



Environment Agency and Natural England: Triennial Review Joint Action Plan

This Joint Action Plan (the plan) responds to the recommendations of the Triennial Review (TR) of the Environment Agency and Natural England. The Review concluded that the two bodies should remain as separate Non-Departmental Public Bodies (NDPBs), retaining their current purposes and statutory roles:

- The Environment Agency's purpose is "to protect or enhance the environment, taken as a whole" so as to promote "the objective of achieving sustainable development".
- Natural England's purpose is "to ensure that the natural environment is conserved, enhanced and managed for the benefit of present and future generations, thereby contributing to sustainable development".

The Environment Agency and Natural England are Non-Departmental Public Bodies (NDPB). Both organisations play key roles as part of Defra's delivery network supporting Defra to deliver its ministerial priorities of:

- Growing the rural economy;
- Improving the environment;
- Safeguarding plant health;
- Safeguarding animal health.

We are led and directed by our Boards whose Chairs, Deputy Chairs and Members are appointed by the Secretary of State. The Boards set the strategic direction for the two bodies within Government policy and hold the Executive to account. As NDPBs both bodies carry out our statutory functions with technical expertise, impartiality and transparency.

The functions and capabilities of the two bodies are different and in response to the TR process stakeholders confirmed that they value our distinct roles and expertise. However, the Review also concluded that further joint working and reform is needed, and that we should be more customer-focussed, develop effective partnership working and reduce regulatory burdens.

We remain separate and independent bodies, but work more closely together. This plan is about what we need to do as individual bodies and what we need to do together. It responds to the key themes in the Review, which require us to:

- Deliver more integrated environmental outcomes from each of our key programmes.
- Improve the customer experience delivered by the two bodies, especially where we have common customers.
- Drive further efficiencies and innovations in service delivery.

Over the past few years, the Environment Agency's 'yes if' and Natural England's 'solutionsfocussed' approaches have helped shift organisational cultures to support the need to achieve economic growth and environmental objectives together. This plan builds on this work and also explicitly supports Defra's Ten Point Growth plan. Further changes will be delivered through:

- Defra's Strategic Alignment programme, which is the principal vehicle for finding further efficiencies and savings in wider corporate services and support, across these two bodies and the wider Defra network;
- In the shorter term, the two bodies are implementing savings agreed under the recent and previous Spending Reviews;
- The two bodies continue to implement a major Regulatory Improvement Programme, delivering Government's priorities under the Red Tape Challenge, the Smarter Environmental Regulation Review, The Habitats Regulations Review, and the Law Commission Review of environmental legislation.
- Structural re-organisation in the two bodies to respond effectively to these policy, customer and financial challenges.

Working together

We already work well together, and have a history of joint working to achieve benefits for our customers and the environment. Across England, we share offices at 9 locations and are developing plans for others. We developed Catchment Sensitive Farming approaches as a joint venture, delivered by Natural England and evaluated by the Environment Agency; our spatial planning teams have developed joint working protocols and general working arrangements to deliver a better service to developers and Local Authorities (with only about 30 cases per year where we both object).

Our Improvement Plans for planning and permitting have already delivered significant reforms, including:

- Providing an enhanced pre-application service;
- Seconding staff to the Planning Inspectorate to help with permits and licenses;
- Providing joined up advice in priority growth locations;
- Developing a coordinated Defra support offer to Local Enterprise Partnerships;
- Improving licencing and permitting processes;
- Delivering Penfold and statutory consultees' targets;
- Implementing the Habitats Directive review;
- Updating guidance to local authorities on flood risk and protected species; and contributing to updating DCLG's planning practice guidance
- Single Voice work e.g. publishing joint guidance for developers.

Reporting and progress against the planning actions in this TR Plan will also be captured in the Improvement Plans

Our Joint Action Plan aims to build on this and deliver much more than specific outcomes. These changes will create a more coherent culture that will provide improved service to our customers. Our goal will be to ensure that what our customers receive is a similar experience even though we are separate organisations with separate responsibilities. Working together will be the 'norm' and we will look for more opportunities to co-locate, and use our change programmes to embed specific roles for joined up working at the operational level. We will also make the best use of the resources we collectively have to deliver joined up outcomes at the local level. This will require us to work well at both the local and national level, and to be actively supported by joined up thinking in Defra.

To support these goals, the plan contains some immediate actions:

- Committing to DCLG's 'Big 5' reforms to statutory consultees' ways of working;
- More joined up working with Local Enterprise Partnerships;
- Delivering the Coastal Concordat, streamlining consenting processes in coastal areas;

- Providing a single point of advice for offshore wind developers;
- Single account management for major developers when requested;

Longer term embedding of the culture will come from:

- Joining up our Water Framework Directive, Biodiversity and Flood Risk planning to deliver multiple outcomes
- More sharing of office locations over the next year and beyond
- Creating joint working as the norm in our new structures
- Jointly delivered monitoring.

To drive delivery of this plan the two Boards have appointed a non-executive Joint Subgroup that will meet regularly to oversee and support the pace of progress.

This plan is being driven by the Environment Agency and Natural England in consultation with Defra and other Government departments. It recognises the different remit and focus of the two bodies, but steps up the level of joint working that has evolved over recent years to deliver:

- More for people and the environment;
- A better experience for customers;
- Increased value for money.

December 2013

Triennial Action Plan: summary of actions

Operational alignment

- Ensure that EA and NE local areas, despite differences in precise boundaries, are working closely together wherever possible and that Area Managers from each organisation have a dedicated point of contact
- Share offices wherever possible and use opportunities of space being created.
 Presumption is that EA and NE will share offices in preference to other members of Defra network assuming this works for the operational needs of both bodies

Delivery of spatial planning advice

- Trial 4 approaches to joint working on spatial planning:
 - Align work on national infrastructure including common processes for customers and work with The Planning Inspectorate (PINS) and Major Infrastructure and Environment Unit (MIEU)
 - o Joint working arrangements in a Local Enterprise Partnership
 - o Statutory consultee engagement in DCLG's Big 5 consultees initiative
 - Identify ways to provide a seamless coordinated service for planning applicants for overlap cases
- Pilot joint charging arrangements for pre-application advice
- Single agency advising on offshore wind development impacts

Land management delivery

- Land management: see how outcomes can be maximised by taking an integrated approach:
 - Pilot local planning for multiple benefits from biodiversity, flood and water programmes in 2 counties / 2 catchments
 - Habitat and biodiversity benefits delivered through FCRM
 - Ecological benefits delivered by Water Framework Delivery
 - Water quality and quantity benefits delivered by New Environmental Land Management Schemes
- Data sharing for key customer groups from the new CAP IT system

Improving customer experience

- Customer: agree shared approaches including piloting or implementing:
 - Integrated advice to farmers and land managers
 - Coordination of scheduled farm visits
 - o Integrated advice and single account manager for agri businesses
 - Single account manager for developers
 - Participation of both EA and NE in meetings with developers' groups
 - Integrated advice for local authorities and LEPs
 - Common customer service approaches and standards
 - Coastal concordat
- NDPB commitments on Red Tape Challenge, Smarter Environmental Regulation Review SERR etc
- Develop shared plan for engagement with developers to improve understanding of costs of meeting regulations

<u>Evidence</u>

- Evidence and monitoring: seek to agree common or aligned approaches to:
 - Monitoring
 - Data sharing
 - Other options to consider e.g. academic links, capacity building

Joint working culture

- Agree a set of ground rules for when we are working together
- Agree a route to resolve issues that are potentially contentious at a local level
- Both new Corporate Plans to carry aligned sections on working together and the Triennial Review action plan
- Use EA and NE change programmes to confirm consistent expectations and approaches
- Investigate adoption of common customer service standards
- Develop and promote joint escalation process for contentious cases

Partnerships & innovation

- EA review of fisheries work
- NE plans for commercial opportunities and reserve management.

Action Area	Actions	Activities	Timescale	Owner (EA/NE)	Governance	Relates to Conclusion
Operational alignment	1. Ensure that EA and NE areas, despite differences in precise boundaries, are working closely together wherever possible and that Area Managers from each organisation have a dedicated point of contact.	 1.1 Respective change programmes will define the organisational boundaries 1.2 Operational ways of working will be agreed, including specific ways for EA and NE to work together. 1.3 Dedicated points of contact identified, and local working relationship outcomes agreed. 	April 2014 April 2014 April 2014	Toby Willison/ Ken Roy	Organisation al change programmes	Conclusion 10
	2. Share offices wherever possible and use opportunities of space being created. Presumption is that EA and NE will share offices in preference to other members of Defra network assuming this works for the operational needs of	 2.1 Currently co-located or have touch down space in following offices Ghyll Mount, Penrith Guildbourne House, Worthing Rivers House, Kelvedon Riversmeet House, Tewkesbury Pevensey Office Rivers House, Blandford Sir John Moore House, Bodmin Romsey District Office Dragonfly House, Norwich 	2013/14	Willison/ account Ken Roy Strate Alignm Corpo	EA/NE taking account of Strategic Alignment Corporate Services	Conclusion 8
	both bodies	 2.2 Under Strategic Alignment, the first of 6 additional collocating projects will start business cases in 2014. Once programme agreed, a programme plan will be worked up for the Estate Rationalisation work 2.3 Further options are being worked up for the rest of the estate, as part of the Strategic Alignment programme 	2014/15 2015/16 onwards			

ACTION PLAN DETAIL: Table below links each Action to relevant Conclusion from the TR report

Action Area	Actions	Activities	Timescale	Owner (EA/NE)	Governance	Relates to Conclusion
Spatial Planning	Trial 4 approaches to joint working on spatial planning:	 Align work on national infrastructure including common processes for customers and work with Planning Inspectorate and the Major Infrastructure & Environment Unit We will seek customer feedback about our engagement with Nationally Significant Infrastructure Projects (NSIPs) to ensure we learn from experience and feedback to innovate and continually improve our service. We will ensure close liaison on all NSIP applications. For the most significant, and where the customer agrees, we will adopt a joint project team approach. We will work with the Consents Service Unit in the Planning Inspectorate to develop consents and permitting management plans for NSIPs to streamline the process and to support developers in securing all relevant non-planning consents and licences in a timely and co-ordinated way. 	Jan to Mar 2014 and again in Jan to Mar 2015 Ongoing from Dec 2013 Ongoing from Dec 2013	Geoff Brighty/ Rob Cooke	Single Voice Steering Group	Conclusion 2, Conclusion 3
		 4. Joint working arrangements with LEPs 4.1 We will continue to embed all elements of the Defra Network Offer to LEPs and City Deals to help facilitate sustainable growth in priority locations in a timely and efficient way. 	Ongoing from Dec 2013	Geoff Brighty/ Rob Cooke	Single Voice Steering Group	Conclusion 2, Conclusion 3

Action Area	Actions	Acti	vities	Timescale	Owner (EA/NE)	Governance	Relates to Conclusion
		4.2	We will seek customer feedback from LEPs about our Single Voice engagement with them in order to understand how we can continue to deliver the services they need.	Apr to Jun 2014			
		4.3	 Using the LEPs' EU SIF Strategies and Growth Deals, we will identify where we can best target and align our resources to support delivery of shared outcomes. Accounting for the LEP EUSIF Strategies in our work planning Accounting for the LEP Growth 	Apr to Jun 2014 Jul to Sep			
		5 .1	Deals in our work planning Engagement with other statutory consultees as part of DCLG's 'Big 5' initiative We will evaluate the effectiveness and customer experience of our work with the Single Conversation pilots, in particular the Humber pilot. We will use this to inform proposals for more integrated support to local customers from the statutory consultee bodies, including English Heritage.	2014 Jan to Mar 2014	Geoff Brighty/ Rob Cooke	Single Voice Steering Group	Conclusion 2, Conclusion 3
		5.2	Working with DCLG and the main statutory bodies, we will develop a consistent and accessible expression of our 'offer' to our land use planning customers so that they better understand our respective roles and remits.	Jan to Mar 2014			

Actions	Activities	Timescale	Owner (EA/NE)	Governance	Relates to Conclusion
	5.3 The EA and NE will review Development Management Procedure Order (DMPO) consultation requirements with DCLG. This will deliver a more risk-based approach, and reduce the consultation burden on developers.	By end of Mar 2014			
	5.4 We will further improve the quality of 21-day reporting for both pre- applications and planning applications advice, to ensure greater transparency on our performance.	Jul to Sep 2014			
	5.5 We will deliver other commitments we have made for the 'Big 5' initiative.				
	 Identify ways to provide a seamless coordinated service for planning applicants We will develop and implement joint training initiatives for EA & NE staff to embed a 'yes if', solutions focussed approach to our planning and permitting / licensing work and deliver a better customer service. We will develop and embed joint working protocols on water quality and biodiversity issues in order to ensure that our planning advice on those applications where we are both consulted is consistent, seamless and 	Apr to Jun 2014 Ongoing from Dec 2013	Geoff Brighty/ Rob Cooke	Single Voice Steering Group	Conclusion 2, Conclusion 3

Action Area	Actions	Activities	Timescale	Owner (EA/NE)	Governance	Relates to Conclusion
		6.3 We will develop and pilot options for developing joint charging arrangements for pre-application planning advice to developers (where they want it) and evaluate their effectiveness using customer feedback.	Oct to Dec 2014			
		 6.4 We will develop and pilot options for providing a more integrated advisory service to LPAs and developers in the screening, scoping and evaluation of EIA and SEA processes. 	Oct to Dec 2014			
		 6.5 We will work together to ensure that our advice to Government, developers and minerals planning authorities on fracking is fully aligned. Where both NE and EA statutory interests are potentially affected, we will work together with developers at pre- 	Ongoing from Jan to Mar 2014			
These actions	will make a significant contribution	application stage, and submit joined up advice to minerals planning authorities.	s and local author	orities receive t	from our plannin	a services.
The joint working applice	ng protocols will help our staff to cations where we are both consu	understand how to work with each other, givin Ited. Developing consents and permitting man d licences. It will help them to navigate what c	g complementar agement plans fo	y and consiste or NSIPs will h	nt advice to the elp us to support	customer on developers
engagement w	ith developers will help us get cu	istomer insight and understand their key issues ok to involve others if the concerns relate to wi	s and how we mi	ght address th		
	7. Explore further the delegation of	7.1 Resourcing and delegation agreement completed	Dec 2013	Alan Law		Conclusion 6
	renewable energy advice for English offshore waters from JNCC to NE.	7.2 Transition of current cases from JNCC to NE advice	Dec 2013			
Land Management see how	Habitat and biodiversity benefits delivered through FCRM	8. Pilot local planning for multiple benefits from biodiversity, flood and water programmes in 2	Start now; Review 2014	Pete Fox, Dave Baxter/		Conclusion 1

Action Area	Actions	Activities	Timescale	Owner (EA/NE)	Governance	Relates to Conclusion
outcomes can be maximised by taking an integrated approach	Ecological benefits delivered by Water Framework Delivery Water quality and quantity benefits delivered by New Environmental Land Management Schemes	 counties / 2 catchments to take forward recommendations of the synergies report: 8.1 Developing the EA synergies mapping tool, and other decision support tools, in collaboration with EA and FC (recs 1 and 2) 8.2 Help understanding of how to deliver multiple benefits (rec 3) 8.3 Developing local coordination frameworks to support integrated planning for multiple environmental objectives (recs 4 and 5) Developing the catchment based approach including its contribution to multiple outcomes (rec 6) 8.4 Help develop and test common training and guidance on planning and funding multiple objective projects and using evidence on synergies (rec 30) 8.5 Review methods of engagement with stakeholders to promote better communications, improved participation and more co-ordinated planning and delivery of environmental objectives (rec 31). 9. Each organisation will look at scheme delivery criteria to enable delivery of multiple outcomes 		Maddy Jago		

Action Area	Actions	Activ	vities	Timescale	Owner (EA/NE)	Governance	Relates to Conclusion
		9.1	Review the current FCRM reporting measures / indicators for Outcome 4 (environmental outcomes) to strengthen WFD obligations whilst not losing the contribution which the floods programme can make to domestic objectives under Biodiversity 2020. Develop pilot measures for testing NELMS - work together on the design for NELMS to enable resource protection objectives to be achieved through the programme	2014/15 Consultation Dec 2013. Defra submit EC programme document by Mar 2014	Pete Fox Ian Barker/ James Marsden, Dave Whelon		
		10.	CAP Delivery IT system – provide a business case for EA access to the system, including the ability to add EA inspection information and provide EA spatial data into the system. EA to work with NE on NELMS needs for CAPD IT system	Autumn/Wint er 2013	Ian Barker/ James Marsden, Tom Lewis		
These actions we have available		cal le	vel, and identify how we can leverage the	greatest amoun	t of environme	ntal objectives f	om the funds
Improved Customer Experience	Agree shared approaches including piloting or implementing:		Integrated advice to farmers and land managers Audit on Joint Working for Catchment Sensitive Farming Explore how advice and grants delivered through Catchment Sensitive Farming can most effectively sit alongside, and inform, the regulatory activities of the Environment Agency.	January 2014 Jan to Mar 2014 (initial discussion November 2013)	Ian Barker/ Geoff Sansome	Synergies project board	Conclusion 1
		12.	Coordination of scheduled farm visits		lan Barker/ Geoff		Conclusion 1

Action Area	Actions	Activities	Timescale	Owner (EA/NE)	Governance	Relates to Conclusion
		 12.1 Test the potential for rationalising farm visits in a co-located office 12.2 Evaluate the testing with a view to rolling out further if we can demonstrate greater efficiency and benefit to the customer 	Jan 2014 - Jun 2014 Jul 2014 to Dec 2014	Sansome, Bob Middleton		Conclusion 5
		 13. Integrated advice and single account manager for agri businesses 13.1 NE to maintain single point of contact for priority 500 farming customers and national account management for 6 major nationally operating farming customers 13.2 NE and EA to provide joint response to Red Tractor proposals 	Jan to Mar 2014	Adam West Ian Barker/ Adam West	NE Management	Conclusion 1
		 14. Single account manager for developers 14.1 We will pilot an approach for those major developers with whom we both currently operate senior account management arrangements where we integrate these into a 'single account manager' model where the developers want it. 	Apr to Jun 2014	Geoff Brighty/ Rob Cooke	Single Voice Steering Group	Conclusion 3
		 15. Participation in meetings with developers' groups. 15.1 We will develop the NE Developers Industry Group so that it also provides a forum for joined up developer engagement with the EA. This includes the NE email to DIG members including EA updates. 	Ongoing from Dec 2013	Geoff Brighty/ Rob Cooke	Single Voice Steering Group and via the NE Developers Industry Group	Conclusion 2
		16. Integrated advice for local authorities and LEPs (See above actions under Spatial Planning)		Geoff Brighty/ Rob Cooke	Single Voice Steering Group	Conclusion 3

Action Area	Actions	Activities	Timescale	Owner (EA/NE)	Governance	Relates to Conclusion
		 17. Common customer service approaches and standards 17.1 As part of the two organisational change programmes, common service approaches and standards to be developed, taking account of different roles. 17.2 Both organisations to work with wider Defra Customer Insights Network and Strategic Alignment to improve customer experience with Defra network 	Apr 2014	Sue Herbert/ Rob Aubrook	Organisation al Change Programmes	Conclusion 10
	18. Work together and with other authorities to implement the Coastal Concordat:	 18.1 Produce joint operational guidance and training materials for staff implementing Concordat. 18.2 We will work together in participating estuarine and coastal Local Authority areas to implement the principles where we have shared interests: Provide a single point of entry into the regulatory system by signposting developers to each other where we have joint interests. Work together to agree a single lead authority for coordinating Habitats Regulations Assessments and produce shared assessments / advice if appropriate. Encourage applicants to engage early so we can jointly identify common evidence needs to inform our consents and permissions. 	Nov 2013 Launch 1 st review by Defra, EA, NE & partners Jan 2014 Reducing Regulation Committee review March 2014. Full review of implementati on Sep 14	Dave Baxter / Mel Hughes	Coastal concordat	Conclusion 2,3,5

Action Area	Actions	Activities	Timescale	Owner (EA/NE)	Governance	Relates to Conclusion
	19. Maintain the pace of regulatory reform	 19.1 Fully input to the Smarter Guidance and Smarter Data projects through the SERR programme. EA leading on 29 workstreams and contributing to 21 others. NE leading on 7 workstreams and contributing to 31 others. EA considering implications of smarter guidance principles for its Corporate Plan and current delivery model of advice and guidance to customers through digital and other channels. 19.2 EA GDS exemplar project developing new IT system for Regulation of Lower Tier Waste Carriers to meet regulatory change: Phase 1 externally hosted website allowing businesses to register as lower tier carriers Agile development approach for creation of fast new IT solution based on GDS principles 	Apr to Sep 2014 Phase 1 Jan to Mar 2014	Harvey Bradshaw/ Janette Ward	SERR Programme	Conclusion 5
		 19.3 EA zero based review of data requirements on those we regulate: Evidence and support to Defra interviews & Challenge Sessions Scoping actions with Defra based on findings Actions will simplify data entry, including open data source and cloud based solutions 19.4 NE will deliver new Red Tape Challenge & related actions: Launch a major process change for bat and dormice licensing 	Mar 14			

Action Area	Actions	Activities	Timescale	Owner (EA/NE)	Governance	Relates to Conclusion
		 Work together to launch class licensing for activities affecting crayfish, delivering a system that avoids the need for separate NE and EA consent; 	Mar 14			
		 Consult on proposals for change to Class and General Licences, to reflect risk in licence decision- making; 	Mar 14			
		 Review and report on the low impact bat class licensing trial Participate in the Defra-led GCN Task force 	Jun 14			
		 Engagement with developers to improve understanding of costs of meeting GCN regulations 				
	will deliver a much improved ser ons are involved.	rvice to customers from each of the organisation	ns, and streamli	ne the service	that customers r	eceive when
Evidence and monitoring	Evidence and monitoring: seek to agree common or aligned approaches to:	 20. Monitoring 20.1 Strategic Alignment workstream on Consolidated Evidence, focused on monitoring. Already progressed over the past 9 months with Defra and Network. 20.2 Proposals for monitoring developed by the end of December, discussion through to end of March and outline plans for 2014/15 20.3 Aiming to achieving rationalised monitoring across whole Defra network, and delivering savings by April 2015 	April 2014	Doug Wilson/ Tim Hill	One Business Evidence workstream	Conclusion 9
		21. State of the environment reporting Both organisations working with Forestry Commission to produce State of the Natural Environment	Spring 2014	Doug Wilson/ Tim Hill	One Business Evidence workstream	Conclusion 9

Action Area	Actio	ons	Activities	Timescale	Owner (EA/NE)	Governance	Relates to Conclusion
			assessments to support Policy makers.				
			22. Joint work with academia Consider opportunities for common approaches to academic links, capacity building, etc.	Jul to Sep 2014	Doug Wilson/ Tim Hill	One Business Evidence workstream	Conclusion 9
			23. Common data sharing Further develop DataShare, to allow both NE and EA to disseminate more data to Partners and Contractors.	Jan to Mar 2014	Doug Wilson/ Tim Hill		Conclusion 9
These actions cost	will in	nprove our efficiency in gath	nering data and information about the natural e	environment, allo	owing us to mak	ke better decisio	ons at lower
Joint working culture		Agree a set of ground rules for when we are working together.	Operational ways of working will be agreed, including specific ways for EA and NE to work together.	April 2014	Toby Willison/ Ken Roy		Conclusion 10
	25.	Agree a route to resolve issues that are potentially contentious at a local level.	25.1 Awareness programme for escalation protocol delivered in both agencies25.2 At least 10 cases reviewed under the process by	April 2014 June 2014	Pam Gilder/ Rob Cooke		Conclusion 10
		Both new Corporate Plans to carry aligned sections on working together and the	26.1 Corporate plans each have sections describing how we work with each other, and with the wider Defra network.	April 2014	John Seager/ Ken Roy	Corporate Planning process	Conclusion 8 Conclusion 11
		Triennial Review action plan.	 26.2 We are working together to develop a jointly owned KPI on e.g. freshwater/coastal biodiversity. This will build on existing indicators and align them to capture the outcomes delivered by both organisations in creating and maintaining BAP and SSSI habitat, showing how together we are delivering the commitments in the England Biodiversity Strategy. 26.3 We will work together on a shared 	February 2014 February	Stephen Potts/ Ken Roy		
			outcome measures for WFD	2014			
			, tangible links to the way each other operates ciency of our services through that greater under		Ir respective ch	ange programm	ies to help ou

Action Area	Actions	Activities	Timescale	Owner (EA/NE)	Governance	Relates to Conclusion
Partnership working and innovation		27. Complete a review of EA's fisheries work - looking at where future activities are best carried out	April 2014	Geoff Bateman		Conclusion 4
		28. Agree a process and timetable for Independent Fisheries Management advisors to be appointed to oversee decisions on control of fish eating birds and mammals	April 2014	Geoff Bateman		Conclusion 4
	29. On National Nature Reserves:	29.1 Increase levels of community engagement (where staff resources allow), using public engagement standards to encourage new ideas and approaches.		Liz Newton, John Torlesse		Conclusion 4
		29.2 NE to progress discussions on 10-15 sites for potential transfer of management responsibility	Jan to Mar 2014			
		29.3 Expand partnership working with universities / academic establishments over the research uses and value of the sites and facilities		Liz Newton, John Torlesse		Conclusion 4
		29.4 Explore commercial opportunities through engagement with social enterprises and businesses at the local level. NE to develop strategic framework for progressing commercial funding opportunities on NNRs	Jan to Mar 2014	Liz Newton, John Torlesse		Conclusion 4