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Northumbria Region*



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**NORTHUMBRIA REGION
1992/93 CORPORATE PLAN**



**NATIONAL RIVERS AUTHORITY
MARCH 1992**

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NORTHUMBRIA REGION

CORPORATE PLAN 1992/93

1. REGIONAL GENERAL MANAGER'S SUMMARY

One of the main themes of our Regional Corporate Plan last year was to substantially increase our staff resources above the minimal level of our inheritance, which had restricted the level of activity across a range of important responsibilities. We have been able to achieve this, but recruitment has been a little slower than anticipated for the following reasons:-

- a) Uncertainty as to the level of Grant-in-Aid delayed significantly the recommencement of recruitment in early 1991/92.
- b) Some difficulties have been encountered in recruiting staff with relevant experience. As a result it has been necessary to recruit less experienced staff and this has slowed down the rate at which they could effectively be trained and assimilated and achieve the desired levels of output.
- c) The high number of internal transfers which has taken place has increased the recruitment workload as the posts vacated by those who have transferred have also had to be filled. This has delayed our efforts to reach our complemented establishment until early 1992/93.
- d) Some 8 posts have had to be deferred because of the level of Grant-in-Aid allocated to Northumbria for 1992/93.

Despite these difficulties we have managed to achieve the majority of our targets set for 1991/92, as detailed in Chapter 2.

Our targets for 1992/93 are derived from the continuing activities and developmental initiatives identified nationally and shaped by local conditions and requirements in Northumbria. We are confident in our ability to achieve them. The only major area of concern which we have in this respect is the funding allocated to Pollution Control in the region. The relatively low level of resources available for this function could adversely affect basic workload commitments and levels of service in several important activity areas, as detailed under Pollution Control in Chapter 3.

The difficulties and extra workload associated with future accommodation provision for the region are already understood but the uncertainty that this creates is having a deleterious effect on short term planning and on staff morale. There are a range of options for the future which have differing impacts both in scale and timing on Grant-in-Aid requirements. The Plan has been prepared on the assumption that our preferred option (a combined office and laboratory at Gateshead riverside) is eventually approved.

With the uncertainty surrounding future proposals for an environment agency and its consequent impact on the role and structure of the NRA, both nationally and within the Northumbria Region, effective leadership and communications will become even more important in encouraging and maintaining morale in the organisation.

We will continue to seek to achieve efficiency savings and improve effectiveness at every opportunity by optimising the use of our resources in terms of staff, equipment, facilities and finance. However, even upon the full implementation of this Plan, Northumbria will remain, in terms of staff resources, by far the smallest region (less than 60% of the next lowest resourced region) although by many criteria we are far from being the smallest, eg significant industrial discharges, EC bathing waters, length of classified rivers and estuaries, etc.

After a mid-year budgetary reduction from £5.3m to £4.1m, a recent supplementary allocation from Head Office resulted in a revised 1991/92 Grant-in-Aid of £4.5m for Northumbria. This has enabled urgent expenditure to be undertaken, mainly in the Pollution Control function, but does not completely ease the pressure on resources in 1992/93. The Grant-in-Aid allocation advised for 1992/93 and 1993/94 represents a standstill situation in the region.

While accepting the need to consolidate our position in the short term, anticipated increases in activity levels and statutory duties indicate a need for further recruitment as resources permit. In the longer term an increase of approximately 20% above our planned 1993/94 staff level is estimated to be required, although progress towards this depends upon the availability of funds and the knowledge that those resources allocated to Northumbria are put to optimum use. We will endeavour to show that this is the case as we attempt to successfully implement this Plan.



D N RAINBOW
Regional General Manager

2. PERFORMANCE IN 1991/92

(a) MAIN ACHIEVEMENTS

1. Substantial progress in agreeing with water companies the reporting of information for monitoring the operation of the Region's (unique) integrated water resource system (including Kielder).
2. Establishment of routine water quality sampling of boreholes from the 2 major aquifers.
3. Commencement of regular monitoring of abstraction licences.
4. Successful hydrogeological investigation to establish the source of contaminant polluting part of one of the Region's major aquifers.
5. A good response to a further substantial increase in pollution incident reports, with improved investigation procedures, pollution alleviation capability, better post-incident follow-up and more prosecutions.
6. The levels of chemical and biological monitoring in controlled waters and effluent sampling and investigation were markedly increased. (Further significant increases are needed to reach national guideline levels).
7. Several pollution prevention initiatives were undertaken, for example in relation to oil pollution, wrong connections and farm pollution.
8. Continuing progress on Yarm Flood Defence Scheme to achieve completion before first closure of the Tees Barrage and maintained involvement in the development policies for the maintenance, operation and emergency control of the Tees Barrage.
9. Draft byelaws in connection with the Upstream River of the Tees Barrage have been drafted on behalf of Teesside Development Corporation (TDC) and, following consultation, are expected to be submitted to the Secretary of State for approval.
10. Following agreement by TDC and the local authorities NRA have undertaken a co-ordinating role on recreational development for the Tees upstream of the Barrage, and a recreation and amenity plan is being prepared.
11. Fry incubators were used to expand the capacity of the hatchery and the target of 1,000,000 salmon and sea trout parr was achieved.

12. Contracts have been let for the monitoring of coarse fish stocks on the lower River Tees and for an investigation into the decline of dace stocks on the Tyne. Both are progressing well and first phase reports have been received.
13. Integrated corridor strategies prepared for two lengths of urban watercourse.
14. Two significant conservation projects have been completed in collaboration with the Northumberland Otter Project.
15. Installation of computerised purchasing module.
16. Development has been completed of additional temporary accommodation for staff at Washington Laboratory and improved depot facilities at Crook.
17. Approximately 20% more prosecutions will be undertaken in 1991/92 than in 1990/91 with a success rate greater than 90%. More work being done in-house and increased cost recovery.
18. Charging for Discharges validation of existing consents completed well ahead of schedule and invoices sent out ahead of revised Head Office deadline.
19. 96% of income achieved from Charging for Discharges billing, representing marginally greater than 100% of forecast budget billing.
20. Installation and development of computerised personnel and payroll system (PS 2000).

(b) PROGRESS AGAINST TARGETS

The majority of targets specified for 1991/92 in last year's Plan have been, or are expected to be, achieved by March 1992. There was a delay in commencing recruitment until the confirmation of Grant-in-Aid was received for the budget year, although recruitment is on course to reach the planned level by early 1992/93. Combined with a shortage of suitable applicants in some cases and the high level of internal transfers, this has led to a lower than anticipated build up of activity in the following areas:-

- Implementation of a licence condition monitoring programme (now staffed and commenced)
- Effort devoted to setting RQOs and compliance assessment
- Development of Catchment Plans
- Conservation input into flood defence operations
- Fisheries monitoring programme.

In the case of the Fisheries monitoring it is now considered that an over-optimistic target (due to lack of experience of this work) was also a contributory factor.

Other targets which, due to factors generally outside regional control, have not yet been achieved or are subject to delayed implementation are as follows:-

- Agreement of new control policies for water resource systems still under discussion with the water companies
- Data management system for water resources - Deferred pending WAMS group report
- Introduce out-of-hours monitoring of discharges - Plan agreed, implementation depends upon agreement of payments system
- Draw up a programme for full positive determination of 500 WSPLC deemed consents - programme depends on UWWT timetable of implementation.
- Introduce a management reporting system to monitor performance of Flood Defence workforce - Basic system ready for implementation, but delayed pending consideration of South West system
- Publication of Regional recreation strategy - Delayed, awaiting national strategy

- Conservation appraisal of consent applications and planning consultations - This regularly exceeds the target of 7 and 14 days respectively
- Implement new Laboratory Data Handling System and LIMS - Delayed in order to meet HQ requirements for new system and transfer programs from Welsh Region.
- Conclude agreements for new office and laboratory - Awaiting DoE approval

All other targets have been achieved or are progressing according to Plan.

(c) OUTPUT PERFORMANCE MEASURES

Those OPMS showing a significant variation between Budget 1991/92 and Forecast 1991/92 are listed in Table 1 together with an explanation of the difference.

TABLE 1

PROJECTED VARIATION IN OUTPUTS

NORTHUMBRIA REGION

OPERATIONAL OUTPUTS	Actual 90/91	Budget 91/92	Forecast 91/92	Change	Reason
<u>WATER RESOURCES</u>					
Critical licence inspections made	0	100	20	(80)	Recruitment delays and training requirements.
<u>POLLUTION CONTROL</u>					
Consented discharges in force :					
- agricultural	240	160	190	30	Represents anticipated effects of charging for discharges validation (elimination of discharges/discharges ceased). Impossible to predict accurately in advance of exercise - change insignificant.
- others	3,301	4,260	3,510	(750)	Anticipated need to consent septic tanks and previously unconsented SSOs etc. as a result of charging for discharges did not materialise.
Routine single samples :					
- groundwater	61	977	256	(721)	Recruitment delay.
- enclosed waters	330	370	180	(190)	Change to blue-green algae monitoring policy.
- coastal waters/other	1,079	1,090	2,410	1,320	Adoption of new sampling policies.
Analyses :					
- simple	39,399	99,000	85,200	(13,800)	}- Recruitment delays, training requirements, etc. (N.B. our laboratory data system is not capable of generating the determined numbers to definitions specified). Complex = all organics + saline + low level metals.
- complex	68,941	84,600	72,400	(12,200)	
Samples analysed within target time	7,809	15,363	13,800	(1,563)	}- Recruitment delays, training requirements, etc.
Samples submitted	9,885	16,699	15,000	(1,699)	
Laboratory costs (£)	1,094,771	1,090,000	870,000	(220,000)	Reduced capital expenditure.
Number of determinands	108,340	183,600	200,000	16,400	Early problems with recruitment and training requirements more than offset by high output from automation and better than expected staff performance.

TABLE 1

PROJECTED VARIATION IN OUTPUTS

NORTHUMBRIA REGION

OPERATIONAL OUTPUTS	Actual 90/91	Budget 91/92	Forecast 91/92	Change	Reason
FLOOD DEFENCE					
Consents determined	265	300	350	50	Increased number of applications.
Total length of defences maintained :					
- sea defences (km)	2	3	7	4	Additional lengths identified in sea defence survey and adopted by NRA.
- estuarial/tidal (km)	5	6	38	32	Previous underestimation of length of defences.
FISHERIES					
ENFORCEMENT					
Number of licence offences	200	180	125	(55)	Level of evasion depressed by increased licence checking.
No. of satisfactory licence checks :					
- Net	145	200	500	300	} Lack of abundance of migratory fish, reduced level of poaching activity allowing redeployment of bailiff force to this area of activity.
No. of licence checks made :					
- Rod	5,500	8,000	14,500	6,500	
- Net	145	200	500	300	
Number of S.28 orders	0	1	0	(1)	Insufficient national progress to allow regional initiative.
MONITORING					
Actual length of river surveyed (km)	240	500	450	(50)	Detailed survey plan prepared post corporate plan, identified necessity of surveying greater length of river.
Number of surveys :					
- netting/electro	50	300	175	(125)	} Recruitment freeze in 90/91 did not allow recruitment of new staff into post at a date sufficiently early to complete plans with optimistic precision target.
- angling census	0	1	2	1	
- total	50	301	177	(124)	
PHYSIO-CHEMICAL IMPROVEMENT					
Improvement structures built - total	4	2	6	4	Saving on one major structure allowed work on minor structures.
REARING & RE-STOCKING					
Salmonid juveniles stocked (millions)	0.5	0.5	1	0.5	Unexpected success in catching broodstock. 400,000 reared for Southern Region.

TABLE 1

PROJECTED VARIATION IN OUTPUTS

NORTHUMBRIA REGION

OPERATIONAL OUTPUTS	Actual 90/91	Budget 91/92	Forecast 91/92	Change	Reason
<u>RECREATION</u>					
Collaborative projects	0	5	4	(1)	- Reduced number of projects due to delay in achieving
Total projects	1	7	6	(1)	staffing levels.
<u>CONSERVATION</u>					
Cost of river corridor surveys (£000)	30	55	35	(20)	Low rates charged by contractor due to large contract and entry of contractor to this field of activity.
Improvement projects	0	3	5	2	Increase due to identification of additional priority projects and collaborative funding.
Total applications screened	NA	385	817	432	Increase due to gross underestimate of relevant applications. Fisheries consents lower than planned due to repeat applications hence lower priority.
<u>INFORMATION SYSTEMS</u>					
Number of PCs and terminals	130	105	160	55	Budget 91/92 seems low because Actual 90/91 was higher than anticipated when the Budget 91/92 was set. Forecast 91/92 is in line with overall aim of 1 PC for each non-field staff member.
<u>PERSONNEL</u>					
Number of days training	807	819	1,000	181	Budget 91/92 based on 3 days training per man/year as the training needs assessment exercise had not been completed. Forecast 91/92 derived from the completed training plan.

3. PLANS 1992/93 AND 1993/4

(a) CORE FUNCTIONS

i) WATER RESOURCES

Because of the low level of staffing and financial support given to Water Resources by the former Water Authority, much of the first two years since the formation of the NRA has been spent overcoming these inherited problems. The staff members at the start of 1992/93 are close to the anticipated full staffing level, but many of these staff joined the NRA within the last year. Hence, an important task for 1992/93 will be to fully train these staff through courses, on the job training, and allowing them to gain experience. Licence enforcement is one area with new staff, but even so it is necessary to increase inspections to achieve the frequencies required by the PIGN for critical and highly critical licences. However to achieve the frequency of inspections for all licences required by the PIGN may require one further staff in 1993/94. The capital programme is designed to rectify lack of investment in the past, mainly through maintenance of gauging structures and buildings, and the drilling of groundwater monitoring boreholes. The resource allocation for Water Resources reflects the emphasis on continuing activities and developmental initiatives advised by Head Office.

Targets

1. Complete Section 20 Operating agreements with Northumbrian Water and North East Water by March 1993.
2. To develop the monitoring programme for abstraction licences to achieve 100% of the frequencies of inspections of highly critical and critical licences as recommended in PIGN by March 1993.
3. To check and recalibrate as necessary, 50% of remaining streamflow gauging stations to achieve accuracy of better than 10% over most of the range by March 1993.
4. Conduct further aquifer investigations of Fell Sandstone and Magnesian Limestone by March 1993.
5. Preliminary study of impact on R Wear and region of ending minewater pumping by March 1993.
6. Forecast demand changes in the region over the next 30 years by November 1992.

ii) POLLUTION CONTROL AND ENVIRONMENTAL QUALITY

Pollution control should be considered against the background of a 3.5 fold increase in staff resources in Northumbria Region from 31 at vesting day to a planned 106 at 31 March 1992. This rapid growth, coupled with the need to assimilate and train new staff - most of whom are relatively inexperienced - makes it difficult to assess the "output potential" of the function across the whole range of activities. The need for our small group of senior staff to devote much time to training and supervision is also a factor. Nevertheless, based on experience so far, it is believed that the resources and output figures given in the plan are appropriate apart from shortfalls identified in certain cases.

The shortfalls are not insignificant in relation to the current resources assigned to the continuing activities and developmental initiatives. There will be a significant effect on the ability of Biology/Microbiology sections to achieve their required workloads; data management in the Chemical Laboratory; progress on Catchment Management Planning; implementation of Kinnersley (review of consents); and, perhaps most importantly, the consideration of EPA authorisations. These will all be adversely affected. No allowance has been made for a potentially substantial increase in microbiological analysis related to SQOs in inland waters.

Development Control - Provision has been made to achieve the 14 day response time on planning applications only when this is required by the Local Authority.

Targets

1. To develop a detailed action plan for the River Gaunless by December 1992.
2. To complete by November 1992 a fully integrated plan to deal with oil pollution in the tidal River Tweed.
3. To complete by March 1993 a fully integrated plan to deal with oil pollution in the tidal River Wear.
4. To complete by October 1992 the review of deemed consents of chemical manufacturers discharging to the River Tees and tributaries.
5. To complete planned programme of sampling of consented discharges by March 1993.

6. To complete planned programme of sampling of non-tidal rivers by March 1993.
7. To develop the Ouseburn catchment management plan to a level suitable for first stage consultation by March 1993.
8. To produce first draft water quality functional inputs for the River Skerne catchment management plan by February 1993.
9. Planning Liaison to meet with all local planning authorities in the Region and promote the use of NRA model policies in their statutory plans by December 1992.

iii) FLOOD DEFENCE

Staff increases for Flood Defence total 4 in 1992/93 and 9 in 1993/94, of which 1 person in 1992/93 and 5 people in 1993/94 will be employed by NRA, but wholly rechargeable to Teesside Development Corporation (by means of an Agreement), for the operation of the Tees Barrage. (In addition 1 Navigation post will also be rechargeable). Remaining staff increases in Flood Defence have been approved by the Regional Flood Defence Committee (Minute No. 151, 4 October 1991) for incorporation in the Plan. The 3 staff to be recruited in 1992/93 and additional 4 staff in 1993/94 will provide the ability to carry out performance monitoring to ensure value for money, improved management of plant and transport activities and more effective input to Corporate Plan, Annual Report, etc. More effective inspection of rivers and defences and management of the emergency workforce will result, together with the introduction of post project appraisal and more objective control of the Flood Defence Medium Term Plan.

Capital expenditure in 1991/92 sees the peak expenditure on the Yarm Flood Defence Scheme, the largest such work the Region has promoted. Future years see a reduction in capital expenditure to a level to be maintained for several years.

Emergency Planning - Increased involvement is planned in exercises, both in-house and held by external agencies. One Flood Warning and two Pollution exercises have taken place.

Control Room - Current proposals remain to occupy a 24-hour Communications Centre either on relocation to a new Regional Head Office or on completion of the Tees Barrage. The ultimate intention is to combine a Communications Centre with the Tees Barrage Control Room. In the meanwhile, Group 4 Security Control Room at Gateshead will continue to provide a satisfactory out of hours service.

Communications - Trials of the Northumbrian Water Limited trunked PMR systems will be used to determine its appropriateness for Regional use. It is likely that these will produce favourable results and the appropriate allowance has been made in the Flood Defence, Fisheries and Water Resources budgets.

Plant and Transport - The basic provision of all plant and vehicle use by purchase is planned to continue, except for specialist requirements. Servicing and maintenance will continue to be carried out totally by contract.

Targets

1. Progress Yarm Flood Defence Scheme to completion to original timescale of March 1993 and carry out maintenance works to lengths of banks upstream to ensure 1 in 10 year standard of protection to agricultural land by March 1995.
2. Carry out data collection for Flood Defence Standards of Service by December 1992.
3. Introduce Post Project Appraisal for capital works, completing three appraisals by March 1993 and implementing ongoing programme from that date.
4. Assess full potential for multi-functional emergency response across the range of functions and implement any subsequent findings by October 1992.
5. Following trials of Northumbrian Water Limited trunked PMR system, join the system if appropriate. Reassess robustness of Emergency Communications as a result of the decision and assess need for standby power and telephone lines for Incident Room by October 1992.
6. Determine flow models and control systems required for Tees Barrage Control Room in conjunction with Barrage consultants and integrate with proposals for Regional operational and flood warning telemetry. Timing commensurate with Barrage development.
7. Complete integration of light plant and tool maintenance system with overall computerised plant and transport maintenance system by March 1993.

NAVIGATION

Target

1. Continue to provide River Master role on upstream River Tees through agreement with TDC.

iv) FISHERIES

Since vesting day staff resources have almost doubled. Eight of the new staff are fisheries scientists reflecting the new emphasis being put on the collection of baseline data upon which future management decisions can be made. Many of the appointments have only been possible late in the year with consequent affects on this year's monitoring programme. It is anticipated that staff resources will be sufficient to initiate a full monitoring programme in 1992/93.

The enforcement staff structure has been slightly altered to improve efficiency and the bailiffs will be flexibly deployed within the Region to meet changing poaching patterns. Arrangements have been made for inter-Regional co-operation and support.

Targets

1. With Yorkshire Region to prepare and initiate a management plan in response to the North East Coast review of salmon fisheries by December 1992.
2. Plan and implement a monitoring programme covering all rivers within the Region both for salmonids and coarse fish; programme to cover 300 survey sites with collection of Habscore data for at least 50 salmonid sites by March 1993.
3. To draw up a plan for the coarse fish mitigation scheme in the area affected by the Tees Barrage by March 1993.
4. Plan and implement by July 1992 a campaign to advise hotels, restaurants and fishmongers not to buy illegally caught salmon or sea trout.
5. To identify riparian owners covering 75% of targeted fisheries and collate information in preparation for the introduction of a Section 28 Order by March 1993.
6. To produce a total of 1.6 million salmon and sea trout parr and fed-fry from the salmon hatchery including 800,000 for Southern Region by March 1993.
7. To install an electronic counter with photographic facility on either River Wear or River Coquet by March 1993.
8. To complete construction of fish pass at Wylam on the River Tyne by March 1993.

9. To produce a feasibility study on the increased use of Kielder Hatchery for supplying salmonid juveniles to other Regions by September 1992.

v) RECREATION

The appointment of an Assistant Recreation and Amenity Officer reflects the increased Regional involvement in water recreation issues. Additional staff resources are available on a shared basis.

Targets

1. Formulate recreation plan for River Tees upstream of barrage by December 1992.
2. Compile database of Regional facilities by March 1993.
3. Review formal/informal recreation at 2 NRA sites by March 1993.
4. Survey and draft management strategies for three river lengths by March 1993.
5. Collaborate on three promotional projects by March 1993.

vi) CONSERVATION

Staff resources have increased from 1 to 4 FTEs since vesting day reflecting the need for collection and interpretation of baseline data and the implications for conservation of most of the NRA operational and regulatory activities.

Two Assistant Conservation Officers have been deployed to provide an Area service to the Flood Defence and Water Quality functions.

Targets

1. Audit survey 10% of works incorporating conservation measures by March 1993.
2. Survey 450km of main river by March 1993.
3. Appraise 30% of routine flood defence operations for conservation implications by March 1993.
4. Design and implement 10 conservation enhancement schemes by March 1993.
5. Appraise consent applications and planning consultations in 7 and 14 days respectively.
6. Survey 50% of NRA sites for their conservation interest by March 1993.

(b) SUPPORT SERVICES

i) ADMINISTRATION

During 1991/92 a computerised purchasing system has been successfully installed and implemented. Building maintenance and service contracts have been arranged for new accommodation at Clayton House. Progress on planning and construction agreements for new office and laboratory accommodation has been delayed pending a decision from DoE.

Targets

1. To continue to provide an effective and efficient purchasing and administration service to all departments.
2. Further development of a telephone call logging and monitoring system throughout the Region.
3. To co-operate with other regions in taking advantage of national purchasing requirements when they become available and to develop a centre of excellence for a commodity.

ii) LEGAL

With a new legal assistant starting in July 1991 it has been possible to re-organise the department workload and significantly reduce the amount of work contracted out.

The only major litigation is a claim for the return of costs and expenses relating to the purchase of a system of stream flow and rainfall loggers which proved to be excessively unreliable. The claim exceeds £100,000 but the state of the Company's finances suggests that an offer below this figure should probably be accepted.

Targets

1. The implementation of a new set of byelaws for the river Tees on contract for the TDC and the co-ordination of the legal aspects of NRA's interests by March 1993 (subject to DoE response times).
2. To co-ordinate the legal overview of the east coast salmon net review in phase with the project programme and to ensure that any resultant legal steps in pursuance of the review are implemented by March 1993.
3. To ensure a continued regional input into the examination at national level of corporate legal issues.
4. To provide a continuing level of capacity for prosecutions and if possible to expand capacity within a similar level of resources.

iii) ESTATES

All Estates work currently carried out in house, using the only member of staff dedicated to the service. It is expected that a significant workload will continue to exist in respect of the proposed new Regional Head office, and the development of additional accommodation will continue as required.

Target

1. Introduce a system for planned building maintenance by March 1993.

(iv) PUBLIC RELATIONS

The main aim during the coming year will be to maintain the good relationships with the press which have given rise to very positive media coverage in the region.

More targeting of the general public will be undertaken to increase their awareness of the role of the NRA, while specific audiences which we consider to have more influence than the general public will continue to be addressed.

Major items of planned expenditure:-

(£'000)	<u>1992/93</u>	<u>1993/94</u>
Mobile display	20	-
Flood Defence video	6	-
Coarse Fisheries video	6	-
Photography	4	-
Tees Barrage display	-	30
Pollution video	-	6

Proposed publications in 1992/93:-

Revised Regional Brochure
Angling Guide
Ouseburn Catchment Consultation Leaflet
Skerne Catchment Consultation Leaflet
River Tyne Leaflet
River Wear Leaflet
River Tees Leaflet
Tees Barrage (NRA involvement) Leaflet
Regional Newspaper (12 issues)
Yarm Newsletter

The above list is provisional and there are likely to be additional publications requested by core functions.

Targets

1. To extend the computerised library system to include technical journals by March 1993.
2. To produce a series of leaflets about the main rivers in the region by March 1993.
3. To produce a regional flood defence video by September 1992.
4. To produce a regional coarse fisheries video by March 1993.
5. To achieve a preliminary NRA presence at the site of the Tees Barrage by March 1993.

v) INFORMATION SYSTEMS

Regional issues - A few systems were written and transferred from Northumbrian Water PLC. Support for these systems is extremely difficult but in the main these will be overcome with the introduction of national NRA systems.

National issues - The limited resources of the Region will be severely stretched by the introduction of a number of new national systems within a very short timescale. The particular areas of concern are as follows:-

- Support for National Communications.
- Data taken on when transferring data from the current Lab Data Handling System to the Mensar Lab Data Management Information System.
- Transfer of data from existing systems to the Water Archive Management System and support for latter when full implementation has taken place.
- Developing and supporting the necessary interface systems that will be required during the implementation of the national Integrated Personnel and Accounting System.

Targets

1. Implement new laboratory data-handling system. (Timing dependant on transfer of system from Welsh region)
2. Regional implementation of national communications network including on-site testing by June 1992.

vi) RESEARCH AND DEVELOPMENT/OPERATIONAL INVESTIGATIONS

The Regional staff resource committed to the R&D programme during 1991/92 has been around the Head Office estimate of 8 person months (160 man days) for Project Leaders involved in the programme. The region's Topic Leader is an additional factor at about 22 man days.

It is anticipated that this level of support can be maintained for 1992/93 by the uptake of new projects as existing ones are completed. Currently, 6 Project leaders take 9 projects and a move toward a one to one ratio would be more appropriate. Operational Investigations are listed in Table 2.

Targets

1. To link the regional R & D database into the proposed national network by December 1992.
2. To continue and further develop the effectiveness of dissemination and implementation of R & D within the Region by means of a series of seminars in the Region by August 1992.

TABLE 2

OPERATIONAL INVESTIGATIONS (£'000)

NORTHUMBRIA REGION

OPERATIONAL INVESTIGATIONS	Actual 90/91	Budget 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
<u>WATER RESOURCES</u>					
Resource simulation		5	5	20	0
Wear minewater pumping		0	0	10	20
Review MRFs		0	0	10	10
Define aquifer protection zones		0	0	10	10
Impact on Wear of regulation		0	0	10	0
Demand forecasting		0	0	10	0
Sub-Total		5	5	70	40
<u>POLLUTION CONTROL</u>					
TBT in the River Tyne	5	10	10	0	0
# Tees barrage study					
Sub-Total	5	10	10		
<u>FLOOD DEFENCE</u>					
Beach monitoring survey		10	10	10	10
Flood warning models		0	0	10	10
Sub-Total		10	10	20	20
<u>FISHERIES</u>					
North Tyne restocking		40	40	40	40
North Tyne dace population study	0	10	10	20	20
Effects of Kielder dam on ecology of the North Tyne (part national R&D, part OI)	10	13	13	0	0
Post monitoring of above project	0	0	0	5	5
Tees barrage fisheries study		38	38	25	25
Sub-Total	10	101	101	90	90
TOTAL	15	126	126	180	150

- Total cost of £250k, timing as yet not clarified. Will be fully funded by TDC.

vii) **FINANCE**

IPAS will be implemented in accordance with agreed national timescale.

It is also aimed to improve the level of management information provided to functional management.

Regional Charging and Balances - The Water Resources Charging Scheme operated in respect of the Northumbria Region is unique. The change to a New National Scheme in April 1993, whether Regional or National cost based may cause some significant change in the impact of the charge on certain major abstractors. The retention of some part of the existing balances, beyond April 1993 could well assist with the transition.

Targets

1. Abstraction Charges Billing - to ensure that billing in line with the new National Abstraction Charges Scheme is in place by March 1993 for 1993/94 as per the Billing Project timetable. This will mean implementing changes to the existing systems prior to this date.
2. Debt Recovery (C for D) - to ensure that level of debtors at March 1993 is no greater than current level at March 1992 ie 5% of total income.
3. Management Information - to ensure quality of management reports are improved and that the RMT are provided with a regional financial report on a monthly basis for discussion.
4. Financial Procedures - to ensure that regional financial procedures and forms are well documented and in place by no later than June 1992. All procedures and forms must comply with the recent revised Scheme of Delegation and Financial Memorandum.
5. Operating Costs - to ensure that the cost of the Finance function is held within budget and does not exceed its current proportion of total operating costs (ie 2% of Revenue Budget).
6. Internal Audit Plan 1992/93 - ensure that systems are robust enough to meet the audit requirements of the 1992/93 Plan by June 1993.
7. IPAS - to ensure that systems and procedures are in place to cater for activity analysis as per the National Chart of Accounts in 1992/93 by June 1992.

viii) PERSONNEL

The approved 1991/92 establishment of 272 was planned to be achieved by the end of March 1992, but the latest position is that 8 posts have been deferred because of Grant-in-Aid limitations. Also the high number of internal transfers taking place to fill vacancies has increased the recruitment workload by 20% due to the knock-on effect. The remaining 17 vacant posts are in the final stages of recruitment and will be filled by early 1992/93.

During this year difficulties have been encountered in recruiting experienced pollution prevention and water quality staff and it has been necessary to recruit inexperienced graduates at a lower level with a view to promoting the best performers after appropriate training and experience.

Regional staff will be participating fully in the national job evaluation exercise which should alleviate a number of perceived grading anomalies between and within regions.

There are at present no major problems with staff retention, turnover rate being 3% pa.

Training programmes are planned to cover Health and Safety, Specialist and Professional Skills, Information Technology, Personal Development, Induction and Team Building, Young Employee Development.

Planned direct expenditure on training is shown below. There is no embedded expenditure on training.

<u>Function</u> (£'000)	<u>1991/92</u>	<u>1992/93</u>
Water Resources	8.0	10.5
Pollution Control	90.0	118.2
Flood Defence	32.5	42.6
Fisheries, Con, Rec'n	27.5	36.0
Support Services	42.0	55.2
	<u>200.0</u>	<u>262.5</u>

Targets

1. To maintain staff resources at the determined level to achieve the optimum work output.
2. To consolidate work on identifying and meeting employee training and development needs.

3. To continue to participate in the formulation and implementation of national policies, eg standard terms and conditions, performance appraisal, health and safety, training, job evaluation.
4. Regional implementation of Personnel system as part of phased introduction of IPAS by December 1992.

4. EFFICIENCY AND PRODUCTIVITY

(a) EFFICIENCY SAVINGS

Since additional resources are needed to achieve the required levels of service there is little scope for cost reductions. Increased productivity is being achieved but is not easy to quantify. If Kielder Operating Costs (which are outside regional control) are excluded from the calculation then identified efficiency savings equal 1.5%. (See Table 3).

(b) PRODUCTIVITY INITIATIVES (INCLUDING INTER-REGIONAL CO-OPERATION)

- Use of survey vessel for work in Yorkshire Region from Northern Boundary to Flamborough.
- Assistance received from Welsh Region in the establishment of LIMS.
- Arrangements via Laboratory Managers Group for purchase of laboratory equipment/consumables.
- Virology service to be provided to Northumbria by South West/Wessex Laboratory (or North West Region).
- Continue use of Flood Defence workforce and others to respond to pollution incidents when required and expand multi-functional responses to incidents and emergencies into new areas.
- On completion of Tees Barrage, combine Tees Barrage Control Room with Regional Communications Centre. Savings cannot be assessed until completion of a formal Agreement with Teesside Development Corporation.
- The appointment in April 1992 of the future Barrage Controller to the construction site staff of Teesside Development Corporation will allow use of that person as Regional Electrical Adviser and for general advice of Mechanical and Electrical matters. Saving approximately £20,000 pa.
- Increase from 400,000 in 1991/92 to 800,000 juvenile salmon to be reared for Southern Region in 1992/93. Total value on open market £120,000.
- Collaboration with North West Region and Sports Council on a Regional Review of water-based recreation to reduce cost of obtaining information.

(c) CONTRACTING OUT

The Region will continue to pursue contracting out as an option wherever this is both practical and economic.

TABLE 3

EFFICIENCY AND PRODUCTIVITY INITIATIVES (£'000)

NORTHUMBRIA REGION

EFFICIENCY INITIATIVES	Planned 92/93			Planned 93/94		
	Cost Without Initiative	Cost With Initiative	Saving	Cost Without Initiative	Cost With Initiative	Saving
WATER RESOURCES						
Licensing staff to sample production boreholes with inspections	38	30	8	38	30	8
Hydrometric staff to cover hydrology and hydrogeology						
- travel savings	6	3	3	6	3	3
Improved speed of response to flow queries due to computerisation	10	6	4	10	6	4
Introduction of WAMS - improved efficiency	-	-	-	10	0	10
Contracting out aquifer study	-	-	-	10	0	10
Sub-Total	54	39	15	74	39	35
POLLUTION CONTROL						
Revision to pollution prevention staff working areas	365	347	18	-	-	-
Formal journey planning	243	219	24	-	-	-
Further improvement to field staff utilisation	-	-	-	375	356	19
Improved laboratory management via LIMS	-	-	-	420	390	30
Sub-Total	608	566	42	795	746	49
FLOOD DEFENCE						
Closure of Melsonby Depot (saving depot lease, maintenance and with travel bought out 91/92, plus improved utilisation of all Darlington based staff)	20	0	20	-	-	-
Contracted maintenance of all light plant and tools	26	20	6	-	-	-
Agreement with Teesside Development Corporation to manage upstream river (including use of their launch for flood defence work)	40	10	30	-	-	-
Introduction of value for money initiatives (including competitive tendering)	-	-	-	100	80	20
Further tendering initiatives for design consultancies	-	-	-	165	145	20
Introduction of 'best practices' from national R & D programme	-	-	-	400	375	25
Sub-Total	86	30	56	665	600	65

TABLE 3

EFFICIENCY AND PRODUCTIVITY INITIATIVES (£'000)

NORTHUMBRIA REGION

EFFICIENCY INITIATIVES	Planned 92/93			Planned 93/94		
	Cost Without Initiative	Cost With Initiative	Saving	Cost Without Initiative	Cost With Initiative	Saving
FISHERIES						
Use of water bailiffs for fisheries monitoring work obviating need for two additional scientists	30	0	30	30	0	30
Sub-Total	30	0	30	30	0	30
RECREATION						
Contracting out surveys/review of recreational use of all waters	40	20	20	40	20	20
Sub-Total	40	20	20	40	20	20
CONSERVATION						
Contract out river corridor surveys	80	55	25	80	55	25
Bulk purchase of trees	8	7	1	8	7	1
Sub-Total	88	62	26	88	62	26
TOTAL	906	717	189	1692	1467	225

5. SCHEDULES

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CORPORATE PLAN 1992/93 - MANPOWER TABLES

REGION: NORTHUMBRIA

MP1

TOTAL NUMBER OF PERSONNEL BY FUNCTION (NON-MANUAL AND MANUAL)

Number of Employees (FTE) as at 31 March

	Actual 90/91	Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
CORE FUNCT.:					
Water Resources	13	25	21	22	22
Pollution Control	67	97	103	106	106
Flood Defence	44	52	50	54	63
Fisheries	23	44	39	41	41
Recreation	0	1	1	1	1
Conservation	2	3	4	4	4
Navigation	0	1	0	1	1
SUB TOTAL	149	223	218	229	238
SUPPORT SERVICES:					
Administration	8	10	8	9	9
Legal Services	3	4	4	4	4
Estates	1	1	1	1	1
Public Relations	3	5	4	5	5
Info Systems	2	4	5	5	5
R and D	1	1	1	1	1
Finance	10	15	14	16	16
Personnel	4	5	5	5	5
Others	4	4	4	4	4
SUB TOTAL	36	49	46	50	50
TOTAL	185	272	264	279	288

MEMORANDUM NOTE 1 Actual 1990/91

Total Females = 47

Total Males = 138

MEMORANDUM NOTE 2 Actual 1990/91

Vacancies = 31

Forecast 91/92

8

CORPORATE PLAN 1992/93 – MANPOWER TABLES

REGION: NORTHUMBRIA

MP1a

SUPPORT SERVICES ALLOCATED TO FUNCTIONS IN TABLE MP1

Number of Employees (FTE) as at 31 March

	Actual 90/91	Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
Laboratories	25	44	38	44	44
Design Services	2	3	2	3	3
Electronics/Mainte	0	0	0	0	0
Plant & Vehicle Serv	1	1	1	1	1
Corp/Bus Planning	1	2	2	2	2
Planning Liaison	2	2	2	2	2
Emergency Planning	0	0	0	0	0
Comms/control rooms	0	0	0	1	6
TOTAL	31	52	45	53	58

CORPORATE PLAN 1992/93 – MANPOWER TABLES

REGION: NORTHUMBRIA

MP2

GRADINGS

Number of Employees (FTE) as at 31 March

	Actual 90/91			Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
	Female	Male	Total				
NON-MANUAL STAFF:							
Senior Staff	0	7	7	7	7	7	7
NJSC Grade 7 >	3	41	44	62	62	63	64
NJSC Grade 6 and below	44	61	105	171	163	177	185
Other	0	0	0	0	0	0	0
SUB TOTAL	47	109	156	240	232	247	256
MANUAL STAFF:							
NJIC Adults	0	29	29	32	32	32	32
NJIC Youth	0	0	0	0	0	0	0
NJCC Craft	0	0	0	0	0	0	0
NJCC Apprentices	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
SUB TOTAL	0	29	29	32	32	32	32
TOTAL	47	138	185	272	264	279	288

MEMORANDUM NOTE 1 Actual 1990/91
Vacancies = 31

Forecast 91/92
8

CORPORATE PLAN 1992/93 - MANPOWER TABLES

REGION: NORTHUMBRIA

MP3

COMPLEMENTED AND UNCOMPLEMENTED PERSONNEL (NON MANUAL AND MANUAL)

Number of Employees (FTE) as at 31 March

	Actual 90/91	Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
COMP POSTS:					
Permanent Staff	184	272	264	279	288
Ltd Period Staff	0	0	0	0	0
Consultants	1	0	0	0	0
Other	0	0	0	0	0
SUB TOTAL	185	272	264	279	288
UNCOMP POSTS:					
Ltd Period Staff	0	0	1	0	0
Casuals	0	0	0	0	0
Consultants	1	0	0	0	0
Other	0	0	0	0	0
SUB TOTAL	1	0	1	0	0
TOTAL	186	272	265	279	288

MEMORANDUM NOTE 1	Actual 1990/91	Actual 1990/91
	Complemented Posts	Uncomplemented Posts
Total Females =	47	0
Total Males =	138	1

MEMORANDUM NOTE 2	Actual 1990/91	Forecast 91/92
Vacancies =	31	8

CORPORATE PLAN 1992/93 – MANPOWER TABLES

REGION: NORTHUMBRIA

MP4

NUMBER OF "ON THE GROUND" PERSONNEL FOR SPECIFIC FUNCTIONS

Number of Employees (FTE) as at 31 March

	Actual 90/91	Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
Abs Lic Inspectors	1	2	2	2	2
Poll con Inspectors	19	24	24	24	24
Flood Def Operatives	29	32	32	32	32
Fish Insp/Bailiffs	14	22	22	22	22
Nav Inspectors	0	0	0	0	0
Employees/Emergency	115	167	167	167	167
TOTAL	178	247	247	247	247

CORPORATE PLAN 1992/93 - MANPOWER TABLES

REGION: NORTHUMBRIA

MP5

ESTABLISHMENT CHANGES BETWEEN 91/92 (as per schedule 5) AND 92/93 PLANS

FUNCTION/ SUPPORT SERVICE (Deleted Posts)	Job Title	Grade	Justification	Comp/ Uncomp
WATER RESOURCES POLLUTION CONTROL FLOOD DEFENCE	3 LABORATORY STAFF		Allocated under table MP1a	COMPLEMENTED
	1 CORPORATE PLANNER		Allocated under table MP1a	COMPLEMENTED
	1 PLANNING LIAISON		Allocated under table MP1a	COMPLEMENTED
	1 DEVELOPMENT CONTROL OFFICER	6	Deferred pending review of requirements	COMPLEMENTED
FISHERIES	2 LABORATORY STAFF		Allocated under table MP1a	COMPLEMENTED
	2 BOAT CREW	5/6	Awaiting result of helicopter trials	COMPLEMENTED
	1 BAILIFF	3/4	Post transferred to Conservation	COMPLEMENTED
NAVIGATION	1 SENIOR OPERATIONS ENGINEER	8	Delay in starting construction of Tees barrage	COMPLEMENTED
ADMINISTRATION	1 RECEPTIONIST	1/2	Not required	COMPLEMENTED
FUNCTION/ SUPPORT SERVICE (New Posts)	Job Title	Grade	Justification	Comp/ Uncomp
POLLUTION CONTROL	6 POSTS		Previously allocated to other functions under table MP1a	COMPLEMENTED
	1 CHEMIST	7)- WAMS accreditation and LIMS	COMPLEMENTED
	1 LAB TECHNICIAN	2		COMPLEMENTED
	1 CHEMIST	7	Increased organics analysis	COMPLEMENTED
	1 LAB TECHNICIAN	2	Increased metals and organics work	COMPLEMENTED
FLOOD DEFENCE	1 CLERK	1/2	To cover all FD function	COMPLEMENTED
	1 TECHNICIAN	3	Plant/transport 'O' licence	COMPLEMENTED
	1 MANAGEMENT SERVICES OFFICER	6	Workforce monitoring	COMPLEMENTED
	(93/94) 2 RIVERS INSPECTORS	3	Monitoring river works and third party works	COMPLEMENTED
	(93/94) 1 SENIOR ENGINEER	7	Capital programme	COMPLEMENTED
	(93/94) 1 TECHNICIAN	4	Standards of service	COMPLEMENTED
	(93/94) 5 CONTROL ROOM OPTR	4)- Legal agreement to operate barrage NRA/TDC	COMPLEMENTED
	1 CONTROL ROOM SVSR	5		COMPLEMENTED
NAVIGATION	1 BARRAGE CONTROLLER	9)	COMPLEMENTED
FISHERIES	1 FISH CULTURE SCIENTIST	4	Fish culture & disease (s.30)	COMPLEMENTED
	1 CLERK	2	S.28 orders & clerical support	COMPLEMENTED
CONSERVATION	1 LANDSCAPE ASSISTANT	3/4	Expansion of Conservation activities	COMPLEMENTED
INFO SYSTEMS	1 PC SUPPORT	6	Increased workload	COMPLEMENTED
FINANCE	1 CORPORATE PLANNER		Previously allocated to Pollution Control under table MP1a	COMPLEMENTED

CORPORATE PLAN 1992/93 - FORM FP1

TOTAL OPERATING COSTS - SUBJECTIVE ANALYSIS

£000

REGION: NORTHUMBRIA

	ACTUAL 1990/91	BUDGET 1991/92	FORECAST 1991/92	PLANNED 1992/93	PLANNED 1993/94
<u>SALARIES</u>					
Costs	2441	3828	3585	4925	5312
Superannuation	0	0	0	0	0
N.I.C.	0	0	0	0	0
Agency, Temps. & Other	84	0	0	0	0
<u>WAGES</u>					
Costs	400	484	429	469	589
Superannuation	0	0	0	0	0
N.I.C.	0	0	0	0	0
Agency, Temps. & Other	0	0	0	0	0
SUB-TOTAL STAFF	2925	4312	4014	5394	5901
Power	68	97	88	97	107
Consultants	0	0	0	0	55
Contractors	1760	3011	2855	1982	1937
P.L.C. Services	8094	9600	10212	8774	9784
Other H.&C. Services	1559	1653	1677	1899	2421
Equip. Tools & Mats.	669	786	789	967	1095
Rates	10	56	35	212	710
Travel & Subsistence	329	459	419	554	578
Insurance	39	45	40	63	66
Other Costs	558	908	697	1728	1828
Interest Received	-1642	-471	-983	-300	0
SUB-TOTAL OTHER	11444	16144	15829	15977	18581
TOTAL	14369	20456	19842	21370	24482

Notes : i) 'Contractors' refers to capital contracts only; other contractors are included in 'Other H&C Services.'

ii) In mid-March, since the completion of these tables, a supplementary allocation from Head Office has resulted in a revised Forecast 1991/92 for Grant-in-Aid of £4.5m, compared with the figure of £4.1m assumed in these tables.

CORPORATE PLAN 1992/93 - FORM FP2

TOTAL OPERATING INCOME AND COSTS - FUNCTION ANALYSIS

£000

REGION: NORTHUMBRIA

	ACTUAL 1990/91					BUDGET 1991/92					FORECAST 1991/92				
	RECEIPTS	CAPITAL PAYMENTS	REVENUE PAYMENTS	TOTAL PAYMENTS	SURPLUS/ (DEFICIT)	RECEIPTS	CAPITAL PAYMENTS	REVENUE PAYMENTS	TOTAL PAYMENTS	SURPLUS/ (DEFICIT)	RECEIPTS	CAPITAL PAYMENTS	REVENUE PAYMENTS	TOTAL PAYMENTS	SURPLUS/ (DEFICIT)
POLLUTION CONTROL	10	920	2460	3380	-3370	1424	841	3151	3992	-2568	1379	859	3205	4064	-2685
FISHERIES	319	112	1180	1292	-973	415	265	1385	1650	-1235	415	207	1343	1550	-1135
RECREATION	0	0	0	0	0	0	0	67	67	-67	0	0	67	67	-67
CONSERVATION	0	0	0	0	0	0	0	184	184	-184	0	0	212	212	-212
NAVIGATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL	329	1032	3640	4672	-4343	1839	1106	4787	5893	-4054	1794	1066	4826	5892	-4098
PERSONNEL BUYOUTS	0	0	84	84	-84	0	0	0	0	0	0	0	0	0	0
UNFUNDED PENSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRUCTURING Etc.	0	430	125	555	-555	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL DoE	329	1462	3849	5311	-4982	1839	1106	4787	5893	-4054	1794	1066	4826	5892	-4098
WATER RESOURCES	12665	45	7618	7663	5002	6088	302	10912	11214	-5126	6602	261	10614	10875	-4273
FLOOD DEFENCE	2089	683	1351	2034	55	3034	1603	1746	3349	-315	3113	1528	1548	3076	37
TOTAL	15083	2190	12818	15008	75	10961	3011	17445	20456	-9495	11509	2855	16987	19842	-8333

MEMORANDA

BOAT LICENCE RECEIPTS	0	0	0
POLLUTION INCIDENT REC.	10	45	45
MISC POLLUTION CONTROL	0	0	0
S. 28 RECEIPTS	0	0	0

	PLANNED 1992/93					PLANNED 1993/94				
	RECEIPTS	CAPITAL PAYMENTS	REVENUE PAYMENTS	TOTAL PAYMENTS	SURPLUS/ (DEFICIT)	RECEIPTS	CAPITAL PAYMENTS	REVENUE PAYMENTS	TOTAL PAYMENTS	SURPLUS/ (DEFICIT)
POLLUTION CONTROL	2051	335	4191	4526	-2475	2307	222	4871	5093	-2786
FISHERIES	332	215	1875	2090	-1758	375	164	2098	2262	-1887
RECREATION	0	2	90	92	-92	0	28	117	145	-145
CONSERVATION	0	6	203	209	-209	0	28	240	269	-269
NAVIGATION	0	0	25	25	-25	0	0	37	37	-37
SUB-TOTAL	2383	559	6384	6943	-4560	2682	443	7363	7806	-5124
PERSONNEL BUYOUTS	0	0	0	0	0	0	0	0	0	0
UNFUNDED PENSIONS	0	0	0	0	0	0	0	0	0	0
RESTRUCTURING Etc.	0	0	0	0	0	0	0	0	0	0
SUB-TOTAL DoE	2383	559	6384	6943	-4560	2682	443	7363	7806	-5124
WATER RESOURCES	11387	239	11036	11275	112	14178	301	12751	13052	1126
FLOOD DEFENCE	3040	1185	1967	3152	-112	3161	1193	2432	3625	-464
TOTAL	16810	1982	19388	21370	-4560	20021	1937	22546	24483	-4462

MEMORANDA

BOAT LICENCE RECEIPTS	0	0
POLLUTION INCIDENT REC.	25	25
MISC POLLUTION CONTROL	0	0
S. 28 RECEIPTS	0	0

CORPORATE PLAN 1992/93 - FORM FP4

Page 1 of 2

CORE FUNCTION EXPENDITURE - ACTIVITY ANALYSIS

£000

REGION: NORTHUMBRIA

	Actual 90/91	Budget 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
<u>WATER RESOURCES</u>					
Hydrometry	307	470	472	441	504
Licensing	15	24	28	27	30
Enforcement	8	11	33	48	55
Resource Protection	0	0	673	626	714
Operational Management	38	58	30	28	33
Resource Planning	192	294	120	112	127
Other	7104	10357	9518	9993	11591
SUB TOTAL	7663	11214	10875	11275	13052
<u>POLLUTION CONTROL</u>					
Incidents/Emergencies	540	559	569	588	662
Consenting/Compliance Monitoring	1234	2076	2113	2354	2648
Pollution Prevention	304	399	406	520	585
EC Directives and other work for HMG	710	519	528	633	713
Other	591	439	447	430	484
SUB TOTAL	3380	3992	4064	4526	5093
<u>FLOOD DEFENCE</u>					
Regulation/Enforcement	162	345	94	121	176
* Mntnce of Existing Defences - Main River	682	1000	849	939	1057
- Estuarial/Tidal	261	0	0	0	0
- Sea	4	0	0	0	0
Impvmnt/Dvlpmnt of Defences - Main River	0	0	0	52	92
- Estuarial/Tidal	407	1035	1439	980	1110
- Sea	0	0	0	0	0
Flood Emergency Services	61	138	157	152	176
Other (Operational Management)	458	831	536	909	1013
SUB TOTAL	2034	3349	3076	3152	3625
<u>FISHERIES</u>					
Regulation	78	116	109	105	114
Enforcement	827	1072	1007	1212	1312
Monitoring	78	264	248	418	452
Physico-chemical Improvement	78	66	62	105	114
Rearing and Re-stocking	155	66	62	84	90
Other	78	66	62	167	181
SUB TOTAL	1292	1650	1550	2090	2262
<u>RECREATION</u>					
NRA Facility Management	0	0	3	9	15
Liaison/Promotion	0	0	13	27	44
Other	0	67	51	56	87
SUB TOTAL	0	67	67	92	145

* - The cost of Maintenance of Existing Defences cannot be split, so the total cost has been entered in 'Main River.'

CORPORATE PLAN 1992/93 - FORM FP4

Page 2 of 2

CORE FUNCTION EXPENDITURE - ACTIVITY ANALYSIS

£000

REGION: NORTHUMBRIA

	Actual 90/91	Budget 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
CONSERVATION					
Appraisal/Survey	0	92	106	104	135
Management Plans/Improvements	0	28	32	42	54
External Liaison/Promotion	0	18	21	32	40
Other	0	46	53	32	40
SUB TOTAL	0	184	212	209	269
NAVIGATION					
Regulation and Enforcement	0	0	0	10	14
Operation and Maintenance	0	0	0	8	14
Improvements and New Works	0	0	0	0	0
Promotion/Liaison	0	0	0	8	8
Other	0	0	0	0	0
SUB TOTAL	0	0	0	25	37
TOTAL	14369	20456	19842	21370	24483

CORPORATE PLAN 1992/93 - FORM FP5

CHARGING FOR DISCHARGES

£000

REGION: NORTHUMBRIA

CHARGING FOR DISCHARGES	Actual 90/91	Budget 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
<u>INCOME</u>					
Application Fee		35	35	57	66
Consent Fee		1344	1344	1969	2216
TOTAL		1379	1379	2026	2282
<u>EXPENDITURE</u>					
Applications for Consents		467	422	569	649
Discharge Sampling		405	280	352	401
Discharge Inspections		280	195	245	280
Discharge Related Impact Monitoring		253	176	221	252
Laboratory Analysis		479	486	744	849
Consent Review		54	38	48	54
Direct Monitoring Administration		175	119	149	170
Associated Research & Development		167	167	139	199
TOTAL		2280	1881	2466	2854

CORPORATE PLAN 1992/93 – FORM FP6
SUMMARY OF ADMINISTRATIVE COSTS

£000

REGION: NORTHUMBRIA

	ACTUAL 1990/91	BUDGET 1991/92	FORECAST 1991/92	PLANNED 1992/93	PLANNED 1993/94
STAFF COSTS					
-Administration	104	120	120	140	148
-Legal Services	64	84	84	99	105
-Estates	30	35	35	40	45
-Public Relations	58	82	82	106	112
-Information Systems	37	68	68	111	117
-Finance	164	187	187	256	271
-Personnel	88	220	220	200	170
TOTAL STAFF COSTS	545	796	796	952	968
BOUGHT IN SERVICES					
-Administration	78	51	51	72	93
-Legal Services	87	59	59	108	113
-Estates	0	0	0	0	0
-Public Relations	40	64	64	72	83
-Information Systems	66	105	105	129	150
-Finance	3	1	1	2	2
-Personnel	161	180	180	378	386
TOTAL BOUGHT IN SERVICES	435	460	460	761	827
OFFICE & ACCOM. COSTS					
-Rent,Rates	169	200	200	200	684
-Construction Costs	494	250	250	0	0
-Fitting Out Costs	0	0	0	0	0
-Cleaning / Security	24	25	25	30	100
-Repair & Maintenance	94	35	35	40	75
-Removals	0	0	0	0	75
-Power	30	51	51	50	75
-Telephones,Postage etc	36	65	65	68	75
-Stationery,Consumables	25	88	88	90	100
-Office Equipment	352	202	202	250	250
TOTAL OFFICE & ACCOM.	1224	916	916	728	1434
INSURANCE	40	40	40	63	66
TOTAL REGION ADMIN. COST	2244	2212	2212	2504	3295

CORPORATE PLAN 1992/93 – FORM FP7
SUMMARY OF PROPOSED CAPITAL PROJECTS

£000

REGION: NORTHUMBRIA

FUNCTION	PROJECT TITLE	1991/92 &	1992/93	1993/94	1994/95 &	TOTAL
		PRIOR YRS.			LATER YRS.	PROJECT
POLLUTION CONTROL	Laboratory Equipment	389	261	0	-	-
	Projects Under £100 000	895	0	0	-	-
	Allocation Of Multifunctional Capital	94	74	223	-	-
	TOTAL FUNCTION CAPITAL EXPENDITURE	-	335	223	-	-
FISHERIES	Projects Under £100 000	327	199	131	-	-
	Allocation Of Multifunctional Capital	50	16	33	-	-
	TOTAL FUNCTION CAPITAL EXPENDITURE	-	215	164	-	-
RECREATION	Projects Under £100 000	0	0	0	-	-
	Allocation Of Multifunctional Capital	0	2	28	-	-
	TOTAL FUNCTION CAPITAL EXPENDITURE	-	2	28	-	-
CONSERVATION	Projects Under £100 000	0	0	0	-	-
	Allocation Of Multifunctional Capital	0	6	28	-	-
	TOTAL FUNCTION CAPITAL EXPENDITURE	-	6	28	-	-
NAVIGATION	Projects Under £100 000	0	0	0	-	-
	Allocation Of Multifunctional Capital	0	0	0	-	-
	TOTAL FUNCTION CAPITAL EXPENDITURE	-	0	0	-	-
WATER RESOURCES	Projects Under £100 000	280	206	123	-	-
	Allocation Of Multifunctional Capital	24	33	178	-	-
	TOTAL FUNCTION CAPITAL EXPENDITURE	-	239	301	-	-

CORPORATE PLAN 1992/93 - FORM FP7
SUMMARY OF PROPOSED CAPITAL PROJECTS

£000

REGION: NORTHUMBRIA

FUNCTION	PROJECT TITLE	1991/92 & PRIOR YRS.	1992/93	1993/94	1994/95 & LATER YRS.	TOTAL PROJECT
FLOOD DEFENCE	Yarm Flood Defence Scheme	1403	881	0	0	2284
	Vehicles	107	130	130	-	-
	Greatham Creek Tidal Banks	0	100	843	343	1286
	Weather Radar	0	0	100	100	200
	Projects Under £100 000	452	50	0	-	-
	Allocation Of Multifunctional Capital	93	24	120	-	-
	TOTAL FUNCTION CAPITAL EXPENDITURE	-	1185	1193	-	-
MULTIFUNCTIONAL	Wams Hardware	0	0	232	-	-
	New Regional Offices	261	100	0	-	-
	Wams Software	0	0	320	-	-
	Projects Under £100 000	-	55	58	-	-
	TOTAL MULTIFUNCTIONAL EXPENDITURE	-	155	610	-	-
	ALLOCATION OF MULTIFUNCTIONAL					
	Pollution Control	94	74	223	-	-
	Fisheries	50	16	33	-	-
	Recreation	0	2	28	-	-
	Conservation	0	6	28	-	-
	Navigation	0	0	0	-	-
	Water Resources	24	33	178	-	-
	Flood Defence	93	24	120	-	-
	TOTAL ALLOCATED	-	155	610	-	-
TOTAL CAPITAL EXPENDITURE	MAJOR PROJECTS	-	1372	1073	-	-
	PROJECTS UNDER £100 000	-	455	254	-	-
	MULTIFUNCTIONAL	-	155	610	-	-
	TOTAL	-	1982	1937	-	-

CORPORATE PLAN 1992/93 – FORM FP8
CORE FUNCTIONS – WORK CONTRACTED OUT

£000

REGION: NORTHUMBRIA

	Actual 90/91	Budget 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
WATER RESOURCES					
Hydrometry					
Operating Agreements	8150	9600	10200	9784	10273
Low Flow Investigations	0	0	0	0	0
Other eg. Consultancy (please specify)					
a) Simulation model of resource system	0	4	4	20	0
b) Other consultants	0	0	0	40	40
TOTAL CONTRACTED OUT	8150	9604	10204	9844	10313
TOTAL WATER RESOURCES EXPENDITURE	7663	11214	10875	11275	13052
% CONTRACTED OUT	106	86	94	87	79
POLLUTION CONTROL					
Sampling	0	0	0	0	0
Laboratory Analysis	150	80	110	50	30
Other eg. Consultancy (please specify)					
a) NAMAS accreditation	0	0	0	5	0
b) Consultancy - trend analysis in Tyne/Tees estuary data	0	0	0	5	0
c) Survey vessel contract	45	45	40	10	0
TOTAL CONTRACTED OUT	195	125	150	70	30
TOTAL POLLUTION CONTROL EXPENDITURE	3380	3992	4064	4526	5093
% CONTRACTED OUT	6	3	4	2	1
FLOOD DEFENCE					
Design	128	239	239	70	70
Construction of Capital Schemes	103	1307	1307	914	800
Maintenance (excl. V & P)	0	0	0	50	50
Vehicle and Plant Maintenance	60	69	69	75	80
Other eg. Consultancy (please specify)					
a) Sea defence	20	35	35	0	0
b) Regional electrical advisor	0	22	22	0	0
c) Beach monitoring survey	0	10	10	10	10
d) Standards of service	0	0	0	20	0
e) Investigative studies	0	0	0	15	15
TOTAL CONTRACTED OUT	311	1682	1682	1154	1025
TOTAL FLOOD DEFENCE EXPENDITURE	2034	3349	3076	3152	3625
% CONTRACTED OUT	15	50	55	37	28

CORPORATE PLAN 1992/93 - FORM FP8
CORE FUNCTIONS - WORK CONTRACTED OUT

£000

REGION: NORTHUMBRIA

	Actual 90/91	Budget 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
FISHERIES					
Patrolling/Bailifing	0	0	0	0	0
Fish Rearing/Re-stocking	0	0	0	0	0
Sampling and Monitoring	0	0	47	47	47
Habitat Improvement (eg. passes)	0	0	0	0	0
Other eg. Consultancy (please specify)					
a) Consultancy (NE review)	0	0	10	10	0
TOTAL CONTRACTED OUT	0	0	57	57	47
TOTAL FISHERIES EXPENDITURE	1292	1650	1550	2090	2262
% CONTRACTED OUT	0	0	4	3	2
RECREATION					
Site Management	0	0	5	5	5
Other eg. Consultancy (please specify)					
a) Other consultancy	0	0	25	35	35
TOTAL CONTRACTED OUT	0	0	30	40	40
TOTAL RECREATION EXPENDITURE	0	67	67	92	145
% CONTRACTED OUT	-	0	45	43	28
CONSERVATION					
Environmental Assessments/Appraisals	0	0	0	0	0
River Corridor Surveys	0	55	35	55	55
Site Management/Improvement	0	0	5	10	15
Other eg. Consultancy (please specify)					
a) Other consultancy	0	0	6	10	15
TOTAL CONTRACTED OUT	0	55	46	75	85
TOTAL CONSERVATION EXPENDITURE	0	184	212	209	269
% CONTRACTED OUT	-	30	22	36	32
NAVIGATION					
Craft Inspection	0	0	0	0	0
Structures and Freeway Maintenance	0	0	0	0	0
Other eg. Consultancy (please specify)					
a)					
TOTAL CONTRACTED OUT	0	0	0	0	0
TOTAL NAVIGATION EXPENDITURE	0	0	0	25	37
% CONTRACTED OUT	-	-	-	0	0

N.B. Navigation is carried out for TDC by NRA under agreement.

NRA is not permitted to sub-let the work.

CORPORATE PLAN 1992/93 – FORM FP9OPERATING COSTS – SUBJECTIVE ANALYSIS BY SERVICE

£000

REGION: NORTHUMBRIA

SERVICE : POLLUTION CONTROL

	Actual 1990/91	Budget 1991/92	Forecast 1991/92	Planned 1992/93	Planned 1993/94
Salaries	1,025	1,706	1,706	2,096	2,201
Wages	0	0	0	0	0
Agency, Temps. & Other	50	0	0	0	0
SUB-TOTAL STAFF	1,075	1,706	1,706	2,096	2,201
Power	12	14	21	20	24
Consultants	0	0	0	0	28
Contractors	920	841	859	335	222
P.L.C. Services	0	0	0	0	0
Other H.&C. Services	668	592	592	721	931
Equip. Tools & Mats.	300	365	432	501	587
Rates	2	7	7	79	281
Travel & Subsistence	147	236	215	303	318
Insurance	15	21	21	11	12
Other Costs	241	210	211	460	487
Interest Received	0	0	0	0	0
SUB-TOTAL OTHER	2,305	2,286	2,358	2,430	2,892
TOTAL	3,380	3,992	4,064	4,526	5,093

CORPORATE PLAN 1992/93 – FORM FP9

OPERATING COSTS – SUBJECTIVE ANALYSIS BY SERVICE

£000

REGION: NORTHUMBRIA

SERVICE : FISHERIES

	Actual 1990/91	Budget 1991/92	Forecast 1991/92	Planned 1992/93	Planned 1993/94
Salaries	602	771	747	999	982
Wages	0	0	0	0	92
Agency, Temps. & Other	9	0	0	0	0
SUB-TOTAL STAFF	611	771	747	999	1,074
Power	17	22	22	27	30
Consultants	0	0	0	0	5
Contractors	112	265	207	215	164
P.L.C. Services	0	0	0	0	0
Other H.&C. Services	264	308	304	319	360
Equip. Tools & Mats.	97	86	86	127	138
Rates	1	3	3	24	90
Travel & Subsistence	73	38	25	70	74
Insurance	7	8	8	4	5
Other Costs	110	149	147	304	324
Interest Received	0	0	0	0	0
SUB-TOTAL OTHER	681	879	803	1,091	1,189
TOTAL	1,292	1,650	1,550	2,090	2,262

CORPORATE PLAN 1992/93 – FORM FP9OPERATING COSTS – SUBJECTIVE ANALYSIS BY SERVICE

£000

REGION: NORTHUMBRIA

SERVICE : RECREATION

	Actual 1990/91	Budget 1991/92	Forecast 1991/92	Planned 1992/93	Planned 1993/94
Salaries		13	13	21	23
Wages		0	0	0	0
Agency, Temps. & Other		0	0	0	0
SUB-TOTAL STAFF		13	13	21	23
Power		0	0	0	0
Consultants		0	0	0	1
Contractors		0	0	2	28
P.L.C. Services		0	0	0	0
Other H.&C. Services		48	48	47	71
Equip. Tools & Mats.		2	2	1	2
Rates		0	0	2	7
Travel & Subsistence		4	4	3	3
Insurance		0	0	0	0
Other Costs		0	0	16	9
Interest Received		0	0	0	0
SUB-TOTAL OTHER		54	55	71	122
TOTAL		67	67	92	145

CORPORATE PLAN 1992/93 - FORM FP9OPERATING COSTS - SUBJECTIVE ANALYSIS BY SERVICE

£000

REGION: NORTHUMBRIA

SERVICE : CONSERVATION

	Actual 1990/91	Budget 1991/92	Forecast 1991/92	Planned 1992/93	Planned 1993/94
Salaries		73	73	94	100
Wages		0	0	0	0
Agency, Temps. & Other		0	0	0	0
SUB-TOTAL STAFF		73	73	94	100
Power		0	0	0	0
Consultants		0	0	0	1
Contractors		0	0	6	28
P.L.C. Services		0	0	0	0
Other H.&C. Services		88	116	83	94
Equip. Tools & Mats.		6	6	3	4
Rates		0	0	7	26
Travel & Subsistence		16	16	15	12
Insurance		1	1	1	1
Other Costs		0	0	1	1
Interest Received		0	0	0	0
SUB-TOTAL OTHER		111	139	115	168
TOTAL		184	212	209	269

CORPORATE PLAN 1992/93 – FORM FP9OPERATING COSTS – SUBJECTIVE ANALYSIS BY SERVICE

£000

REGION: NORTHUMBRIA

SERVICE : NAVIGATION

	Actual 1990/91	Budget 1991/92	Forecast 1991/92	Planned 1992/93	Planned 1993/94
Salaries	0	0	0	25	36
Wages	0	0	0	0	0
Agency, Temps. & Other	0	0	0	0	0
SUB-TOTAL STAFF	0	0	0	25	36
Power	0	0	0	0	0
Consultants	0	0	0	0	0
Contractors	0	0	0	0	0
P.L.C. Services	0	0	0	0	0
Other H.&C. Services	0	0	0	0	0
Equip. Tools & Mats.	0	0	0	0	0
Rates	0	0	0	0	0
Travel & Subsistence	0	0	0	0	0
Insurance	0	0	0	0	0
Other Costs	0	0	0	0	0
Interest Received	0	0	0	0	0
SUB-TOTAL OTHER	0	0	0	0	0
TOTAL	0	0	0	25	36

CORPORATE PLAN 1992/93 - FORM FP9**OPERATING COSTS - SUBJECTIVE ANALYSIS BY SERVICE**

£000

REGION: NORTHUMBRIA

SERVICE : WATER RESOURCES

	Actual 1990/91	Budget 1991/92	Forecast 1991/92	Planned 1992/93	Planned 1993/94
Salaries	398	733	566	1,034	1,123
Wages	0	0	0	0	0
Agency, Temps. & Other	8	0	0	0	0
SUB-TOTAL STAFF	406	733	566	1,034	1,123
Power	4	5	4	7	7
Consultants	0	0	0	0	12
Contractors	45	302	261	239	301
P.L.C. Services	8,094	9,600	10,212	8,774	9,784
Other H.&C. Services	342	253	200	359	496
Equip. Tools & Mats.	105	142	122	113	148
Rates	0	10	2	52	184
Travel & Subsistence	50	94	78	84	89
Insurance	4	8	5	40	41
Other Costs	72	438	292	823	867
Interest Received	(1,459)	(371)	(868)	(250)	0
SUB-TOTAL OTHER	7,257	10,481	10,308	10,241	11,929
TOTAL	7,663	11,214	10,875	11,275	13,052

CORPORATE PLAN 1992/93 - FORM FP9OPERATING COSTS - SUBJECTIVE ANALYSIS BY SERVICE

£000

REGION: NORTHUMBRIA

SERVICE : FLOOD DEFENCE

	Actual 1990/91	Budget 1991/92	Forecast 1991/92	Planned 1992/93	Planned 1993/94
Salaries	416	532	480	657	847
Wages	400	484	429	469	497
Agency, Temps. & Other	17	0	0	0	0
SUB-TOTAL STAFF	833	1,016	909	1,126	1,344
Power	35	56	40	43	45
Consultants	0	0	0	0	9
Contractors	683	1,603	1,528	1,185	1,193
P.L.C. Services	0	0	0	0	0
Other H.&C. Services	285	364	417	370	468
Equip. Tools & Mats.	167	185	141	222	216
Rates	7	36	23	48	122
Travel & Subsistence	59	71	80	79	82
Insurance	13	7	5	6	7
Other Costs	135	111	47	124	140
Interest Received	(183)	(100)	(115)	(50)	0
SUB-TOTAL OTHER	1,201	2,333	2,167	2,027	2,281
TOTAL	2,034	3,349	3,076	3,152	3,625

CORPORATE PLAN 1992/93 - FORM FP9**OPERATING COSTS - SUBJECTIVE ANALYSIS BY SERVICE**

£000

*REGION: NORTHUMBRIA***SERVICE : TOTAL**

	Actual 1990/91	Budget 1991/92	Forecast 1991/92	Planned 1992/93	Planned 1993/94
Salaries	2,441	3,828	3,585	4,925	5,312
Wages	400	484	429	469	589
Agency, Temps. & Other	84	0	0	0	0
SUB-TOTAL STAFF	2,925	4,312	4,014	5,394	5,901
Power	68	97	88	97	107
Consultants	0	0	0	0	55
Contractors	1,760	3,011	2,855	1,982	1,937
P.L.C. Services	8,094	9,600	10,212	8,774	9,784
Other H.&C. Services	1,559	1,653	1,677	1,899	2,421
Equip. Tools & Mats.	669	786	789	967	1,095
Rates	10	56	35	212	710
Travel & Subsistence	329	459	419	554	578
Insurance	39	45	40	63	66
Other Costs	558	908	697	1,728	1,828
Interest Received	(1,642)	(471)	(983)	(300)	0
SUB-TOTAL OTHER	11,444	16,144	15,829	15,977	18,581
TOTAL	14,369	20,456	19,842	21,370	24,482

CORPORATE PLAN 1992/93 - FORM OPM 1

REGION: NORTHUMBRIA

FUNCTION: WATER RESOURCES

OUTPUT and PERFORMANCE MEASURES by Activity	Actual 90/91	Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
LICENSING					
Licences in Force					
- abstractions	379	409	385	439	475
- impoundments	38	41	40	44	48
- total	417	450	425	483	523
Licences Determined within Statutory Period					
- abstractions	16	24	22	30	36
- impoundments	2	6	4	6	6
- total	18	30	26	36	42
Licences Determined					
- abstractions	16	24	22	30	36
- impoundments	2	6	4	6	6
- total	18	30	26	36	42
WR/R/1; % of licence applications determined within statutory period	100	100	100	100	100
Total Costs - Licensing (£k)	15	20	20	20	20
Licences Determined or Reviewed	21	30	30	45	50
WR/R/3; Average cost of determining licence (£/no.)	714	667	667	444	400
ENFORCEMENT					
Highly Critical Licence Inspections					
- required by NRA policy	66	80	80	85	90
- probable inspections made	6	80	80	85	90
Critical Licence Inspections					
- required by NRA policy	0	225	225	235	245
- probable inspections made	0	100	20	200	245
WR/R/2; % achievement of licence enforcement programme (Critical and Highly Critical)	9	59	33	89	100
Less Critical and Non-Critical Licence Inspections					
- required by NRA policy	0	220	220	225	231
- probable inspections made	0	0	0	0	50
Total Inspections Required by NRA Policy	66	525	525	545	566
Total Number of Licence Inspections	6	180	100	285	385
Average Attainment of Licence Inspection Targets	9	34	19	52	68
OTHER					
Sites With Low-Flows	0	0	0	0	0
Low-Flow Studies Completed	0	0	0	0	0
Sum of the proportions of investigation programmes achieved	0	0	0	0	0
Low-flow investigations planned to be progressed	0	0	0	0	0
WR/L/1; % of low flow investigations progressed to plan	-	-	-	-	-
Sites With Low-Flows Ameliorated	0	0	0	0	0

CORPORATE PLAN 1992/93 – FORM OPM 2

PAGE 1 OF 2

REGION: NORTHUMBRIA

FUNCTION: POLLUTION CONTROL

OUTPUT and PERFORMANCE MEASURES by Activity	Actual 90/91	Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
CONSENTING and COMPLIANCE MONITORING					
(1) + Consented Discharges in Force					
- STWs: WSpIc	375	375	370	364	359
- STWs: private *	220	240	250	290	330
- trade	200	260	260	350	370
- agricultural	240	160	190	80	30
- others **	3301	4260	3510	3596	3691
- total	4336	5295	4580	4680	4780
(2) Consents Determined Within Statutory Period	188	210	285	310	350
(3) Consents Determined	220	240	300	350	400
PC/R/1; % consents determined within statutory period	85	88	95	89	88
Total Costs - Consenting (£k)	110	NA	135	170	190
(4) Consents Determined or Reviewed	229	655	300	380	430
PC/R/5; Average cost of determining consents (£/no.)	480	NA	450	447	442
Routine Single Samples					
- groundwater	61	977	256	980	980
- rivers	4620	8260	5944	6200	6200
- effluents	3974	5166	5298	6581	6681
- enclosed waters	330	370	180	50	50
- estuaries	1971	3107	3326	4000	4000
- bathing waters	1108	1170	1177	1207	1237
- coastal waters	80	290	210	500	500
- other	999	800	2200	1950	1950
- total	13143	20140	18591	21468	21598
Routine Effluent Samples Taken	3974	5166	5298	6581	6681
Routine Effluent Samples Programmed	6090	5166	5166	6581	6681
PC/R/3; % of effluent monitoring programme achieved	65	100	103	100	100
Discharges Monitored					
- STWs: WSpIc	187	230	230	280	330
- STWs: private	35	40	40	45	50
- trade	224	238	228	238	238
- agricultural	0	0	0	0	0
- others	27	28	26	24	22
- total	473	536	524	587	640
Analyses - Simple	39399	99000	85200	113000	113500
Analyses - Complex	68941	84600	72400	97000	97000
Samples Analysed Within Target Times	7809	15363	13800	17274	17552
Samples Submitted	9885	16699	15000	18183	18283
PC/T/1; % of water quality samples analysed within target times	79	92	92	95	96
Total Laboratory Costs (£)	1094771	1090000	870000	800000	700000
Total Number of Determinations	108340	183600	200000	178500	178925
PC/T/2; Average cost of analyses per determination (£/determination)	10.10	5.94	4.35	4.48	3.91
INCIDENTS/EMERGENCIES					
Incidents Attended Within Target Time	NA	1050	1036	1162	1204
Number of Incidents	1314	1400	1400	1400	1450
PC/I/1; % incidents attended within target response time	NA	75	74	83	83
EC DIRECTIVES					
Bathing Water - designated EC Bathing Waters	32	32	33	33	33
Bathing Water - waters achieving directive	21	21	23	23	26
% of Bathing Waters achieving directive	66	66	70	70	79

Determinations Taken in Field (logged)	4500	6500	8500	8500
Determinations Contracted Out	20000	21000	700	300

CORPORATE PLAN 1992/93 - FORM OPM 2

PAGE 2 OF 2

REGION: NORTHUMBRIA

FUNCTION: POLLUTION CONTROL

OUTPUT and PERFORMANCE MEASURES by Activity	Actual 90/91	Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94	Current LTT
OTHER						
(5) River Water Quality: length of river (km)						
- class 1A (good)	1669	1669	1669	1669	1725	1725
- class 1B (good)	727	727	727	727	749	749
- class 2 (fair)	307	307	307	307	273	315
- class 3 (poor)	79	79	79	79	57	19
- class 4 (bad)	6	6	6	6	4	0
total length of classified river	2788	2788	2788	2788	2808	2808
(6) Estuarial Water Quality: length of estuary (km)						
- class A (good)	47	51	47	47	61	61
- class B (fair)	52	47	52	52	40	49
- class C (poor)	23	23	23	23	11	5
- class D (bad)	13	14	13	13	3	0
total length of classified estuary	135	135	135	135	115	115

NOTE: LTT = Long Term Target

(1) + - Consented discharges, NOT consent documents (sometimes a number of discharges in one document).

* - NOT including septic tanks.

** - Includes septic tanks, SSOs and EOs.

(2) - Includes a; first time applications for consent,
b; applications for variations to consent,
c; requests (letters) for variations to consents (following charging scheme).

Does NOT include a; determination of deemed consents,
b; variations to consents promoted by NRA initiative (e.g. Kinnersley variations).

(3) - Does NOT include revocations of consent.

(4) - Includes variations to consents initiated by NRA.

(5) - NWC Classification System.

(6) - NWC Classification, however it is likely that the NRA classification system will overtake NWC by 1993/94.
The total length of FRESHWATER RIVER has INCREASED in 1993/94 on completion of River Tees Barrage.
TIDAL RIVER length has DECREASED as River Tees Barrage is completed (River Tees 18km; River Leven 2km).

CORPORATE PLAN 1992/93 – FORM OPM 3

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REGION: NORTHUMBRIA

FUNCTION: FLOOD DEFENCE

OUTPUT and PERFORMANCE MEASURES by Activity	Actual 90/91	Budget 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
REGULATION/ENFORCEMENT					
Consents Determined Within Statutory Period	265	300	350	375	400
Consents Determined	265	300	350	375	400
FD/R/1; % of consents determined within statutory period	100	100	100	100	100
MAINTENANCE OF EXISTING DEFENCES (revenue works)					
Actual Maintenance Cost (£000)					
- sea defences	4	NA	NA	10	NA
- estuarial/tidal	241	NA	NA	125	NA
- main rivers	630	NA	NA	923	NA
- total	875	NA	NA	1058	NA
Planned Maintenance Cost (£000)					
- sea defences	NA	NA	NA	10	NA
- estuarial/tidal	NA	NA	NA	125	NA
- main rivers	NA	NA	NA	923	NA
- total	NA	NA	NA	1058	NA
FD/M/1; % maintenance expenditure achieved					
- sea defences	NA	NA	NA	100	NA
- estuarial/tidal	NA	NA	NA	100	NA
- main rivers	NA	NA	NA	100	NA
- total	NA	NA	NA	100	NA
Total Defence Revenue (maintenance) Costs (£000)					
- sea defences	4	NA	NA	10	NA
- estuarial/tidal	241	NA	NA	125	NA
- main rivers	630	NA	NA	923	NA
- total	875	NA	NA	1058	NA
+ Total Length of Defences Maintained (km)					
- sea defences	2	3	7	7	7
- estuarial/tidal	5	6	38	40	40
- main rivers	637	700	676	703	733
- total	644	709	721	750	780
FD/M/2; Average cost per km of flood defences maintained (£/km)					
- sea defences	2000	NA	NA	1429	NA
- estuarial/tidal	48200	NA	NA	3125	NA
- main rivers	989	NA	NA	1313	NA
- total	1359	NA	NA	1411	NA
+ Length of Defences Actually Maintained (km)					
- sea defences	3	3	7	7	7
- estuarial/tidal	35	6	38	40	40
- main rivers	650	700	676	703	733
- total	688	709	721	750	780
+ Length of Defences Planned to be Maintained (km)					
- sea defences	2	3	7	7	7
- estuarial/tidal	5	6	38	40	40
- main rivers	637	700	676	703	733
- total	644	709	721	750	780
FD/M/4; % length of necessary flood defence maintenance which is actually completed					
- sea defences	150	100	100	100	100
- estuarial/tidal	700	100	100	100	100
- main rivers	102	100	100	100	100
- total	107	100	100	100	100
IMPROVEMENT/DEVELOPMENT OF DEFENCES					
Schemes Fully Approved During Year	1	0	0	2	1
Schemes Planned to be Approved During Year	1	0	0	2	1
FD/I/2; % schemes approved	100	-	-	100	100

Notes : + Planned figures for 1990/91 & 1991/92 altered to correspond to change in definition (i.e. lengths inspected but not worked are not measured).

CORPORATE PLAN 1992/93 - FORM OPM 3

PAGE 2 OF 2

REGION: NORTHUMBRIA

FUNCTION: FLOOD DEFENCE

OUTPUT and PERFORMANCE MEASURES by Activity	Actual 90/91	Budget 91/92	Forecast 91/92	Planned 92/93	Planned 93/94	Current LTT
Length of Flood Defence Improved (km)						
- sea defences	0	0	0	0	0	
- estuarial/tidal	0	1	1	1	5	
- main rivers	0	3	3	3	2	
- total	0	4	4	4	7	
Length of Flood Defence Where Improvement Planned (km)						
- sea defences	0	0	0	0	0	
- estuarial/tidal	0	1	1	1	5	
- main rivers	0	3	3	3	2	
- total	0	4	4	4	7	
FD/II/5; % length of planned flood defence actually improved						
- sea defences	-	-	-	-	-	
- estuarial/tidal	-	100	100	100	100	
- main rivers	-	100	100	100	100	
- total	-	100	100	100	100	
FLOOD EMERGENCY SERVICES						
Increase in Length of Main River Covered by a Flood	0	0	0	0	0	
Length of Main River Given an Increase in Lead-time	0	0	0	0	0	
Length of Sea Defence Given Improved Flood Warning	0	0	0	0	0	
Length of Main River (km)						
- fluvial	1332	1332	1332	1332	1332	
- tidal/estuarial	153	153	153	153	153	
- total	1485	1485	1485	1485	1485	
Fluvial River Defences to Standard (km)						
- land use band A	0	0	0	0	0	0
- land use band B	1	1	1	1	1	1
- land use band C	60	60	60	60	60	80
- land use band D	197	197	197	197	208	250
- land use band E	49	49	49	49	49	69
- total	307	307	307	307	318	400
Total Fluvial River Protected to Standard as % of Fluvial River	23	23	23	23	24	
Tidal/Estuarial Defences to Standard (km)						
- land use band A	0	1	1	2	7	7
- land use band B	0	0	0	0	0	0
- land use band C	0	0	0	0	0	0
- land use band D	19	19	19	19	19	19
- land use band E	0	0	0	0	0	0
- total	19	20	20	21	26	26
Tidal/Estuarial Defences to Standard as % of Tidal/Estuarial River	12	13	13	14	17	
Length of Sea Defences (km)	3	3	7	7	7	7
Sea Defences to Standard (km)						
- land use band A	0	0	0	0	0	0
- land use band B	0	0	0	0	0	0
- land use band C	3	3	3	3	3	3
- land use band D	0	0	0	0	0	0
- land use band E	0	0	4	4	4	4
- total	3	3	7	7	7	7
Sea Defences Protected to Standard as % of Total Length of Sea Defences	100	100	100	100	100	100

NOTES:

River Defences = 2 x Fluvial Main River

Current LTT = Current Long Term Target

Changes in length of Sea Defences to standard arises from adoption of 4km by NRA following Sea Defence Survey, not as a result of work carried out.

CORPORATE PLAN 1992/93 - FORM OPM 4

PAGE 1 OF 2

REGION: NORTHUMBRIA

FUNCTION: FISHERIES

OUTPUT and PERFORMANCE MEASURES by Activity	Actual 90/91	Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
ENFORCEMENT					
Actual Cost of Licence Enforcement (£k)	390	540	590	590	590
Number of Licences in Force					
- rod	43893	43000	43000	43000	43000
- net	205	200	200	200	200
- total	44098	43200	43200	43200	43200
F/R/1; Average cost of enforcement per licence issued (£/licence)	8.84	12.50	13.66	13.66	13.66
Number of Licence Offences	200	180	125	100	100
F/R/2; % licence offences	0.45	0.42	0.29	0.23	0.23
Number of Satisfactory Licence Checks					
- rod	5300	7820	14375	7900	7900
- net	145	200	500	200	200
- total	5445	8020	14875	8100	8100
Number of Licence Checks Made					
- rod	5500	8000	14500	8000	8000
- net	145	200	500	200	200
- total	5645	8200	15000	8200	8200
Number of Licence Checks Made (% of total licences)					
- rod	13	19	34	19	19
- net	71	100	250	100	100
- total	13	19	35	19	19
F/R/3 % licence compliance					
- rod	96	98	99	99	99
- net	100	100	100	100	100
- total	96	98	99	99	99
S.28 Orders (no.)	0	1	0	1	0
MONITORING					
Actual Cost of Fishery Monitoring (£000)	60	140	90	170	170
Actual Length of River Surveyed (km)	240	500	450	800	950
F/M/1; Average cost of fishery monitoring per km surveyed (£/km)	250	280	200	213	179
Length of River Planned to be Surveyed (km)	240	500	500	800	950
F/M/2; % of planned river surveyed	100	100	90	100	100
Number of surveys					
- netting/electro	50	300	175	275	350
- angler census	0	1	2	3	3
- total	50	301	177	278	353
PHYSIO-CHEMICAL IMPROVEMENT					
Improvement Structures Built - Total	4	2	6	5	5

CORPORATE PLAN 1992/93 - FORM OPM 4

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REGION: NORTHUMBRIA

FUNCTION: FISHERIES

OUTPUT and PERFORMANCE MEASURES by Activity	Actual 90/91	Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
REARING and STOCKING					
Fish Rearing (No in millions)					
Salmonid Juvenile	1.00	1.00	1.00	1.60	1.50
Salmonid Adult	0.00	0.00	0.00	0.00	0.00
Total Salmonid Reared	1.00	1.00	1.00	1.60	1.50
Non-Salmonid Juvenile	0.00	0.00	0.00	0.00	0.00
Non-Salmonid Adult	0.00	0.00	0.00	0.00	0.00
Total Non-Salmonid Reared	0.00	0.00	0.00	0.00	0.00
Total Salmonid & Non-Salmonid Reared	1.00	1.00	1.00	1.60	1.50
Fish Stocking (No in millions)					
Salmonid Juvenile	0.50	0.50	1.00	0.80	0.80
Salmonid Adult	0.00	0.00	0.00	0.00	0.00
Total Salmonid Stocked	0.50	0.50	1.00	0.80	0.80
Non-Salmonid Juvenile	0.00	0.00	0.00	0.00	0.00
Non-Salmonid Adult	0.00	0.00	0.00	0.00	0.00
Total Non-Salmonid Stocked	0.00	0.00	0.00	0.00	0.00
Total Salmonid & Non-Salmonid Stocked	0.50	0.50	1.00	0.80	0.80

CORPORATE PLAN 1992/93 – FORM OPM 5

REGION: NORTHUMBRIA

FUNCTION: RECREATION

OUTPUT and PERFORMANCE MEASURES by Activity	Actual 90/91	Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
NRA FACILITY MANAGEMENT					
Actual Spend on Running NRA Recreational Sites (£k)	0	0	1	2	3
Total Number of Recreational Sites	1	2	2	3	4
R/M/1; Average cost of operating NRA recreational sites (£/site)	0	0	500	667	750
LIAISON WITH OTHERS/PROMOTION					
Number of Collaborative Projects	0	5	4	6	6
Total Number of Projects	1	7	6	9	10
R/L/1; % external collaboration	0	71	67	67	60

CORPORATE PLAN 1992/93 – FORM OPM 6

REGION: NORTHUMBRIA

FUNCTION: CONSERVATION

OUTPUT and PERFORMANCE MEASURES by Activity	Actual 90/91	Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
APPRAISAL/SURVEYS					
Reports on Capital Schemes/EIAs - Total	1	3	3	5	5
Actual Spend on River Corridor Surveys (£k)	30	55	35	55	55
Actual Length of River Corridor Surveyed (km)	245	450	450	500	500
C/S/1; Cost per km of river corridor surveyed (£/km)	122	122	78	110	110
Length Planned for Survey (km)	250	525	525	525	525
C/S/3; % planned length surveyed	98	86	86	95	95
MANAGEMENT PLANS/IMPROVEMENTS					
Improvement Projects - Total	0	3	5	10	10
OTHER					
Applications Screened					
- abstractions	NA	10	7	5	5
- discharge	NA	100	130	120	120
- land drainage	NA	75	170	150	150
- fisheries	NA	100	10	100	100
- other	NA	100	500	500	500
- total	NA	385	817	875	875

CORPORATE PLAN 1992/93 - FORM OPM 7

REGION: NORTHUMBRIA

FUNCTION: NAVIGATION

OUTPUT and PERFORMANCE MEASURES by Activity	Actual 90/91	Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
REGULATION/ENFORCEMENT					
Number of Valid Licences Detected	0	0	0	50	50
Total Number of Licence Checks	0	0	0	50	50
N/R/2; % licence compliance	-	-	-	100	100
Number of Navigation Offences	0	0	0	0	0
Total Number of Licensed Craft	0	0	0	50	50
N/R/3; % offences	-	-	-	0	0
IMPROVEMENTS/NEW WORKS					
Improvement Projects	0	0	0	0	1

REGION: NORTHUMBRIA

FUNCTION: SUPPORT SERVICES

OUTPUT and PERFORMANCE MEASURES by Activity	Actual 90/91	Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
LEGAL SERVICES					
Number of Prosecutions Taken					
- Water Resources	2	4	0	2	-
- Pollution Control	28	40	41	45	-
- Flood Defence	0	2	0	2	-
- Fisheries	181	200	210	250	-
- Other	0	0	0	0	-
- Total	211	246	251	299	-
Number of Successful Prosecutions					
- Water Resources	2	4	0	2	-
- Pollution Control	27	38	39	41	-
- Flood Defence	0	2	0	2	-
- Fisheries	160	185	195	213	-
- Other	0	0	0	0	-
- Total	189	229	234	258	-
L/1 % successful enforcement prosecutions					
- Water Resources	100	100	-	100	-
- Pollution Control	96	95	95	91	-
- Flood Defence	-	100	-	100	-
- Fisheries	88	93	93	85	-
- Other	-	-	-	-	-
- Total	90	93	93	86	-
Legal Costs of Prosecutions (£k)					
- Water Resources	1	0	0	1	0
- Pollution Control	22	0	26	30	0
- Flood Defence	0	0	0	1	0
- Fisheries	33	0	24	23	0
- Other	0	0	0	0	0
- Total	56	0	50	55	0
Number of Prosecutions Taken					
- Water Resources	2	4	0	2	0
- Pollution Control	28	40	41	45	0
- Flood Defence	0	2	0	2	0
- Fisheries	181	200	210	250	0
- Other	0	0	0	0	0
- Total	211	246	251	299	0
L/2 Average legal costs (£) per prosecution					
- Water Resources	500	0	-	500	-
- Pollution Control	786	0	634	667	-
- Flood Defence	-	0	-	500	-
- Fisheries	182	0	114	92	-
- Other	-	-	-	-	-
- Total	265	0	199	184	-
INFORMATION SYSTEMS					
Number of PCs and Terminals	130	105	160	170	180
Total Numbers of Staff (non-manuals)	156	240	232	245	254
I/O/3; PCs and terminals related to numbers of staff	0.83	0.44	0.69	0.69	0.71

It is estimated that costs recovered for legal dept. work were £16k in 90/91 and may exceed £20k in 91/92.
In 90/91 there were 3 Fisheries & 2 Pollution formal cautions. Expected for 91/92 are 3 Fisheries, 6 Pollution.

REGION: NORTHUMBRIA

FUNCTION: SUPPORT SERVICES

OUTPUT and PERFORMANCE MEASURES by Activity	Actual 90/91	Planned 91/92	Forecast 91/92	Planned 92/93	Planned 93/94
PERSONNEL					
Number of Staff Leaving	9	6	6	6	-
Total Employees in Post	185	272	264	279	-
P/E/1; % turnover	4.86	2.21	2.27	2.15	-
Total Number of Working Days Lost	743	765	943	1000	-
Total Number of Working Days	36774	51870	51018	61631	-
P/H/1; % working days lost	2.02	1.47	1.85	1.62	-
Total Number of Reportable Accidents	5	0	4	4	-
Total Number of Accidents	22	0	32	35	-
P/H/3; % reportable accidents	23	-	13	11	-
+ Training (person-days)					
- manual	68	96	200	120	120
- non-manual	739	723	800	1100	1100
- total	807	819	1000	1220	1220
PUBLIC RELATIONS					
Publications - Total	18	20	20	20	20
(1) PLANNING LIAISON					
(2) Planning Applications Processed Within Target	342	NA	663	720	776
Total Number of Planning Applications Received	1269	1500	1580	1600	1725
PL/1; % planning consultations processed within target time	27	NA	42	45	45

+ - The 1991/92 Planned figures were based on an estimated average 3 days training per man/year as the training needs assessment exercise had not been completed. The Forecast 1991/92 figures are derived from the completed training plan.

(1) - System does not allow these 90/91 Actual figures to be given. This number relates to total consultations.

(2) - 91/92 Forecast, 92/93 Plan and 93/94 Plan numbers relate to planning application consultations only, NOT total consultations - i.e. NOT consultations on structure plans, pre-application consultations by consultants, solicitors, etc.



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