoing. The Agency needs to develop in consultation with Shanks and McEwan modern license conditions that ensure continued successful operation of the sites in accordance with environmental standards and objectives and that efficient and effective regulation is possible. The Agency needs to continue to work with the operator, the Environmental Health Authority and the public to ensure that the odour problems in the area are recorded and that continuous improvements are made, including encouraging the operation to install endorsed planning system.

EASTERN COUNTIES LEATHER, SAWSTON - GROUNDWATER REMEDIATION**(Environment Planning)**

Background

The chlorinated solvent tetrachloroethane (PCE) was first identified in the Chalk aquifer at Sawston in 1983 when the public water supply borehole at Sawston Mill operated by the Cambridge Water Company was found to be contaminated and was taken out of production. Chlorinated solvents are one of the most widespread and persistent causes of groundwater contamination in the UK and groundwater contaminated with solvents is very difficult to

remediate. Initial investigations showed the source of the contamination to be spillages of solvent at the Eastern Counties Leather Works (ECL) where it had been used as a degreasing agent to clean leather. Subsequent investigations were undertaken to define the nature and extent of the contamination. An interim remediation system was put into place in 1994 when a new borehole was installed at ECL. As well as supplying the works with water for industrial use the borehole also served to remove some of the contaminated water for subsequent treatment as well as helping to prevent further migration of contaminated water from beneath the site.

Remediation Proposals

In 1997 the Agency secured government funding worth over £1.5M over the next 3 years under the Supplementary Credit Approval scheme to carry out works involving hydraulic containment and treatment of the contamination 'plume' together with a vapour extraction system to remove solvent from the unsaturated zone above the water table. It is proposed to appoint a contractor to carry out detailed design work during this financial year.

The costly long term option of remediation will contain the contamination; minimise further release of PCE to the aquifer; gradually remove PCE from the aquifer and fulfils EA requirement to protect and improve water quality.

8. INFORMATION SYSTEMS

(THE WAY FORWARD)

The most important step for the region will be the migration into the Windows 95 environment and the harmonisation of all software to ensure that all packages are year 2000 compliant. Although this is a mammoth task and will require the patience of all staff there will be advantages to all IT users and will lead to efficiencies and better use of modern technology.

Major initiatives for 1998/99 are shown in the table below:

System - Software	Used for?	Function	Timescale	Benefits	Training
Planning Liaison DIP System	Scanning planning applications and flood defence consents applications onto computer	Customer Services	End March 1998	Reduce the amount of interoffice paperwork and reduce photocopying. Potential roll out to other functions.	By software provider at time of installation
Customer Services Planning Liaison GIS	Plotting planning applications	Customer Services	Existing and will be updated to ArcInfo over the next 18 months	Existing database will be updated to be 2000 compliant	In-house
Convergence issues Windows 1997 Software suite	The Agency is moving nationally in to the 'Windows 95' environment	All	Anglian Region August 1998	The Agency will be up to standard with modern software	In-house
NALD	National Water abstraction licence database	Water resources	August 1998	National database to replace regional systems	In-house

System - Software	Used for?	Function	Timescale	Benefits	Training
WAMIS	Waste Licences tracking system	Environment Planning and Customer Services	Existing		In-house
IPCIS	Logging and tracking RAS and IPC permissions	Environment Planning\ Customer Services	Existing		In-house
NDPS	National database for tracking planning application	Customer Services	July 1999 within the Anglian Region with new ArcInfo GIS attached	National database and GIS	In-house
FDMS	Justify and prioritise river maintenance work	Flood Defence	Existing at March 1998		In-house
COPPS III (Windows 95)	River work planning\costing and monitoring	Direct Services and Flood Defence	Existing at March 1998	Nationally consistent and 2000 compliant	In-house
FDMM	Justify and prioritise revenue and capital river works	Direct Services and Flood Defence	Existing	Efficient/economic management of resources	In-house
FP\IGIS	Flood Plain information system	Flood Defence	Existing	Provide information on flood maps	In-house
Flood Defence Consents Database	Tracking Flood Defence Consents Application	Customer Services	September 1998 with a possible link to NDPS and GIS	Update existing database and make 2000 compliant	

9. 1998/99 EFFICIENCY INITIATIVES

Throughout 1998 efficiency initiatives will be identified and incorporated as appropriate.

(Environment Protection - North)

The 10 waste management sites (6% of the total waste sites in "North") which have consented site drainage or trade effluent discharges will have inspection and effluent monitoring visits carried out by only one officer.

There are opportunities to integrate waste regulation, waste minimisation and pollution prevention site inspections to reduce the number of duplicate visits. This will require training and development of staff through work shadowing and in house training sessions in 1998. The efficiency savings cannot be quantified at present.

Further considerations will be given to the following efficiency initiatives throughout the 1998/99:

Operational Monitoring Review
Review of Annual Mileage incorporating Train Travel at 2nd Class
Savings on Losses
Savings arising from the implementation of the internal environmental policy
Procurement Savings
Integration savings - 4 posts (Central)
Flood Defence Maintenance

10 MANAGEMENT ACTION PLAN

The following tables summarise priority targets for 1998/99. They will form the basis of both AMT Manager's personal objectives and the Management Action Plan. In some cases secondary objectives are shown which will be cascaded to other members of staff.

AREA/REGION: Central \Anglian		FUNCTION: Customer Services and Business Services		RESPONSIBLE MANAGER: N Fawthrop		
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS	
OBJ Ref		Compl Date	Compl Date	1 Must do 2 Should do 3 If Poss		
Key Actions and Targets Success Criteria		£Planned Staff Hrs	£Planned Staff Hrs			
CSBS\C\01 N Fawthrop	Develop a methodology across all functions for ensuring that resources are directed at areas of greatest environmental risk through the right level of the planning system	Dec 1998		1		
CSBS\C\02 N Fawthrop	Pursue Environment Agency policy inclusion in Development Plans through effective, proactive planning liaison. <i>Respond to 100% of Consultation and Deposit Plans within 6 weeks of date of receipt or LPA specified timescale</i>	Mar 1999		1		
CSBS\C\03 N Fawthrop	Maintain the programme for delivery LEAPS and further improve the Regional approach to LEAPS by the identification and implementation of best practice. <i>See table 1 - Timetable for the preparation of LEAPS</i>	March 1999		1		
CSBS\C\04 N Fawthrop	Manage the Agency's response to consultation on planning applications. <i>Timeliness by OPM targets. Effectiveness by monitoring decision notices</i>	March 1999		2		
CSBS\C\05 N Fawthrop	Provide planning input into the development of Section 105 project 30/92 surveys	March 1999		2		

AREA/REGION: Central Anglian FUNCTION: Customer Services and Business Services RESPONSIBLE MANAGER: N Fawthrop					
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET Compl. Date	ACTUAL (to date) Compl. Date	PRIORITY 1: Must do 2: Should do 3: If Poss.	EXCEPTION COMMENTS
OBJ. Ref.	Key Actions and Targets Success Criteria	£Planned Staff Hrs	£Planned Staff Hrs		
CSBS\06 N Fawthrop	Make a significant contribution to the development of Planning policy and guidance	March 1999		2	
CSBS\07 N Fawthrop	Identify and undertake training in the planning system internally for both planning and functional staff	March 1999		3	
CSBS\08 N Fawthrop	Review the potential role of operational field teams in Planning inspections	March 1999		3	
CSBS\09 N Fawthrop	Progress links with County and District Councils, MPs and key stakeholders <i>Seminars or joint workshops</i>	March 1999		3	
CSBS\10 N Fawthrop	Develop and implement Business Plans <i>Production of the Area Business Plan according to agreed timescales</i>	March 1999		1	
CSBS\11 N Fawthrop	Tackle environmental problems by means of partnership. <i>eg. LA21 initiatives</i>	March 1999		2	
CSBS\12 N Fawthrop	Promote the public profile of the Agency within the Area	March 1999		2	

AREA/REGION: Central/Anglian		FUNCTION: Customer Services and Business Services		Responsible Manager: N Fawthrop	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET Compl Date	ACTUAL (to date) Compl Date	PRIORITY 1 Must do 2 Should do 3 If Poss	EXCEPTION COMMENTS
OBJ Ref	Key Actions and Targets Success Criteria	Planned Staff Hrs	Planned Staff Hrs		
CSBS\CV13 N Fawthrop	Develop the Customer Services Centre in line with national guidelines and the regional project plan <i>See **</i>	March 1999		1	
CSBS\CV14 N Fawthrop	Manage the determination of applications for flood defence consents	March 1999		1	
CSBS\CV15 N Fawthrop	Make more effective use of information technology <i>(Increase the use of DIP, GIS, and new databases - initially in the Planning and Customer Contact teams but with a view to Area wide rollout)</i>	March 1999		2	
CSBS\CV16 N Fawthrop	Manage the provision of administration and support services for the Area. <i>(Efficient and effective management of local procurement services, personnel services, postal services, catering and other external contracts)</i>	March 1999		1	

AREA/REGION: Central/Anglian		FUNCTION: Customer Services and Business Services		RESPONSIBLE MANAGER: N Fawthrop	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS
		Compl Date	Compl Date	1 Must do 2 Should do 3 If Poss	
OBJ Ref.	Key Actions and Targets Success Criteria	£ Planned Staff Hrs	£ Planned Staff Hrs		
CSBS\17 N Fawthrop	Manage all premises within Central Area. Safe, secure, clean, pleasant working environment, visitor friendly	March 1999	1		
CSBS\18 N Fawthrop	Manage the Brampton Accommodation Project. <i>New building operational</i>	August 1999	1		
CSBS\19 N Fawthrop	Review the accommodation requirements of the Area. <i>Project established and implemented</i>	March 1999	1		

AREA/REGION: Central\Anglian		FUNCTION: Environment Planning		RESPONSIBLE MANAGER: Paul Waldron	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS .
		Compl Date	Compl Date		
OBJ.Ref.	Key Actions and Targets	£Planned	£Planned	3.If Poss.	
		Staff Hrs	Staff Hrs		
EPD/C/01 P Waldron	Meet statutory deadlines for issuing permissions	March 1999		1	
EPD/C/02 P Waldron	Investigate transfer of simple permissions to Customer Services	March 1999		1	
EPD/C/03 P Waldron	Ensure targets are met for Producer Responsibility, commence Producer Responsibility Packaging (Waste) registration audits and assess applications for voluntary accreditations of packaging waste reproprocessors	March 1999		1	
EPD/C/04 P Waldron	Promote waste/resource minimisation through education and partnership	March 1999		2	
EPD/C/05 P Waldron	Plan reductions in and where possible reduce emissions of CO ₂ , SO ₂ & NO _x .	March 1999		1	
EPD/C/06 P Waldron	Liaise with and support Councils with the Air Quality Strategy. Contribute to Regional Action Plan.	March 1999		1	
EPD/C/07 P Waldron	Support PIR/RSR policy development, eg SLF, BSE, Air Quality	March 1999		3	

AREA/REGION: Central\Anglian		FUNCTION: Environment Planning		RESPONSIBLE MANAGER: Paul Waldron	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS .
		----- Compl Date	----- Compl Date		
OBJ.Ref.	Key Actions and Targets	----- £Planned	----- £Planned	3.If Poss.	
		Staff Hrs	Staff Hrs		
EPD/C/08 P Waldron	Meet requirements for AMP3 and monitor progress with AMP2	March 1999		1	
EPD/C/09 P Waldron	Improve the quality of 15km of river	March 1999		1	
EPD/C/10 P Waldron	Support clean-up of 2 contaminated land sites	March 1999		1	
EPD/C/11 P Waldron	Regulate transfrontier shipment of wastes	March 1999		1	
EPD/C/12 P Waldron	Provide expert advice to external & internal customers on Waste Disposal Sites (WDS) lining systems, groundwater and special wastes	March 1999		2	
EPD/C/13 P Waldron	Carry out PIR/RSR inspection and enforcement (65% of FER)	March 1999		1	
EPD/C/14 P Waldron	Implement new enforcement policy and contribute to Agency League Tables	March 1999		1	
EPD/C/15 P Waldron	Increase non-statutory consultation on significant PPC permissions	March 1999		1	

AREA/REGION: Central\Anglian		FUNCTION: Environment Planning		RESPONSIBLE MANAGER: Paul Waldron	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS .
		Compl Date	Compl Date		
OBJ.Ref.	Key Actions and Targets	£Planned	£Planned	3.If Poss.	
		Staff Hrs	Staff Hrs		
EPD/C/16 P Waldron	Meet EU Directive requirements: Nitrate, Groundwater, Urban Waste Water, Habitats	March 1999		1	
EPD/C/17 P Waldron	Encourage 2 landfills sites to install gas control	March 1999		1	
EPD/C/18 P Waldron	Prepare for Control of Major Accidents and Hazards (COMAH) and Integrated Pollution Prevention and Control (IPPC) Directives	March 1999		2	
EPD/C/19 P Waldron	Assist the setting up of public registers in Customer Services, if necessary	March 1999		2	
EPD/C/20 P Waldron	Develop efficiency savings through opportunities for integration, and assist with training the Environment Protection Teams	March 1999		3	
EPD/C/21 P Waldron	Implement waste licensing QMS system from 1 April 1998	March 1999		1	
EPD/C/22 P Waldron	Assist in rewriting QMS procedures for PIR/RSR	March 1999		3	
EPD/C/23 P Waldron	Provide information for public requests, and promote environmental improvement through partnership and education.	March 1999		1	

AREA/REGION: Central\Anglian		FUNCTION: Environment Planning		RESPONSIBLE MANAGER: Paul Waldron	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS .
		----- Compl Date	----- Compl Date		
OBJ.Ref.	Key Actions and Targets	£Planned	£Planned	3.If Poss.	
		----- Staff Hrs	----- Staff Hrs		
EPD/C/24 P Waldron	Meet LEAPS input targets	March 1999		1	
EPD/C/25 P Waldron	Review the marine monitoring programme	March 1999		2	
EPD/C/26 P Waldron	Carry out the approved programme of expenditure at Eastern Counties Leather at Sawston	March 1999		1	
EPD/C/27 P Waldron	Commence national waste survey	March 1999		1	
EPD/C/28 P Waldron	Work in partnership with planning conferences to determine their requirements for strategic waste management information and assist in the development of a system of Strategic Waste Management Assessments and Local Authority statements	March 1999		2	
EPD/C/29 P Waldron	Meet Litmus, OPM and other reporting requirements and deadlines	March 1999		1	
EPD/C/30 P Waldron	Record time spent on all activities	March 1999		1	

AREA/REGION: Central\Anglian		FUNCTION: Environment Planning		RESPONSIBLE MANAGER: Paul Waldron	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY 1 Must do 2 Should do 3.If Poss.	EXCEPTION COMMENTS .
		Compl Date	Compl Date		
OBJ.Ref.	Key Actions and Targets	£Planned	£Planned		
		Staff Hrs	Staff Hrs		
EPD/C/31 P Waldron	Meet customer charter and improve general liaison with public and local authorities	March 1999		1	
EPD/C/32 P Waldron	Ensure staff development to meet needs of Area Plan			2	

AREA/REGION: Central/Anglian		FUNCTION: Water Resources		RESPONSIBLE MANAGER: P Sones	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS
OBJ. Ref.	Key Actions and Targets	Compl. Date	Compl. Date	1. Must do	
		£Planned Staff Hrs	£Planned Staff Hrs	2. Should do 3. If Poss.	
WR\A01 P Sones	Implement NALD at Area level	March 1999		1	
WR\A02 P Sones	Review and Monitor Groundwater support to Fowlmere Water Cress Beds SSSI (MAD site)	March 1999		2	
WR\A03 P Sones	Manage Drought as necessary	March 1999		1	
WR\A04 P Sones	Ensure Water Resources Contribution to LEAPS and WLMPs are timely	March 1999		1	
WR\A05 P Sones	Manage preliminary work for the abstraction licensing review under the Habitats Directive	March 1999		1	
WR\A06 P Sones	Finish the South Level Licensing Review	March 1999		2	
WR\A07 P Sones	Reduce licensing workload to 120 in hand	March 1999		2	
WR\A08 P Sones	In River Needs studies for Lark, Little Ouse and Thet	March 1999		3	

AREA/REGION: Central/Anglian		FUNCTION: Water Resources		RESPONSIBLE MANAGER: P Sones	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION/COMMENTS
		Compl Date	Compl Date	1 Must do 2 Should do	
WR\109 P Sones	Carry out feasibility study for Brownhill Gauging Station	March 1999		3	
WR\110 P Sones	Carry out feasibility study of slacker abstraction from Hundred Foot River	March 1999		3	
WR\111 P Sones	Carry out capital Works to Rhee and Thet/Little Ouse support scheme	March 1999		1	

AREA/REGION: Central Region		FUNCTION: Fisheries, Ecology and Recreation		RESPONSIBLE MANAGER: M T Evans	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS
OBJ Ref		Planned	Planned	1 Must do 2 Should do 3 If Poss.	
Key Actions and Targets		Staff Hrs	Staff Hrs		
FER\CV01 M Evans	Achieve integration of conservation, biology and fisheries work programmes	Dec 1998 and ongoing			
FER\CV02 M Evans	Achieve integration of fisheries, navigation and enforcement	Dec 1998 and ongoing			
FER\CV03 M Evans	Complete navigation capital and revenue programmes to achieve statutory duties, safe navigations and improved service	March 1999			
FER\CV04 M Evans Team Leader Conservation	Ensure that the area meets the requirements of Environmental Assessment recently transferred from Region				
FER\CV05 M Evans Team Leader Conservation	Produce an Area Strategy, with a priority ranking of activities	mid 1998			
FER\CV06 M Evans Team Leader	Ensure completion of capital programmes for fisheries, conservation and recreation	March 1999			

AREA/REGION: Central Anglian		FUNCTION: Fisheries, Ecology and Recreation		RESPONSIBLE MANAGER: M T Evans	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS
OBJ Ref	Key Actions and Targets	Compl Date	Compl Date	1 Must do 2 Should do 3 If Poss	
		£Planned Staff Hrs	£Planned Staff Hrs		
FER/C/07 M Evans Team Leader Fisheries	Complete Fisheries Survey Programme	March 1999			
FER/C/08 M Evans Team Leader Biology	Complete GQA site biology surveys				
FER/C/09 M Evans Team Leader Enforcement	Meet OPM targets for boat complaints checks, water resources and land Drainage enforcement.				

AREA/REGION: Central, Anglian		FUNCTION: Direct Services		RESPONSIBLE MANAGER: A Bullivant	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS
OBJ Ref.	Key Actions and Targets	Compl. Date	Compl. Date	1: Must do 2: Should do 3: If Poss.	
		£Planned Staff, Hrs	£Planned Staff, Hrs		
DSG\01 A Bullivant	Implement changes resulting from the national review of the Client/Contractor working relationship	March 1999		1	
DSG\02 A Bullivant Team Leader	Maintain manpower resource levels/flexibility through further increases in sub-contract/Agency labour	Ongoing		1	
DSG\03 A Bullivant	Maintain the emergency response capability whilst overall excess manpower is reducing to the Noble Number.	Ongoing		1	
DSG\04 A Bullivant Supts.	Improve sickness record among manual workers as a result of manual handling injuries	March 1999		1	
DSG\05 A Bullivant	Secure necessary capital funding for 1998/99 T&P replacement strategy	June 1998		1	
DSG\06 A Bullivant Internal NVQ IV's and Assessors	Start the main body of NVQ assessments in order to meet National target within four years.	Ongoing until 2002		1	

AREA/REGION: Central/Anglian		FUNCTION: Direct Services		RESPONSIBLE MANAGER: A Bullivant	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS
		Compl Date	Compl Date	1 Must do 2 Should do 3 If Poss	
OBJ Ref	Key Actions and Targets	£Planned Staff Hrs	£Planned Staff Hrs		
DSG\07 A Bullivant Team Leader	Discussion with FD Client in respect of managing revenue budgets to increase VFM and duplication of effort	June 1998		1	
DSG\08 A Bullivant Team Leader	Further improvements to security at Ely Depot through the provision of improved/rationalised storage facilities	May 1998		1	
DSG\09 A Bullivant Team Leader	Maintain the turnover budget in the range of £3.6 to £4.0 million	End March 1999		1	
DSG\10 A Bullivant	Develop administration procedures to improve control and feedback on individual work items/jobs	May 1998		2	
DSG\11 A Bullivant M/E Superintendent	Continue to build-up the skills base/resources within the M/E department	July 1998		2	
DSG\12 A Bullivant Team Leader	Contribute to region's environmental targets and set an example to external contractors by adopting best practice	Ongoing		2	

AREA/REGION: Central Anglian		FUNCTION: Direct Services		RESPONSIBLE MANAGER: A Bullivant	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION/COMMENTS
		Compl Date	Compl Date	1: Must do 2: Should do	
DSG\C\13 A Bullivant Team Leader	Seek to implement the integration of the instrumentation maintenance work within the Agency	Sept 1998		3	

AREA/REGION: Central Region		FUNCTION: Environment Protection (North & South)		RESPONSIBLE MANAGERS: P.Wright\K.Rutterford	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS
OBJ Ref		Planned	Planned	3 If Poss	
Key Actions and Targets		Staff Hrs	Staff Hrs		
EPr\01 Paul Wright\K Rutterford	Respond to all reports of illegal waste activity to customer charter. PACE and meet cost recovery targets)				
Epr\02 Paul Wright\K Rutterford	Practice emergency standby procedures and Duty Rosters				
EPr\03 2, 5 Paul Wright\K Rutterford	Meet targets for statutory National Surveillance and discharge sampling programme.				
EPr\04 3 Paul Wright\K Rutterford	Meet targets for licensed waste management site inspections.				
Epr\05 Paul Wright\K Rutterford	Improve efficiency and effectiveness of integration of water quality and waste regulation activities, including co-location for environment protection teams.				
EPr\06 4 Paul Wright\K Rutterford	Ensure training programmed and personal development plans are implemented to achieve integration of former water quality and waste regulation staff.				

AREA/REGION: Central Region		FUNCTION: Environment Protection (North & South)		RESPONSIBLE MANAGERS: P Wright \K Rutterford	
KEY ACTIONS/AND/TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS
OBJ Ref		Compl Date	Compl Date	1 Must do 2 Should do 3 If Poss	
Key Actions and Targets		Planned Staff Hrs	Planned Staff Hrs		
Epr\C\07 Paul Wright\K Rutterford	Ensure adequate Health & Safety training is provided and risk assessments completed for new integrated working practices of environment protection teams.				
Epr\C\8 Paul Wright\K Rutterford	Manage local implementation of National Waste Survey.				
Epr\C\09 Paul Wright\K Rutterford	Carry out agreed programmed of pollution prevention and waste minimisation visits.				
Epr\C\10 Paul Wright\K Rutterford	Make contribution to development of LEAP's and implement LEAP actions.				
Epr\C\11 Paul Wright\K Rutterford	Assess and report prioritised for future water company investment (AMP3)				
Epr\C\12 Paul Wright\K Rutterford	Complete planning consultations within required time scale.				
Epr\C\13 Paul Wright\K Rutterford	Support the transfer of simple permission to Customers Service Centers.				

AREA/REGION: Central Region		FUNCTION: Environment Protection (North & South)		RESPONSIBLE MANAGERS: P Wright \ K Rutterford	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS.
		Compl Date	Compl Date	1 Must do 2 Should do	
Cpr \ C14 Paul Wright \ K Rutterford	Register waste carriers and brokers and track special waste movements.				

AREA/REGION: Central/Anglian		FUNCTION: Flood Defence		RESPONSIBLE MANAGER: Nigel Woonton	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS
		Compl Date	Compl Date	1 Must do 2 Should do 3 If Poss	
OBJ Ref	Key Actions and Targets	£Planned Staff/Hrs	£Planned Staff/Hrs		
FD/C/01 N Woonton	Implement flood warning improvements to achieve a regional target of 55% of properties flooded receiving prior warning	March 99 30k		1	
FD/C/02 N Woonton Ops Engineer	Project manage the Section 105 survey programme to ensure target for 1998/99 achieved	March 99		1	
FD/C/03 N Woonton Catchment Engineers Ops Engineer	Fund and deliver the GOLFDC approved capital, minor capital and revenue expenditure programmes.	R = 3.505m C = 4.25m March 99		1	
FD/C/04 N Woonton Ops Engineer Catchment Engineers	Identify capital needs, develop, fund and deliver long term plans for GOLFDC	March 99		1	

AREA/REGION: Central/Anglian		FUNCTION: Flood Defence		RESPONSIBLE MANAGER: Nigel Woonton	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS
		Compl. Date	Compl. Date	1 Must do 2 Should do	
FD/C/05 N Woonton Ops Engineer Catchment Engineers	Provide flood defence input into LEAPs and refer to Action Plans when developing Capital and Revenue works programmes	ongoing		1	
FD/C/06 Ops Engineer Catchment Engineers	Sustain the agreed Noble number of 71 FTE's in Central Area, through the issue of work to the Direct Services Group in accordance with the Client/Direct Services strategy	ongoing		1	
FD/C/07 N Woonton Team Leaders	Develop a closer working partnership between Client and Direct Services through implementation of Brown & Root report	ongoing		1	
FD/C/08 N Woonton	Provide technical and administrative support to the LFDCs and the RFDC	ongoing		1	
FD/C/09 N Woonton Ops Engineer Catchment Engineers	Identify objectives to ensure Flood Defence operations comply with the Habitats Directive requirements and conservation regulations			1	
FD/C/10 N Woonton Ops Engineer Catchment Engineers	Use FDMM to justify and deliver 40% of the revenue work programme for 1999/2000	March 99		2	
FD/C/11 N Woonton Ops Engineer	Develop a flood defence asset survey programme to meet National requirements for 100% data by the year 2001	ongoing		2	

AREA/REGION: Central/Anglian		FUNCTION: Flood Defence		RESPONSIBLE MANAGER: Nigel Woonton	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL (to date)	PRIORITY	EXCEPTION COMMENTS
		Compl Date	Compl Date	1 Must do 2 Should do	
FD/C/12 Catchment Engineer N	Undertake a visual inspection of sea defences to update the 1997 survey as part of the Shoreline Monitoring Programme	March 99		2	
FD/C/13 N Woonton Catchment Engineer N	Identify and budget for further studies resulting from the 1998/99 Shoreline Management Programme and be represented on SMP Subcell Group	March 99		2	
FD/C/14 N Woonton Team Leaders	Promote initiatives to improve liaison with Flood Defence customers	ongoing		2	
FD/C/15 N Woonton Team Leaders	Develop and implement training and succession planning to meet the Flood Defence business needs	ongoing		2	
FD/C/16 N Woonton Team Leaders	Carry out a review of data collection requirements and ensure that collected data is fully evaluated and used in the preparation of works programmes and procedures			2	
FD/C/17 N Woonton Team Leaders	Review the future availability of work to sustain the Noble Numbers for Flood Defence Emergency Response	March 99		2	
FD/C/18 N Woonton Ops Engineer Catchment Engineers	Complete 25% asset surveys	March 99		3	

AREA/REGION: Central/Anglian		FUNCTION: Flood Defence		RESPONSIBLE MANAGER: Nigel Woonton	
KEY ACTIONS AND TARGETS AGAINST CORPORATE OBJECTIVES		TARGET	ACTUAL	PRIORITY	EXCEPTION COMMENTS
		Compl. Date	(to date) Compl. Date	1 Must do 2 Should do	
FD/C/19 Ops Engineer Catchment Engineers	Apply FDMM Coding system to a trial number of reaches of main river and input to FDMS	March 99		3	

11. PERFORMANCE REPORTING

12. FORWARD LOOK

SCHEDULE OF MEETINGS 1998

[illegible]

RAP - 4-5 March (Eastern) 7-8 July (Northern) 6-7 October (Central)

Abbreviations: PB Kingfisher House, Peterborough; K Kelvedon; B Brampton; I Ipswich; L Lincoln; KT Key Theatre TB Thames Barrier

AI Annual Inspection; AV Annual Visit; FS Finance Sub Committee

Good Friday 10 April; Easter Monday 13 April; May Day 4 May; Autumn Bank Holiday 31 August; Xmas 25 and 26 December; New Year 1 Jan 99

13. GENERAL

13.1 Customer Charter - Summary of our Standards

We will:

- ◆ be polite and sensitive when we deal with your personal questions;
- ◆ show identification or produce an identification card or warrant card if you ask;
- ◆ wear name badges when dealing with you and give our names on the phone and in all letters.

Open our offices	9 am to 5 pm
Make public registers available	9.30 am to 4.30 pm
Answer phone calls	15 seconds
Answer general enquiries	10 working days
Answer complaints	5 working days
Open government requests	20 working days
Discharge consent applications	4 months
IPC authorisation applications	4 months
Radioactive substance authorisations applications	4 months
Waste management licence applications	4 months
Abstraction or impoundment licence application	3 months
Flood defence and land drainage consent applications	2 months
Planning application consultation	50% of applications within 14 working days of receiving them; 75% of applications within 21 working days and 95% within 28 days
Water quality samples put onto public register	60 days
Responding to pollution emergencies	2 hours (4 hours out of working hours)
Responding to reports of fish being killed	2 hours (4 hours out of working hours)
Responding to navigation incidents	4 hours
Responding to requests for advice on fisheries, recreation, conservation and navigation	20 days

13.2 Glossary of Terms and Abbreviations

A\B	
AEG	Area Environment Group
AMP	Asset Management Plan
AWS	Anglian Water Services
<hr/>	
C\D	
CSC	Customer Services Centre
CMP	Catchment Management Plan
COMAH	Control of Major Accidents and Hazards
CDM	Construction Design and Management Regulations
CLA	Country Landowners Association
CSBS	Customer Services\Business Services
DSG	Direct Services Group
E\F	
Epr	Environment Protection Department
EPD	Environment Planning Department
FDMM	Flood Defence management Manual
FDMS	Flood Defence Management System
FTEs	Full Time Equivalents
FER	Fisheries, Ecology and Recreation
G\H	
GOLFDC	Great Ouse Local Flood Defence Committee
GDPC	General Development Planning Order
GQA	General Quality Assessment
GEC	Grant Earned Ceiling
HI	
IPPC	Integrated Pollution Prevention and Control
JK	
L\M	
LA21	Local Agenda 21
LEAPS	Local Environment Agency Plans
LFDC	Local Flood Defence Committee
LPAs	Local Planning Authorities
MAPs	Management Action Plans
MP	Member of Parliament
MAFF	Ministry of Agriculture, Fisheries and Food
N\O	
NVQ	National Vocational Qualification
NALD	National Abstraction Licensing Database
NFU	National Farmers Union
Ops	Operations
OPM	Output Measures

P\Q	
PPC	Pollution, Prevention and Control
PIR	Process Industry Regulations
R\S	
RSR	Radioactive Substances Regulations
SLF	Substitute Liquid Fuels
SSSIs	Sites of Scientific and Special Interests
T\U	
V\W	
WAMIS	Waste Management Information Systems
WDS	Waste Disposal Sites
WLMP	Water Level Management Plan
WROSS	Wash River Outfalls Strategic Study
X\Y\Z	