Board Meeting
Tuesday 7 February 2017

Time: 11.00am – 4.15pm
Venue: Ergon House, London
Quorum: 6 non-executive Board members

1. Apologies
   Emma Howard Boyd

2. Declarations of Interest
   Emma Howard Boyd 11.00am
   5 mins

3. Minutes of the Board meeting on 6 December 2016 and matters arising
   Emma Howard Boyd

4. Chief Executive’s update to include a 25 Year Plan update
   James Bevan 11.05am
   25 mins

5. Committee meetings – oral updates and forward look
   Karen Burrows
   Clive Elphick
   Lynne Frostick
   Gill Weeks
   11.30am
   30 mins

   James Bevan 12.00pm
   40 mins

7. EU update
   Harvey Bradshaw 12.40pm
   20 mins
   For information

8. Future for Salmon fisheries
   Harvey Bradshaw 1.00pm
   30 mins
   For approval
   Lunch
   1.30pm
   30 mins

9. Guest speaker Steve Holliday
   2.00pm
   60 mins

10. Lessons learnt from the January 2017 incident
    John Curtin 3.00pm
    5 mins

11. FCRM GiA
    John Curtin 3.05pm
    10 mins
    For approval

12. Main river variations
    John Curtin 3.15pm
    10 mins
    For approval

E&B

FCRM
13. Finance Report and update on the year  
For information  
Bob Branson  
3.25pm  
10 mins

14. Flood and Coastal Levies and Charges for 2016/17  
For approval  
Bob Branson  
3.35pm  
5 mins

15. Financial Schemes of Delegation  
For approval  
Bob Branson  
3.40pm  
10 mins

16. Non-Financial Scheme of Delegation  
For approval  
Peter Kellett  
3.50pm  
15 mins

17. AOB and date of next meeting and Board visit – Tuesday 14/15 March 2017  
Emma Howard Boyd  
4.05pm  
5 mins

18. Review of meeting  
Emma Howard Boyd  
4.10pm  
5 mins

Information papers –  
Info 1 Chair’s update (to be tabled at meeting)  
Info 2 Corporate Scorecard Q2  
Info 3 Communications update and forward look  
Info 4 Health Safety and wellbeing
FOR NOTING
Recommendations

The Board is asked to note the update on key topics since the last meeting.

1.0 Onshore Oil and Gas Programme

1.1 Environmental permits for high volume fracking operations are in place for two Cuadrilla sites in Lancashire and the Third Energy shale gas site in Yorkshire. Cuadrilla has been granted planning permission for one site (Preston New Road) and work has begun to prepare the area for drilling. Planning permission for Cuadrilla’s other site will be determined following a second public inquiry, expected in 2017. Third Energy has been granted planning permission for their site in Yorkshire.

1.2 We are advising these companies on environmental monitoring and how to monitor the extent of fractures to ensure compliance with the permit. Subject to all outstanding pre-operational permissions being agreed we expect operations to commence for Third Energy and at Cuadrilla’s Preston New Road site in 2017.

1.3 The National Permitting Service are currently determining 7 applications for onshore oil and gas, including 2 new bespoke applications, 1 standard rules permit application and 4 variations.

Oil and Gas sector guidance

1.4 We have estimated that our published guidance to the oil and gas sector will reduce burden on business by £0.8 million. The saving is from time that would otherwise be spent on finding out how to comply with regulations now that sector specific guidance, based on wide consultation, has been introduced. This figure has been verified by the Regulatory Policy Committee and contributes to the cross-government target for the reduction of regulation on business.

2.0 Bathing water monitoring review

2.1 Following our review of bathing water monitoring we are introducing a new approach to bathing water monitoring for the 2017 season. Rather than the previous “one size fits all” approach, our monitoring will be guided by our understanding of the long term quality of each bathing water. This allows us to reduce our monitoring effort at those waters with really consistent high quality and still provide the same level of confidence in determining each
site’s classification. This will result in approximately a 20% reduction in monitoring, though this is likely to be partially offset by some new bathing waters being considered for designation by Defra. A communications package is being developed to inform and reassure our key stakeholders.

3.0 Sustainable abstraction programme

3.1 Over the next 5 years, government expects the Environment Agency to address those unsustainable abstractions that are causing environmental damage. This will require targeted measures in about 120 water bodies. It is expected that these will help improve about 800km of river by 2021. Licence changes may also be needed to prevent environmental deterioration due to abstraction.

3.2 The largest volumes of water are abstracted by the water industry for public water supply. All water companies have been sent information setting out an assessment of current environmental damage or risks posed by each licence. A national workshop was recently held with water companies to ensure they understand requirements. Environment Agency area operations are working with water companies to review the highest priority licences and set out where action needs to happen.

3.3 Over the next two years the Environment Agency will engage with approximately 5,000 water abstractors holding licences that have been unused for a prolonged period, or who have been significantly under using their licences. This has the potential to recover up to 19 million mega litres of licenced water. It will reduce the risk of deterioration in some catchments and make water available in other catchments to provide alternative resources for those seeing a shortfall. The Environment Agency will also use the renewal of time limited licences on new terms to help achieve environmental objectives as necessary.

4.0 Publication of the UK Climate Change Risk Assessment 2017

4.1 In January 2017, the government will publish the second UK Climate Change Risk Assessment (CCRA), under the Climate Change Act. This will endorse the six priority risks identified by the Adaptation Sub-Committee (ASC) in their evidence report published in July 2016.

4.2 Those risks of most relevance to the Environment Agency are:
   - Flooding and coastal change risks to communities, businesses and infrastructure (‘more action needed’).
   - Risks of shortages in the public water supply, and for agriculture, energy generation and industry, with impacts on freshwater ecology (‘more action needed’).
   - Risks to natural capital including terrestrial, coastal, marine and freshwater ecosystems, soils and biodiversity (‘more action needed’).
   - New and emerging pests and diseases, and invasive non-native species, affecting people, plants and animals (‘research priority’).
4.3 The other two priority risks, which are of less relevance to the Environment Agency are:
  • Risks to health, wellbeing and productivity from high temperatures (‘more action needed’).
  • Risks to domestic and international food production and trade (‘more action needed’).

4.4 The report sets out some existing work underway to tackle these risks. We expect more detail on the action needed to be included in the second National Adaptation Programme (NAP) which Defra will start work on later this year for publication during 2018.

4.5 Emma Howard Boyd and James Bevan met with Lord Deben, Chair of the Committee on Climate Change and Lord Krebs, Chair of its Adaptation Sub Committee (ASC) on the 9 January. John Curtin and Tony Grayling attended to discuss our response to flood risk in particular. Lord Krebs stepped down at the end of January and Baroness Brown of Cambridge, Dame Professor Julia King has been appointed to succeed him as chair of the ASC.

James Bevan  
Chief Executive  

February 2017
Paper by: Secretariat

Subject: Board Committee Meetings

FOR NOTING
Recommendations
The Board is asked to note:

1. Substantive agenda items discussed at Remuneration, Audit and Risk, Pensions, FCRM and E&B Committee meetings since December 2016.

1.0 Introduction

1.1 This paper provides a summary of substantive agenda items that have been discussed at committee meetings since the last Board meeting on 6 December 2016.

2.0 Remuneration Committee

2.1 Rem Com met on 6 December before the Board. Substantive items discussed were:

- People Report
- Annual Report on Board Expenses
- Annual Committee Review
- Performance ratings and PRP for CEO

3.0 Audit and Risk Committee

3.1 The Audit and Risk Committee has not met since the Board meeting on 6 December.

4.0 Pensions Committee

4.1 The Pensions Committee and Pensions Board met on 15 December, substantive items discussed were:

- Risk management
- Forward look; Business planning for 2017-18 and Pensions Committee membership
- EAPF Audit strategy
- LGPS investment pooling verbal update
- 2016 actuarial valuation and annual benefit statement lessons learned
- Benefits administration, change management and communications
5.0 Flood and Coastal Risk Management Committee

5.1 Since the Board meeting on 6 December 2016 the FCRM Committee has met twice, on the 13 December 2016 and the 19 January 2017. The substantive items for discussion were:

- Update on autumn statement.
- Southsea Scheme Outline Business Case.
- Natural Flood Management
- FCRM GiA final indicative allocation for revenue maintenance and capital programmes 2017/18
- The Environment Agency’s Coastal Strategic Overview: Achievements and future priorities
- The Committee half year review

5.2 At these two committee meetings some key discussions took place, the Committee agreed to support the Southsea Scheme Outline Business Case at ExCo and the indicative FCRM GiA figures were approved.

6.0 Environment & Business Committee

6.1 Since the Board meeting on 6 December the Environment & Business Committee met on 31 January 2017; substantive items discussed included:

- Chemicals and the Environment;
- E&B Incident Ready
- New Waste legislation – raising the bar
- Impact of agriculture on the environment and our approach to minimising it
- GiA funding and resourcing
- Options to further reduce the exploitations od Salmon by net and rod fisheries

Beth Axtell
Board and Executive Secretariat Adviser

February 2017
Appendix 1: Draft revised Environment and Business Committee Terms of Reference

**Sponsor:** Executive Director Environment and Business  
**Title:** Environment and Business Committee Terms of Reference

<table>
<thead>
<tr>
<th>Please clearly state what decision you are seeking from the meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Board are asked to:</td>
</tr>
<tr>
<td>1. Ratify changes to the E&amp;B Committee Terms of Reference</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key points for discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Board are asked to ratify changes to the E&amp;B Committee Terms of Reference. These amendments were approved by the Committee as part of their annual review at the meeting held on 16 November 2016.</td>
</tr>
<tr>
<td>The amendments are minor changes to standing attendees to reflect the changes to the Executive Directors team which occurred in autumn 2016.</td>
</tr>
</tbody>
</table>

**Governance**  
**What meetings/groups have already reviewed this item?**  
E&B Committee 16 November 2016

**Are there any risks associated with the evidence and analysis in the paper?**  
None

**How will the key messages/decisions be communicated?**  
[Include where relevant]

**Legal Services have been consulted and no legal annex is required.**  
**Legal advice provided by:** Peter Kellett, present at the November committee meeting.

Form completed by: Kathryn McDonald  
Date: 26 January 2017
ENVIRONMENT AGENCY
ENVIRONMENT AND BUSINESS COMMITTEE

TERMS OF REFERENCE

AND

STANDING ORDERS

Version 3   January 2017
Environment Agency Environment and Business Committee

Terms of Reference

1. The Environment Agency has established an Environment and Business Committee as a committee of the Environment Agency Board with the principal aim of recommending to the Environment Agency Board the approach and delivery of the regulated industry and non-flood water and land business responsibilities of the Environment Agency. This includes our climate change, air quality and sustainable places activity. These areas are referred to as ‘Environment and Business’ work.

2. The Committee shall consider and advise the Environment Agency Board and Chief Executive as Accounting Officer on the following:

   a) The exercise of Environment and Business powers and the discharge of duties

   b) Any proposed new Environment and Business powers and duties

   c) Generally on the Environment and Business work of the Environment Agency

   d) Proposed Environment and Business charges schemes, including consultations

   e) The allocation of Environment and Business Grant in Aid and charges income
Standing Orders

1. Responsibilities
2. Membership
3. Quorum
4. Voting rights
5. Declaration of Interest
6. Meetings
7. Order and Conduct of meetings
8. Committee papers
9. Minutes
10. Reporting arrangements
11. Variation of Standing Orders
Environment Agency Environment and Business Committee

Standing Orders

1.0 Responsibilities

1.1 The Committee shall act on behalf of and with the authority of the Board in accordance with the Terms of Reference above.

2.0 Membership

2.1 Membership shall normally be five or six non executive Board members to include a member of the Audit and Risk Assurance Committee and a member of the Flood and Coastal Risk Management Committee.

2.2 The Committee Chair shall delegate the Chair to an attending Board member in their absence at a meeting.

2.3 Members, including the Chair, shall be appointed by the Board and shall be selected from members of the Board. The Board Secretariat shall maintain a record of the current membership of the Committee.

2.4 The Chair of the Environment Agency shall have the right to attend any meeting of the Committee, as a member, and to speak and vote at those meetings.

2.5 The Chief Executive, Executive Director of Environment and Business, Lead Finance Business Partner, Director of Finance, Executive Director of Evidence, Executive Director of Resources and Legal Services and Executive Director of Operations will ordinarily be invited to attend all Committee meetings and will excuse themselves as appropriate. Other Directors may be invited to attend as appropriate to the Committee’s business. A member of the Committee may also request that they be excused for any particular item.

2.6 The Chief Executive, Executive Director of Environment and Business, Lead Finance Business Partner, Director of Finance, Executive Director of Evidence, Executive Director of Resources and Legal Services and Executive Director of Operations may, with approval from the Chair, invite appropriate officers to assist in the presentation of papers to the Committee.

2.7 The Chief Executive, Executive Director of Environment and Business, Lead Finance Business Partner, Director of Finance, Executive Director of Evidence, Executive Director of Resources and Legal Services and Executive Director of Operations may, with approval from the Chair, nominate a deputy to attend a Committee meeting in their absence.

3.0 Quorum

3.1 Three members shall constitute a quorum. No business shall be transacted at any Committee meeting which is not quorate.

4.0 Voting Rights
4.1. Subject to Standing Order 5 below (declaration of interest), each Member shall have the right to: require that a vote be taken on any matter before the Committee; vote in any debate and to have their views recorded in the minutes.

4.2 In the event of no majority decision the Chair of the Committee shall have a second or casting vote, whether or not they previously voted on the matter.

5.0 Declaration of Interest

5.1 Each Member shall make a declaration, in accordance with the Board handbook of pecuniary or non pecuniary interests which shall be held on a Register available for public inspection. The Register shall be updated annually by the Secretariat.

5.2 Members shall declare the existence and nature of any direct or indirect interest in any item on the Agenda in advance of the debate to the Chair of the meeting of the Committee.

5.3 A Committee Member who in any way has a direct or indirect interest in any matter that is brought up for consideration at a meeting of the Committee shall disclose the nature of their interest to the meeting and, where such a disclosure is made -

a) the disclosure shall be recorded in the minutes of the meeting; and

b) the member shall not take part in any deliberation or decision of the Committee with respect to that matter and if necessary will excuse themselves from the meeting for the duration of that matter.

5.4 For the purposes of paragraph 5.3 above, a general notification given at a meeting of the Environment Agency by a member (in person or by means of a notice which is read and considered at the meeting) to the effect that she / he -

a) is a member of a specified company or firm, and

b) is to be regarded as interested in any matter involving that company or firm, shall be regarded as a sufficient disclosure of his interest in relation to any such matter.

6.0 Meetings

6.1 The Board Secretariat has formal responsibility for coordinating the agenda and arrangement of the meetings. The agenda of Environment and Business Committee meetings will give consideration to Environment and Business items on the Board forward look.

6.2 A forward meeting schedule will be produced by the Secretariat.

6.3 Meetings will be scheduled 4 times per year. Where practicable, the meetings will be arranged on the same day as other Board meetings or on a day before a Board meeting to minimise additional travel and commitments where feasible.
6.4 The Chair may call additional urgent meetings or teleconferences.

7.0 Order and Conduct of Meetings

7.1 The Chair of the Committee may nominate another Member to chair the meeting in his/her absence. In the absence of the Committee Chair or the nominated deputy, the Members present may elect a Member to Chair a meeting. In either case, the Member who chairs the meeting may exercise any power or duty of the Chair of the Committee, in relation to the conduct of the meeting.

7.2 Order of business shall be:

a) elect Chair if the usual Chair or nominated deputy is absent;
b) declarations of interest;
c) approve the minutes as a correct record, to be signed by the Chair;
d) other business as in agenda;
e) other business as the Chair agrees;
f) date of the next meeting.

8.0 Committee Papers

8.1 All Committee papers will be protectively marked according to current security guidance.

8.2 Committee papers may be submitted by Board Members, the Chief Executive, any Executive Director and the Board Secretariat. Papers may also be submitted by any other person, with the approval of the Chair of the Committee.

8.3 The Secretariat will provide guidance and templates for writing papers.

9.0 Minutes

9.1 The Secretariat will minute the meetings.

9.2 The Committee Chair, or in their absence the appointed Chair of the meeting, shall sign the previous meeting's minutes and initial each page, once approved by the Committee at the subsequent meeting.

9.3 The Secretariat will keep a signed copy of the minutes for a period of ten years. The minutes will then be stored electronically.
9.4 Any revision to approved minutes will be noted on a separate sheet, approved by the Committee and retained with the original minutes.

10.0 Reporting Arrangements

10.1 The Chair of the Committee or nominated Board member will report to the Board at the subsequent Board meeting. Board members are entitled to request further information or ask any appropriate questions of the Chair of the Committee at that Board meeting.

11.0 Variation of Standing Orders

11.1 Subsequent variation to the Standing Orders shall require the approval of the Board following initial approval by the Environment and Business Committee.

Approved by the Board February 2017
### Objective 1: A cleaner, healthier environment, benefiting people and the economy

<table>
<thead>
<tr>
<th>EA</th>
<th>Description</th>
<th>Units</th>
<th>Q2 Year to Date</th>
<th>Q2 Year to Date Target</th>
<th>Year End Target</th>
<th>Q2 Year to Date Status</th>
<th>Year End Forecast Status</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rivers, lakes and coastal waters are healthier</td>
<td>Kilometres</td>
<td>729</td>
<td>717</td>
<td>717</td>
<td>GREEN</td>
<td>GREEN</td>
<td>2</td>
</tr>
<tr>
<td>1</td>
<td>We protect people, the environment and wildlife by reducing serious pollution incidents</td>
<td>Number of incidents in the last 12 months</td>
<td>459</td>
<td>553</td>
<td>553</td>
<td>GREEN</td>
<td>GREEN</td>
<td>3a</td>
</tr>
<tr>
<td>1</td>
<td>We create new habitats</td>
<td>Hectares created</td>
<td>Reports in Q4</td>
<td>Reports in Q4</td>
<td>400</td>
<td>Annual Q4</td>
<td>GREEN</td>
<td>4</td>
</tr>
<tr>
<td>1</td>
<td>We reduce the number of high risk illegal waste sites</td>
<td>Number of high risk illegal waste sites</td>
<td>221</td>
<td>258</td>
<td>242</td>
<td>GREEN</td>
<td>GREEN</td>
<td>5</td>
</tr>
</tbody>
</table>

### Objective 4: A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities

<table>
<thead>
<tr>
<th>EA</th>
<th>Description</th>
<th>Units</th>
<th>Q2 Year to Date</th>
<th>Q2 Year to Date Target</th>
<th>Year End Target</th>
<th>Q2 Year to Date Status</th>
<th>Year End Forecast Status</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 EA 5</td>
<td>We reduce the risk of flooding for more households</td>
<td>Number of households better protected</td>
<td>69,178</td>
<td>60,000</td>
<td>89,000</td>
<td>GREEN</td>
<td>GREEN</td>
<td>6</td>
</tr>
<tr>
<td>4 EA 6</td>
<td>We maintain our flood and coastal risk management assets at or above the target condition</td>
<td>% of high risk assets at target condition</td>
<td>96%</td>
<td>97%</td>
<td>97%</td>
<td>AMBER</td>
<td>GREEN</td>
<td>7</td>
</tr>
<tr>
<td>4 EA 7</td>
<td>We have a first class incident response capability</td>
<td>Number of people</td>
<td>6,512</td>
<td>6,500</td>
<td>6,500</td>
<td>GREEN</td>
<td>GREEN</td>
<td>8</td>
</tr>
</tbody>
</table>

### Objective 5: Excellent delivery, on time and to budget and with outstanding value for money

<table>
<thead>
<tr>
<th>EA</th>
<th>Description</th>
<th>Units</th>
<th>Q2 Year to Date</th>
<th>Q2 Year to Date Target</th>
<th>Year End Target</th>
<th>Q2 Year to Date Status</th>
<th>Year End Forecast Status</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 EA 8</td>
<td>We manage our money efficiently</td>
<td>% spend to budget (£m)</td>
<td>92%</td>
<td>100%</td>
<td>100%</td>
<td>AMBER</td>
<td>GREEN</td>
<td>9</td>
</tr>
<tr>
<td>5 EA 9</td>
<td>We respond to Planning application consultations within 21 days</td>
<td>% responded to within target time</td>
<td>96%</td>
<td>95%</td>
<td>95%</td>
<td>GREEN</td>
<td>GREEN</td>
<td>10</td>
</tr>
<tr>
<td>5 EA 10</td>
<td>We reduce the regulatory burden on business</td>
<td>Milestones in quarters 1 to 3; £m in quarter 4</td>
<td>1</td>
<td>1</td>
<td>No target reports actual only</td>
<td>GREEN</td>
<td>GREEN</td>
<td>11</td>
</tr>
</tbody>
</table>

### Objective 6: An organisation continually striving to be the best, focused on outcomes and constantly challenging itself

<table>
<thead>
<tr>
<th>EA</th>
<th>Description</th>
<th>Units</th>
<th>Q2 Year to Date</th>
<th>Q2 Year to Date Target</th>
<th>Year End Target</th>
<th>Q2 Year to Date Status</th>
<th>Year End Forecast Status</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 EA 11</td>
<td>We use and share the right data to deliver outcomes</td>
<td>Number of datasets NOT REPORTING IN Q2</td>
<td></td>
<td>1,500</td>
<td>1,500</td>
<td>GREEN</td>
<td>GREEN</td>
<td>12</td>
</tr>
<tr>
<td>6 EA 12</td>
<td>We reduce our carbon footprint</td>
<td>Number of tonnes CO2</td>
<td>11,494</td>
<td>12,551</td>
<td>34,865</td>
<td>GREEN</td>
<td>GREEN</td>
<td>13</td>
</tr>
<tr>
<td>6 EA 13</td>
<td>We work in partnership with others</td>
<td>£ million achieved against target</td>
<td>£34.3m</td>
<td>£30.0m</td>
<td>£60.0m</td>
<td>GREEN</td>
<td>GREEN</td>
<td>14</td>
</tr>
</tbody>
</table>

### Objective 7: An inclusive, professional workforce where leaders recognise the contribution of people, and build capability to deliver better outcomes

<table>
<thead>
<tr>
<th>EA</th>
<th>Description</th>
<th>% of workforce</th>
<th>% of executive manager workforce</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 EA 14</td>
<td>We have a diverse workforce:</td>
<td>3.7%</td>
<td>36%</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>a) The proportion of our staff who are from a Black, Asian and Minority Ethnic (BAME) background</td>
<td>14.0%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b) The proportion of our executive managers who are female</td>
<td>14.0%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>7 EA 15</td>
<td>We provide a safe place to work</td>
<td>LTI Frequency rate</td>
<td>0.14</td>
<td>0.16</td>
</tr>
</tbody>
</table>

NB. Yellow Highlighting Indicates a Defra Scorecard Measure
A cleaner, healthier environment, benefiting people and the economy

1 EA 1  Rivers, lakes and coastal waters are healthier

Q2 2016-17  Owners: Executive Directors of Environment and Business and Operations

This is a new way of reporting the work that we and our partners are doing to improve the quality of the water environment, and this is only the second quarter of reporting. The new approach has given us and our partners an opportunity to provide a much better insight into the work that is underway to enhance the water environment than ever before, and in many places is helping partners to work more effectively together.

As anticipated, the target for the year has now been achieved and we expect to have exceeded this this by an even healthier margin by the end of the financial year. We will use the experience of reporting in this new way to set out more ambitious targets for next and subsequent years to continue to motivate us all to exceed the current target of enhancing at least 8,000km by 2021.

Because it takes time for all the necessary contributions to be put in place and for wildlife to then recover, the outcomes that we all want to see often depend on a range of people and organisations playing their part to resolve complex environmental problems. The work we are reporting as ‘km enhanced’ captures these contributions, and we are confident that they will lead to improvements in the overall quality of the water environment over time. We will produce our next report on the ecological status of the water environment in Spring of next year.

Source:  Update to the river basin management plans: National Evidence

### Actions

| Action(s) | Owner(s) | Deadline(s) |
A cleaner, healthier environment, benefiting people and the economy

1 EA 2 We protect people, the environment and wildlife by reducing serious pollution incidents

Part 1 of 3

Q2 2016-17

Owners: Executive Directors of Environment and Business and Operations

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual</th>
<th>Ceiling Target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREEN</td>
<td>459</td>
<td>553</td>
<td>GREEN</td>
<td>553</td>
</tr>
</tbody>
</table>

Number of Category 1 & 2 pollution incidents by reported date

The data shown here is using initial quarterly data which is subject to change. The results for the most recent quarters are likely to increase in future reports due to the inherent lag time in investigating and recording all the necessary incident details onto the reporting system.

Number of Category 1 & 2 pollution incidents by sector

insight - breakdown by media impacted

Category 1 & 2 incidents from the Landfill sector

Category 1 & 2 incidents from the non-hazardous waste sector

Category 1 & 2 incidents from the Landfill sector by media type impacted

Category 1 & 2 incidents from the non-hazardous waste sector by media type impacted
Number of Category 1 & 2 pollution incidents by sector

Category 1 & 2 incidents from the biowaste sector

- Seasonally Adjusted Actual

Category 1 & 2 incidents from the Water Company sector

- Seasonally Adjusted Actual

Category 1 & 2 incidents from the agricultural sector

- Seasonally Adjusted Actual

A cleaner, healthier environment, benefiting people and the economy

1 EA 2 We protect people, the environment and wildlife by reducing serious pollution incidents

Part 2 of 3

Q2 2016-17

Owners: Executive Directors of Environment and Business and Operations
### Overview this quarter

Pareto chart to show which sectors make up the most number of category 1 and 2 pollution incidents over the last 12 months

<table>
<thead>
<tr>
<th>Sector</th>
<th>Number of incidents</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Sectors</td>
<td>265</td>
<td>58%</td>
</tr>
<tr>
<td>Agriculture</td>
<td>73</td>
<td>83%</td>
</tr>
<tr>
<td>Water Company</td>
<td>68</td>
<td>93%</td>
</tr>
<tr>
<td>Biowaste</td>
<td>24</td>
<td>98%</td>
</tr>
<tr>
<td>Non Haz Waste</td>
<td>23</td>
<td>100%</td>
</tr>
<tr>
<td>Landfill</td>
<td>7</td>
<td></td>
</tr>
</tbody>
</table>

### Commentary Insight

1. Category 1 & 2 pollution incidents continue to decline from a peak in Q4 2013-14, now at the lowest level for over half a decade.
2. The reported number of incidents will include sectors for which the Environment Agency has no regulatory responsibility for.
3. 57% of pollution incidents are not from the ‘Top 5’ sectors. Over 70% of these are from activities we don’t regulate directly.
4. Data confirms the excellent performance of the Landfill Sector and that Landfill should be removed from the ‘Top 5’ sectors.
5. Agriculture continues to pose a real risk.

**Water Company Sector:** Q2 shows an increase from 16 to 31 in the number of incidents. This number is slightly elevated from the usual seasonal trend of a summer time increase in Q2, when ~40% of sector incidents occur. We will monitor this closely, using the apparent seasonal pattern to influence more focussed efforts by water companies. However, performance remains broadly in line with our long term ambition for water companies to significantly reduce serious incidents by 2020. We are continuing our program of constantly challenging each company on their performance, targeting our attention on companies that have not shown the decreases we expect. Other factors that are influencing companies are Ofwat’s use of Outcome Delivery Incentives, and the recent higher fines in court cases.

**Agriculture:** There are a number of risks here, but all fundamentally linked to the same issue, that the industry lacks resilience to manage dramatic changes in the weather. Currently we are seeing incidents tailing off because of better weather and consequently, other issues such as burning and over-abstraction have started to appear. The huge peaks and troughs over the past few years show the industry is highly susceptible to weather events and when conditions are poor, more incidents occur. We should consider proactive corporate messaging to the sector at key times of the year to tell them to prepare for winter and have contingencies, akin to the seasonal FCRM Flood Action campaigns.

**Non-hazardous waste:** Cat 1 and 2 incidents continue to be significantly below those levels seen in 2013. This is in part down to our continued focus on Persistent Poor Performers and High Risk sites. There is a slight increase in incidents attributed to odour and we will target these further in Q3 and Q4.

**Biowaste treatment & use:** Overall incidents are slightly reduced, with the majority relating to a small number of poorly performing treatment sites, upon which we will focus our efforts. However, new issues have emerged relating to crop-fed and non-waste anaerobic digestate and storage of feedstocks, which are currently reported in Agriculture because they are not regulated. Similarly the spreading of PAS 110 digestate has caused incidents.

**Landfill:** The continued low level of incidents within the sector is a consequence of the measures we have put in place over the last few years to deal with odour problems at landfills. These measures have been reported on previously. Landfill will be removed from the ‘Top 5’ sector bracket, but we intend to continue monitoring sector performance on pollution incidents.

### Action(s) | Owner(s) | Deadline(s)
---|---|---
Remove Landfill from direct Top 5 sector scrutiny and for Q3, review what sectors should form the Top 5. | Deputy Director for RSR & Installations Regulation | 
Consider action plan for Agriculture, including programming in ‘winter ready’ messaging and further scoping of Evidence-led research project on weather impacts. | Deputy Director for RSR & Installations Regulation | 
Analyse incidents from non-regulated sectors for Q1 & Q2 to consider what realistic actions we can take to reverse the trend, for next working group meeting in November. | Deputy Director for RSR & Installations Regulation |
This measure will report at the end of March 2017. During the year we monitor the overall programme for slippage or other issues that may have an adverse impact on delivery. So far, the programme is on track to create over 400 hectares of new priority habitat.
In Q2 the number of High Risk Sites reduced by 26 to a total of 221 against a target of 258. 8 areas are green, 2 are amber and 6 red.

109 new Illegal Waste Sites (IWS) were found (22 high risk) and 152 existing IWS were stopped (47 of which were high risk) during the quarter.

**Actions**

1) Explore reasons for late entry of data onto CMS; and
2) Review Integrated Service Level to confirm intentions for 2017/18

**Owner(s)**
Deputy Director for Waste Regulation

**Deadline(s)**
30/11/2016
A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities.

4 EA 5  We reduce the risk from flooding to more households

Q2 2016-17  Owners: Executive Directors of FCRM and Operations

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual</th>
<th>2016/17 cumulative target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREEN</td>
<td>69,178</td>
<td>60,000</td>
<td>GREEN</td>
<td>89,000</td>
</tr>
</tbody>
</table>

Houses protected

- 6 year target to be met by the end of the financial year 2020/21
- 16/17 programme cumulative target (89,000)

Insight this quarter

- 15 separate projects have better protected a further 7,810 houses this quarter bringing the cumulative total over the 6 year programme to 69,178.

This includes the Willerby and Derringham Flood Alleviation Scheme, which had originally planned to complete in Q4 of 2015/16, delivering better protection to 6,695 houses.

We are currently forecasting to deliver better protection to over 100,000 homes by the end of March 2017 cumulatively since April 2015.

Actions

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Status | Actual | Target | Forecast | Year end target
---|---|---|---|---
AMBER | 96% | 97% | GREEN | 97%

% of high consequence assets at or above the required target condition

Asset condition has improved over the past quarter by 0.4% as a result of the increased investment in maintenance. We are on course to achieve our year-end target. There has been an increase in the number of assets we inspect; which is largely due to improved data quality from our new work management system.

Where assets are below the required condition this identifies that work is required, this does not mean that they have structurally failed or that performance in a flood is compromised. If the performance of an asset is reduced, we will take action to ensure that flood risk is effectively managed until the asset is repaired or replaced.

No. of high consequence assets passing

<table>
<thead>
<tr>
<th></th>
<th>At or above required target condition (EA)</th>
<th>Below required target condition (EA)</th>
<th>At or above required target condition (3rd party)</th>
<th>Below required target condition (3rd party)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q3 15/16</td>
<td>27,665</td>
<td>1,550</td>
<td>25,999</td>
<td>1,343</td>
</tr>
</tbody>
</table>

Actions

Implement the recovery programme and continue with our planned programme of works to meet the 97% target by April 2017.

Owner(s) | Deadline(s)
---|---
Executive Director of FCRM and the Executive Director of Operations | 31st March 2017
The winter readiness target of 6,500 trained and ready staff by October has now been achieved. This total includes the new Flood Support Officers and Managers to support mutual aid. Recent recruitment activity under Major Incident Ready has resulted in a further c.700 staff who are now receiving training and expected to soon increase this total. Further work to strengthen our incident response resilience is underway including new rostering standards.
Excellent delivery, on time and to budget and with outstanding value for money

5 EA 8 We manage our money effectively

Q2 2016-17

Owner: Executive Director of Finance

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual (£m)</th>
<th>Budget (£m)</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMBER</td>
<td>£539 m</td>
<td>£589 m</td>
<td>GREEN</td>
<td>100%</td>
</tr>
</tbody>
</table>

The Environment Agency has invested a higher amount in the first half of the financial year in 2016-17 than achieved in 2015-16 (£539m vs £531m). 42% of our budget for this financial year has been invested thus far, a similar proportion to last year. The actual expenditure as a proportion of year to date budget is lower than the prior year due to a material amount of additional 2016-17 budget, particularly for maintenance of flood defence assets, being announced at the end of last year with little lead time to plan for its delivery.

Although Q2 spend has slipped a little against the planned budget, full delivery of the plan for this year is expected. Spend continues to progress well on flood recovery projects, where FCRM staff are completing work to deal with the impact of Storms Desmond and Eva last winter.

Actions

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement actions agreed by Executive Directors following mid-year financial review</td>
<td>Director of Finance</td>
<td>30/11/2016</td>
</tr>
</tbody>
</table>
We remain focused on improving performance in this area as a priority. The improving trend has continued throughout Q2 and the cumulative performance in 2016/17 has improved to 1% above the 95% annual target. There are now just 2 Areas performing below target, one at amber and one at red which is also an improvement from the previous quarter. We continue to focus on how these Areas address the challenges they face. We are confident with continued effort across all Areas we will achieve green performance overall for 2016/17.

We are now seeing the impact of the measures we have put in place although there may still be further benefit to be realised. We have identified a correlation between performance and two key factors - consultee response times and team capability / experience - we are actively addressing these issues. Working with Environment Planning & Engagement Managers and Sustainable Places Team Leaders we are also putting in place measures to ensure consistency of approach. The work is overseen by the Evolving Sustainable Places Programme Board - includes National and Area representatives, chaired by the Deputy Director for Sustainable Places and Systems.

Forward look - Working within the Defra Digital Transformation programme, we are taking forward work to improve the Development Planning System (DPS) to make the system more efficient for users with the overall aim of improving performance. This will be progressed over the next 12 months.

**Actions**

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to implement performance Improvement Action Plan, monitor &amp; review.</td>
<td>Executive Director, E&amp;B &amp; Executive Director, Operations</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
Government has introduced the Business Impact Target (BIT) in respect of the economic impact of regulation on business, and is extending the scope of the BIT to include statutory regulators. It is a statutory requirement that we monitor and publicly report the BIT. Defra is working with the Department for Business, Energy and Industrial Strategy (BEIS) to raise the thresholds and minimise the reporting necessary for us. Over the threshold, we have to carry out detailed assessments of the financial impacts of qualifying changes to the way we regulate business and to secure verification of those assessments from the independent Regulatory Policy Committee. These ‘qualifying regulatory provisions’ can have either positive or negative impacts on the financial burdens imposed on businesses we regulate. We have agreed to use the BIT as the basis for the Scorecard Measure 5 EA 10 “we reduce the administrative costs of regulation to businesses”. Defra does not intend to set a target for the Environment Agency, rather we will contribute to the overall Defra £470m reduction. The joint Regulated Industry/Water, Land and Biodiversity Board thus decided not to set a target but to monitor only so we can fulfil the statutory reporting. Based on verified BIT Assessments so far, we have enabled net savings of £0.2m Equivalent Annual Net Cost to Business (EANDCB) from revisions to Water Framework Directive guidance for estuarine and coastal water.
An organisation continually striving to be the best, focused on outcomes and constantly challenging itself

6 EA 11  We use and share the right data

Q2 2016-17  Owner: Executive Director of FCRM

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual</th>
<th>Target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREEN</td>
<td>0</td>
<td>1,500</td>
<td>GREEN</td>
<td>1,500</td>
</tr>
</tbody>
</table>

**Number of Data Sets released under the #OpenDefra initiative**

This performance measure is changing from Q3 onwards and due to the development of the new measure no data will be reported in Q2.

**Quarter 3**

By end December 2016 all business areas have draft publishing plans – 100% of business areas have draft publishing plans.

**Quarter 4**

By end March 2017 publishing plans will be available externally – 100% publishing plans available online.

How will this be measured?

Data, Mapping, Modelling and Information (DMMI) will collate publishing plans from business areas (NB: business areas defined from Custodian list). In order to be compliant plans must be published online and findable on data.gov.uk.

**Milestones**

Q3 - By end December 2016 all business areas have draft publishing plans
Q4 - By end March 2017 publishing plans will be available externally.

**Actions**

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outline what a sustainable business as usual approach to Open Data looks like</td>
<td>Deputy Director for FCRM DMMI</td>
<td>30/09/2016</td>
</tr>
<tr>
<td>Executive Directors to incorporate actions to deliver, maintain and enhance Open Data releases in their business plans</td>
<td>Deputy Director for FCRM DMMI</td>
<td>30/09/2016</td>
</tr>
</tbody>
</table>
Quarter 2 YTD carbon dioxide emissions (tonnes)

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual</th>
<th>Ceiling Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREEN</td>
<td>11,494</td>
<td>12,551</td>
</tr>
</tbody>
</table>

Quarter 2 YTD carbon dioxide emissions by type (tonnes)

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>GREEN</td>
<td>11,494</td>
</tr>
<tr>
<td>Operational fuel</td>
<td>AMBER</td>
<td>1,577</td>
</tr>
<tr>
<td>Travel</td>
<td>RED</td>
<td>3,788</td>
</tr>
<tr>
<td>Buildings (inc Labs)</td>
<td>GREEN</td>
<td>2,700</td>
</tr>
<tr>
<td>Pumping</td>
<td>GREEN</td>
<td>3,430</td>
</tr>
</tbody>
</table>

Quarterly Data 16-17

Annual Data

Annual Targets

2020 Target

32,501

Restocking of operational fuel at several sites accounts for amber performance against this measure.

A 19% improvement in buildings carbon is indicative of the success of investment in carbon reduction projects. These include solar photovoltaics, air source heat pumps and further deployment of LED lighting.
**Status**
GREEN

### Total value (£m) of contributions received (16/17)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Actual</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 16/17</td>
<td>£34.3m</td>
<td>£30.0m</td>
</tr>
</tbody>
</table>

At 2016/17 Q2 £34m of secured contributions have been invested in 2016/17. This target will be amended from April 2017 to record progress towards the total contributions needed rather than the smaller HMT/Defra settlement condition.

### Progress against 6 year programme (2015/16 to 2020/21)

**Contribution equivalent to 15% of our total FCRM Grant in Aid over 6 years**

- **Year end target:** £60.0m

#### % Contribution to 6 year target (15% view)

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>15/16</th>
<th>Q1 16/17</th>
<th>Q2 16/17</th>
<th>Q3 16/17</th>
<th>Q4 16/17</th>
<th>17/18</th>
<th>18/19</th>
<th>19/20</th>
<th>20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.4%</td>
<td>3%</td>
<td>5.8%</td>
<td>4%</td>
<td>4%</td>
<td>5%</td>
<td>8%</td>
<td>10%</td>
<td>13%</td>
</tr>
</tbody>
</table>

#### % Contribution to 6 year target (100% view)

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>15/16</th>
<th>Q1 16/17</th>
<th>Q2 16/17</th>
<th>Q3 16/17</th>
<th>Q4 16/17</th>
<th>17/18</th>
<th>18/19</th>
<th>19/20</th>
<th>20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1%</td>
<td>21%</td>
<td>25%</td>
<td>35%</td>
<td>35%</td>
<td>29%</td>
<td>29%</td>
<td>33%</td>
<td>50%</td>
</tr>
</tbody>
</table>

### Actions

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
</table>

An organisation continually striving to be the best, focused on outcomes and constantly challenging itself.

6 EA 13 We work in partnership with others

Q2 2016-17

Owner: Executive Director of FCRM
An inclusive, professional workforce where leaders recognise the contribution of people, and build capability to deliver better outcomes

7 EA 14 We have a diverse workforce

Q2 2016-17 Owner: Executive Director of FCRM

<table>
<thead>
<tr>
<th>a) The proportion of our staff who are from a Black, Asian and minority ethnic background %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status</strong></td>
</tr>
<tr>
<td>RED</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>b) The proportion of our executive managers who are female %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status</strong></td>
</tr>
<tr>
<td>RED</td>
</tr>
</tbody>
</table>

Our definitions for BAME have been refreshed and applied to EA data. This aligns the EA to the BAME definitions used by the rest of DEFRA and applies since Quarter 3 in 2015/16.

There were 18 BAME recruits this quarter out of a total of 222 new starters, an increase to 8.1% from 3.8% in Quarter 1. The percentage of BAME staff is 3.72% (383). This is against an objective of having 14% BAME employees by 2020.

The equivalent overall BAME figure for the Civil Service is 10.6% and in core Defra it is 7%.

The percentage of female Executive Managers (EMs) is 36.1% (43), which is a continued improvement on the previous quarters. This compares to a target of 50%. The equivalent figure for the UK Civil Service is 38%.

The percentage of female Grade 7s is 36% (183). It was 35% last quarter.

"Senior Grade" is a term that has been used in freedom of information (FOI) requests and these have been specified as being above Grade 6. Using this methodology of combining Grade 7s and EMs we have a figure of 36% female "senior grade" employees.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unconscious bias training for interviews</td>
<td>Exec. Director FCRM</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Development programmes and coaching for BAME staff</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td>Development programmes and coaching for female staff</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td>Active support for Brunel and associated engagement initiatives</td>
<td></td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

BAME staff as % of all staff

<table>
<thead>
<tr>
<th>Year end target</th>
<th>14.0%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual number of BAME staff is shown above each column</td>
<td></td>
</tr>
<tr>
<td>Q1 16/17</td>
<td>Q2 16/17</td>
</tr>
<tr>
<td>370</td>
<td>383</td>
</tr>
</tbody>
</table>

Proportion of Executive Managers (EMs) who are female

<table>
<thead>
<tr>
<th>Year end target</th>
<th>50%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual number of Female EMs is shown above each column</td>
<td></td>
</tr>
<tr>
<td>Q1 16/17</td>
<td>Q2 16/17</td>
</tr>
<tr>
<td>43</td>
<td>43</td>
</tr>
</tbody>
</table>

An inclusive, professional workforce where leaders recognise the contribution of people, and build capability to deliver better outcomes

7 EA 15 We provide a safe place to work: lost time incident (LTI) frequency rate
Q2 2016-17  Owner: Executive Director of Operations

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual</th>
<th>Ceiling Rate</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREEN</td>
<td>0.14</td>
<td>0.16</td>
<td>GREEN</td>
<td>0.16</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lost time incident frequency rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
</tr>
<tr>
<td>Ceiling</td>
</tr>
</tbody>
</table>

3 LTIs were reported in July, zero in August and 3 in September.

The downward LTI frequency trend is encouraging and the result of many factors, centred around our Safe and Well initiative to further engage colleagues in improving our Health Safety and Wellbeing (HSW) culture and performance. Through actively listening and responding to colleagues’ views about what is important and how HSW should improve, we continue to refresh how we manage risks and reduce incidents. We have improved our processes for learning lessons from LTIs and Safety Critical Incidents (SCIs). Through engaging more staff in understanding and sharing the learning and using improved communications to share lessons and good practice, we are re-shaping and refreshing many key features of our HSW management system. These improvements (such as the imminent re-launch of Challenge- looking out for others and Dynamic Risk assessment) will help ensure that colleagues and their leaders are better equipped to manage and adapt safely to their everyday risks.

<table>
<thead>
<tr>
<th>No. of LTIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
</tr>
<tr>
<td>8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement the Health, Safety and Wellbeing plan for 2016/17</td>
</tr>
<tr>
<td>Owner(s)</td>
</tr>
<tr>
<td>Executive Director of Operations</td>
</tr>
</tbody>
</table>
Paper by: Chief of Staff

Title: Communications update

Recommendations:
The Board is asked to note:
- Recent communications activity and the overview of plans for February – April 2017.
- Briefing materials for key projects (as requested in the 6 December meeting) will be supplied to the Board via the weekly updates (as and when applicable).

Key points for information
- recent communications activity and an overview of recent plans.

Governance
Reviewed and approved by:
- Mark Funnell, Deputy Director of Communications - 25 January 2017.

Are there any risks associated with the evidence and analysis in the paper? None

How will the key messages/decisions be communicated?
Updates will be communicated via the Paper. There is no Communications slot on the agenda at the 7 February 2017 meeting.

No legal annex is required

1.0 Review of communications from October to December:

- Storm Angus was the largest driver of coverage (2,527 items, with a potential reach of 400 million people, and there were 970 items on 21 November alone). Our spokespeople were briefed for interviews including BBC, Sky and Today. Warning and informing tweets had 500,000 views.
- We adopted a proactive approach ahead of December’s one-year anniversary of Storm Desmond. We worked with Defra on co-ordinated plans and pre-recorded interviews highlighting our winter preparedness. Our activity led to balanced and factual reporting and 50% of media items included quotes from our Chair and the Defra Floods Minister. Coverage in traditional media had the potential to be seen by 25,262,751 people.
- There were 8,691 items of broadcast, print and online coverage (7,220 in Q2). Flooding topics accounted for 68% of cuttings. More than 99% of coverage was either positive (85%) or neutral (14%). James Bevan reached a potential audience of 23 million via 165 items (including bathing water results and recovery updates).
• We had 57,200 social media mentions (43,100 in Q2). 95% were either positive (29%) or neutral (65%). We gained 11,000 new Twitter followers (18,268 in Q2), 750 Instagram followers and had 2,274 Facebook ‘likes’ (672 in Q2). We sent 2,047 messages (1,978 in Q2) and were retweeted 11,069 times.
• The Chair’s interviews on flood recovery included BBC Breakfast and Radio 5Live and led to positive feedback and social media sentiment. Emma also launched the Transition Pathway Initiative (TPI) at the London Stock Exchange with a Financial Times interview.
• We also approached the media ahead of the one year anniversaries of Storms Eva and Frank, providing briefings about our 2015 achievements and winter preparedness. Our proactive approach resulted in widespread national and regional coverage (including BBC Look North and ITV Granada).

2.0 Examples of Environment Agency communications include:

Corporate / Our culture ‘How we do things’:
• All-staff updates on Storm Angus and Storm Barbara had 2,074 Easinet views and avian flu updates had 2,394 views.
• We promoted James Bevan’s and Clare Moriarty’s attendance at the launch event for the successful Bristol Office merger.
• We launched the first ever EA Awards on 28 November (#TeamEA article had 4,128 views and Easinet highlight had 1,968 views).
• We worked with James Bevan on communicating the headline results of this year's Employee Survey.

A nation better protected against natural threats and hazards, with strong response and recovery capabilities:

Flood and coastal risk management
• Ahead of January’s predicted East Coast Surge, we highlighted over 100 flood warnings via a series of warning and informing messages on national and local channels. Our work resulted in considerable broadsheet coverage and our activity helped to drive 2,167,804 visits to the flood warnings page.
• The 2016 Flood campaign evaluation is being finalised following further reports from the customer panel survey (showing clear signs of campaign recall, especially amongst our key target audience - 18-24 year olds).
• Fieldwork progressed for our annual public flood survey (which tracks the awareness of those people at risk). Results will be available in April and will inform the 2017 campaign.

A cleaner, healthier environment which benefits people and the economy: Water, land and biodiversity

• We gained internal approval for our 2017–2020 Fisheries communication strategy, designed to grow income by increasing participation.
• We received Cabinet Office approval for £410,000 for the 2017/2018 Rod Licence Marketing Programme. Recent media coverage highlighted the 2015/16 Fisheries Annual Report and the new fishing licence pricing structure and products.
• Ahead of 2017 changes to bathing water sampling frequency, we continued to plan communications for the Strategic Monitoring Review.
Ref: OB/1702-info 3

- Working with the National Bathing Water Campaign Group, we prepared to support the next #binit4beaches social media campaign (encouraging responsible waste disposal).
- We are working closely with Defra to amplify communications to support the launch of the 25-year environment framework. We will support consultation on the Environment Green Paper via internal communications and public-facing collateral in our offices.

Regulated industry
- We produced a communications toolkit (video and factsheets) for our oil and gas projects, so as to support related public engagement and communications activity.
- We have been working on communications plans for the Strategic Review of Charges.

3.0 Planned communications February – April 2017
- Planned communications activity is detailed in Appendix 1.

4.0 Recommendations
The Board is asked to note:
- Recent communications activity and the overview of plans for February – April 2017.
- Updates on our priority projects (as requested in the 6 December 2016 Board meeting) – supplied in Appendix 1.
- Briefing materials for key projects (as requested in the 6 December meeting) will be supplied to the Board via the weekly updates (as and when applicable).

John Leyland, Chief of Staff
7 February 2017
Health, Safety and Wellbeing monthly report – Performance in November 2016

1.0 Introduction
1.1 This report to the Board on health, safety and wellbeing performance covers November 2016.

2.0 Safety Performance
2.1 We experienced 2 lost time injuries (injuries causing an employee to take time off their usual work) and 3 safety critical incidents (incidents which have the potential to cause serious harm and which present significant learning opportunities) during November. Trends are set out in the appendix to this paper.

<table>
<thead>
<tr>
<th>Incident</th>
<th>Background information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lost Time Injury</td>
<td>Employee was walking up the stairs carrying an empty box. He put his left foot onto the very top step and it slipped. (He is unsure what he slipped on). The door at the top of the stairs was open and against the wall. He fell forwards into the side of the door. His left shoulder, left thigh and head made contact with the side of the door. He then landed on the floor, twisting his right ankle and jarring his right shoulder. Injuries sustained: swollen and bruised right ankle, bruised and sore left thigh, jarred right shoulder.</td>
</tr>
<tr>
<td>Lost Time Injury</td>
<td>While walking across the flood defence gate at Dartford Barrier a gust of wind caught our colleague unawares causing him to lose balance, slip and grab a handrail. This movement caused a strain and pain in his knee.</td>
</tr>
<tr>
<td>Safety Critical Incident</td>
<td>A colleague was taken ill and initially thought it was flu/chest infection. After visiting his GP, he was admitted to hospital with suspected leptospirosis, possibly contracted on a recent electric fishing exercise. The SCI, conducted under Legal Professional Privilege because of the potential need to report the case to the HSE, was classified before a diagnosis was received. He was subsequently found to have pneumonia, not leptospirosis. Nonetheless we have retained the SCI status: due to his working and lifestyle patterns, there was a real and significant chance this was leptospirosis and we need to ensure we use this as an opportunity to review and learn to prevent potential future actual cases.</td>
</tr>
<tr>
<td>Safety Critical Incident</td>
<td>During 6 monthly planned preventative maintenance check on the Trentside boiler system, the gas flue was found to be in need of repair and as a result the boiler system had to be shut down. SCI because the problem had been identified at the previous inspection, but had not been fixed. The further deteriorated flue could have been spilling combustion products into the building as a result. The review has resulted in a tightening up of the arrangements for managing and overseeing the defect rectification process.</td>
</tr>
<tr>
<td>Safety Critical Incident</td>
<td>Whilst a contractor was carrying out landscaping works, they accidently struck a buried telemetry cable feeding a hydrometry cabinet. This is classified as an SCI because statements from the contractor suggested that we had not fully discharged our duties under the Construction (Design &amp; Management) Regulations. It was suggested that the asset recovery programme is being treated differently, indicating that we have bypassed our usual risk control procedures.</td>
</tr>
</tbody>
</table>
2.2 Significant Risks: avoiding buried and overhead services. We have continued to investigate and introduce solutions to the issues reported last month regarding ours and our contractors’ performance at avoiding service strikes. A more detailed update has been provided to the Operations Leadership Team. However, some highlights include: we have issued a red action to relevant Environment Agency teams to highlight the issue, and briefed our supply chain; additional steps have been initiated by our Principal Designers to ensure that planning clearly addresses this risk; and we are testing and aligning our arrangements against the best practice being shared across the supply chain. This work will continue into the New Year.

2.3 Significant Risks: driving whilst using mobile telephones. We took the decision two years ago to not allow the use of mobile phones, including hands free, whilst driving. Research continues to support this decision as a significant risk reduction measure. Other large employers continue to follow our lead. Most recently our supplier, Black and Veatch adopted an identical policy. It is therefore disappointing to have five incidents reported on SHERMS of staff answering calls whilst driving (2 in September and 3 in November). We will issue a slide in the January safe and well briefing pack to remind everybody of the policy.

2.4 We measure the percentage of completed red and amber actions issued by our Safeguard system within a specified timeframe. We aim for 95% compliance with actions by the deadline. In November 2 red actions were issued. One prohibited the fitting of braces to the arms of long reach excavators to reduce the risk of damage during transportation. We were not satisfied that this could be done safely. The action achieved 95%. (It is notable that, based on our action and feedback to the manufacturer, Case New Holland, the company completely re-designed the bracing arrangements for their machines, introducing a much safer system. This has been provided free to us, and will be fitted to all new machines sold). The other action, issued to relevant Deputy Directors, required staff to be reminded of the precautions associated with avoiding service strikes. This too achieved 95%.

3.0 Health and Wellbeing

3.1 The Mind Mental Health survey launched in November, with an aim to attract responses from at least 25% of our staff. At the time of writing we were just 50 or so responses short of this target- a great uptake. Mind will report back to us in the Spring, and this will allow us to rate our performance on managing mental health against similar large employers, and provide an independent view on how we should shape our support for the future.

3.2 The Healthy Minds programme has continued through November on the theme of mental resilience, offering support and advice around defined topics. 211 colleagues joined an online seminar on bereavement and resilience, whilst 220 joined a webinar on menopause and resilience. The feedback is being evaluated, but the indications are that participants felt these were useful, well delivered sessions.

4.0 Contact with the Health and Safety Executive (HSE)

4.1 The previously reported regulatory contact from the HSE, following our RIDDOR report of an overhead cable strike by an excavator, continues. The HSE Officer has informally interviewed our machine driver over the telephone, and following this asked for further details of his training records. We have provided this information, which we believe to be suitable and legally compliant, and we await the HSE's conclusions.

4.2 The HSE has acknowledged our Safety, Health and Environment Code of Practice as contributing to the delivery of their Strategy, “Helping Great Britain to Work Well”. Our Code is referenced in their progress report that was launched by HSE’s Minister of State, Penny Mordaunt MP, and is referenced as contributing to their Acting Together, Keeping Pace with Change, Managing Risk Well and Sharing Our Success themes.

5.0 Significant observations on our HSW management arrangements

5.1 In November:
   • the Internal Audit team concluded a detailed audit of the completion and embedding of actions arising from SCI reviews. This has recommended useful improvements to our arrangements, as well as a need to reinforce some of the existing requirements;
   • we began reinvigorating the concept of dynamic risk assessment. Through the Safe and Well Big Conversation colleagues advised us that the concept would benefit from a reminder to all staff incorporating refreshed briefing material;
6.0 **Forward look**

6.1 In December

- led by National Field Services, we will begin returning the controls around plant working near water to “business as usual”. Teams who are assessed as meeting the common assured standard for planning and delivering this work safely will no longer have to seek Catchment Engineer and Area Manager approve the work;
- linked to this, the Internal Audit team will begin an audit of the arrangements for managing plant working near water to provide additional assurance to support this decision.

*Paul Woodcock*  
*Director of Corporate Assets, Safety, Health, Environment and Wellbeing (CASHEW)*

*Richard Houghton*  
*Deputy Director of Health, Safety and Wellbeing*
Appendix: Safety Critical Incident and Lost Time Injury Trends

Lost Time Incident Performance Tracker

Number of Lost Time Incidents year to date: 15
Number of Lost Time Incidents in November: 2

Lost Time Incident Totals and Frequency Rates

Safety Critical Incident Tracker

Number of Safety Critical Incidents year to date: 14
Number of Safety Critical Incidents in November: 3

Monthly totals and rolling averages

Safe and well