Board Meeting
Thursday 23 March 2017
Time:  2.00pm – 3.45pm
Venue:  Chief Executive’s office Ergon House, London
Quorum:  7 non-executive Board members

1. Apologies  Emma Howard Boyd  2.00pm  5 mins
2. Declarations of Interest  Emma Howard Boyd
3. Minutes of the Board meeting held on 6 December 2016 and 7 February 2017 and matters arising  Emma Howard Boyd
4. Pension – actuarial valuation and results and recommendation for pension contribution rates  Clive Elphick  2.05pm  15 mins
5. Hot topics  James Bevan  2.20pm  25 mins
6. EA Action Plan  Bob Branson  2.45pm  25 mins
7. Committee Membership  Secretariat  3.10pm  5 mins
8. Review of the Board Nuclear Visit  Emma Howard Boyd  3.15pm  5 mins
9. Proposals for the June planning  Emma Howard Boyd
10. AOB and date of next meeting – Tuesday 25 April 2017, Ergon House  Emma Howard Boyd  3.30pm  5 mins
11. Review of meeting  Emma Howard Boyd  3.35pm  10 mins

Information Papers
1. Corporate Scorecard Q3
Minutes of the Closed Board meeting held on 6 December 2016 at Ergon House, London.

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<th>Present</th>
<th>Chair</th>
<th>Executive Director Flood and Coastal Risk Management</th>
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<tr>
<td>Emma Howard Boyd</td>
<td>James Bevan</td>
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<td>Peter Ainsworth</td>
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<td>Karen Burrows</td>
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<td>Clive Elphick</td>
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<td>Gill Weeks</td>
<td>Maria Adebowale-Schwarte</td>
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<td>John Curtin</td>
<td>Executive Director of Environment and Business</td>
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<td>Harvey Bradshaw</td>
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<td>Bob Branson</td>
<td>Chief of Staff</td>
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<td>Paul Woodcock (for Toby Willison)</td>
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<td>Peter Kellett</td>
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<td>Nicky Cunningham</td>
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<td>Deputy Director Sponsorship and Secretariat</td>
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<td>Items 4-16</td>
<td>Steve Killeen</td>
<td>Director of Change Implementation</td>
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<td>Mark Funnell</td>
<td>Deputy Director of Communications</td>
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<td>Dawn Turner</td>
<td>Chief Pension’s Officer</td>
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<td>Marie Fallon</td>
<td>Deputy Director of Regulated Industry</td>
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<td>Nicky Cunningham</td>
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<td>Tony Grayling</td>
<td>Director, Sustainable Business and Development</td>
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<td>Andy Croxford</td>
<td>Deputy Director, Europe Unit</td>
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<td>Item 14 guest</td>
<td>Peter Simpson</td>
<td>Chief Executive, Anglian Water</td>
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<td>speakers</td>
<td>Jean Simpson</td>
<td>Regulation Director, Anglian Water</td>
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<td>Item 15</td>
<td>Richard Houghton</td>
<td>Deputy Director, Corporate Assets, Safety, Health, Environment and Wellbeing</td>
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Item 1  Apologies for absence
1.1 Toby Willison sent apologies.

Item 2  Declarations of Interest
2.1 There were no declarations of interest.

Item 3  Minutes of the Board meeting on 18 October and matters arising
3.1 The minutes were agreed pending Peter Kellett being added to the attendance list; the word ‘evaluation’ in 5.3 be changed to ‘valuation’; and the reference to costs in 6.4 be clarified in consultation with Bob Branson.

Item 4  Governance discussion and implications to the Environment Agency of Defra transformation; Defra big room; Autumn statement 2016; Defra/EA framework document
4.1 The Board received a verbal update on the Defra transformation programme.

Item 5  Chief Executive’s update
5.1 The Board noted the topics in the paper.

Item 6  Committee updates and forward look
This item was taken after item 15

Audit and Risk Assurance Committee
6.1 Karen Burrows informed the Board that the Committee had received a presentation on Natural Capital which had highlighted some opportunities including the pioneering Natural Capital account section of the annual report and accounts.

6.2 Karen highlighted that the Committee had discussed the future move for Internal Audit teams to the wider Government Internal Audit Agency (GIAA), and that the Committee has asked for the declarations of interest guidance to be reviewed.

Pensions Committee
6.3 As the Board received information on LGPS in item 9, Clive Elphick focused his update on the conditions of transfer of corporate services into Defra. He told the Board that the memorandum of understanding is currently being agreed.

FCRM Committee
6.4 The Committee has not met since 18 October 2016 so Lynne Frostick gave an overview of what the committee will be discussing on 13 December 2016.
She informed the Board that the Chief Executive of Natural England will be attending and they will be discussing Natural Flood Risk Management.

Environment and Business Committee
6.5 Gill Weeks informed the Board that the committee had discussed how the EU Emission Trading System (EU ETS) had driven a Global Agreement on Carbon Neutral Aviation Growth and the opportunities around the new global agreement in the United Kingdom.

6.6 Gill advised the Board that the Committee had discussed the resourcing of additional air quality work.

Remuneration Committee
6.7 Emma Howard Boyd informed the Board that the Committee had undertaken its annual review at its meeting earlier in the day. Rob Creed outlined the outcomes: that the Committee has selected certain topics to investigate in depth over the coming year; and that the Committee's Standing Orders should be changed to allow some shorter meetings to be arranged around other Board and Committee meetings to deal with issues whilst minimising travel.

6.8 The Board approved the outcomes of the review of the Remuneration Committee.

Item 7 Finance Report
7.1 The Board noted the latest full year forecast for capital and revenue spend.

7.2 The Board enquired about the local levy budgets and suggested that the RFCC Chairs discuss its implementation at their next meeting together.

Action: Lynne Frostick

Item 8 Schemes of Delegation
8.1 The Board approved the changes in delegated powers of the Executive director’s team, the role of the Deputy Chief Executive, the Chief of Staff and the Chief Executive.

8.2 The Board highlighted the use of the word ‘should’ in paragraph 1.1.1 of the paper as being misleading (The Chief of Staff should make decisions on behalf of the Chief Executive and EDT) and suggested this should be amended.

Action: Bob Branson

Item 9 LGPS pooling
9.1 Clive Elphick invited Dawn Turner to join him in presenting this item. Clive explained that Dawn will now be working full time on LGPS, and that Craig Martin would act up as Chief Pensions officer.
9.2 Clive informed the Board that recruitment for the Chair of the Brunel pension partnership (BPP) is underway. The post will be filled within the next 3 months on a shadow basis until the BPP comes into effect. He also advised the Board that the membership of the BPP will contain non-executive members.

9.3 The Board were asked if they supported the Pension committees' recommendation to continue to develop pooling and return in spring when a decision will be required.

9.4 The Board were fully supportive of this option and thanked Dawn and her team for their hard work.

9.5 Emma Howard Boyd thanked the Board, Clive Elphick, Dawn Turner and Peter Kellett for their extra time spent discussing LGPS.

**Item 10**  
**Update and outcomes from the Board and Stakeholder Breakfast – Flood Ready Economy**

10.1 John Curtin informed the Board of positive feedback received from CGI and a request to their Board to replicate the event.

10.2 The Board were informed that; further meetings with John Lewis and Marks and Spencer’s have taken place to promote flood awareness and partnership funding; the Business Emergency Resilience Group (BERG) and Flood Re have used Environment Agency data to help support flood messages, and the Stobart group are working with Cumbria and Lancashire Area to support a business event on flood risk in Carlisle.

**Item 11**  
**Flood readiness for winter**

11.1 John Curtin updated the Board on cross government work to prepare for potential flooding, including an informative session he led with No. 10 and an inter-ministerial winter readiness group led by the Secretary of State.

11.2 The Board noted that 5000 properties were protected from flooding during storm Angus (in late November 2016) due to the deployment of temporary barriers.

11.3 The Board discussed the impact on Environment Agency staff of a recent EFRA report on flooding. The Board reiterated their support of the invaluable work of Environment Agency staff in protecting people and property from flooding.

**Item 12**  
**Waste crime – complex longstanding cases update**

12.1 Harvey Bradshaw introduced Nicky Cunningham and Marie Fallon who delivered a presentation seeking the Boards views on progress, performance and the future approach.
12.2 The Board discussed uses for waste, creating markets to make disposal easier and prevent stockpiling. They agreed that raising the barrier to entry as a licence holder is an important step in tackling waste crime.

12.3 The Board said they would like to see the profile of waste crime raised as it can cause great environmental damage and effects many people.

Item 13 EU Update

13.1 Tony Grayling and Andy Croxford gave an update on work to prepare for exiting the European Union

Item 14 Water Resources long term planning framework 2015-2065

14.1 The Board welcomed Peter Simpson and Jean Spencer to the meeting. Jean gave a presentation on the Water Recourses long term planning framework 2015-2065 document and the UK's resilience to drought.

14.2 The Board discussed the issues and thanked Peter and Jean for their informative presentation.

Item 15 Health, Safety and Wellbeing

15.1 Paul Woodcock reminded the Board that Health, Safety and Wellbeing now falls under the remit of the Audit and Risk Assurance Committee (ARAC) for regular review.

15.2 The Board felt the report gave a good overall picture, that it is interesting and valuable. The Board wished for it to be noted that they show strong support and endorsement for this work.

15.3 The Board suggested that an Area breakdown in the statistics would be a useful tool and asked that it be included in the next report. The Board also requested that wellbeing and mental health feature in future reports.

Action: Toby Willison

15.4 Paul Woodcock gave the Board an update on the Environment Agency’s active wellbeing programme, and the joint work with Mind. The Board asked that there be a wellbeing update at the June ARAC meeting.

Action: Toby Willison

Item 16 Communications update and Forward look

This item was taken after item 5

16.1 Mark Funnell presented communications highlights from the last three months and looked forward to the coming six months. The Board welcomed the differentiation of communications roles set out for the Chair and Chief Executive.
16.2 The Board discussed the role of Board members in communications as part of the overall communications strategy.

16.4 It was agreed that briefing materials for key communications issues should be shared with Board members as a matter of routine.  

Action: Mark Funnell

Item 17 Any other business and date of next meeting

17.1 The next meeting was confirmed as 7 February 2017 at Ergon House, London and will include a stakeholder breakfast.
Minutes of the Closed Board meeting held on 7 February 2017 at Ergon House, London.

Present
Emma Howard Boyd  Chair
James Bevan  Chief Executive (items 1-4, 6 and 9)
Richard Macdonald  Deputy Chair
Peter Ainsworth
Karen Burrows
John Varley
Clive Elphick
Lynne Frostick
Gill Weeks
Maria Adebowale-Schwarte
Board Members

In attendance
John Curtin  Executive Director Flood and Coastal Risk Management
Harvey Bradshaw  Executive Director of Environment and Business
Toby Willison  Executive Director of Operations
John Leyland  Chief of Staff
Bob Branson  Director of Finance
Peter Kellett  Director of Legal Services
Beth Axtell  Board and Secretariat Adviser
Sam Lumb  Deputy Director Sponsorship and Secretariat
Rob Creed  Secretariat Manager

Item 4
Tony Grayling  Director Sustainable Business and Development

Item 8
Andy Croxford  Deputy Director Europe Unit
Sarah Chare  Director of Operations
Judy Procter  Deputy Director Fisheries and Biodiversity

Item 1  Apologies for absence
1.1  There were no apologies for the meeting.

Item 2  Declarations of Interest
2.1  Clive Elphick informed the Board that he would be taking up a position at M&I Materials Ltd, who hold an Environment Agency permit. Clive has also been appointed as an Honorary Research Fellow at the University of Birmingham, both of which will be added to the public register of Board members’ interests.
Item 3 Minutes of the Board meeting on 6 December and matters arising

3.1 Emma Howard Boyd explained that the format of the Board minutes is likely to change but asked that the content be approved for signing. The minutes were agreed pending 3 minor wording amendments.

Item 4 Chief Executive’s update to include a 25 Year Plan update

4.1 The Board were updated on progress with a potential transfer of the navigation function to the Canal and Rivers Trust. Emma Howard Boyd would be meeting with the Chair.

4.2 The Board heard that the response to an East Coast surge in January was good. The FCRM directorate are investigating how to work with the emergency services to encourage more people to evacuate their homes in future events.

4.3 The Board discussed the large fine imposed on Southern Water for pollution. There was a discussion about the impact new sentencing guidelines may be having at Board level in some companies.

4.4 Karen Burrows asked if the Environment Agency had concerns over cyber security at new nuclear sites. Harvey Bradshaw explained that information that the Environment Agency holds is in line with relevant security standards, but that security at the sites is not part of the Environment Agency’s remit.

Item 5 Chief Executive’s update

5.1 The Board noted the topics in the paper.

Item 6 Committee updates and forward look

Audit and Risk Assurance Committee

6.1 Karen Burrows explained that there had been no meeting of the Committee, but there had been a meeting of the Defra group Audit Chairs. At the Audit Chairs meeting topics covered included: the difficulties of leading a newly expanded group of people working on European Union issues in the core department; and the topic of bullying and harassment highlighted in the People Survey. The Defra Audit Committee has asked for a report on the cost savings made from the systems group approach across the Defra group.

Pensions Committee

6.2 Clive Elphick informed the Board that the triennial valuation is due to report and that the Brunel investment group is recruiting its Chair.

6.3 The Board noted that the transfer of in-scope corporate services staff was approved as urgent business between Board meetings by Emma Howard Boyd and James Bevan following review and consultation with the Pensions Committee and all other Board members.
FCRM Committee

6.4 Lynne Frostick informed the Board that the Committee: discussed allocation of funds specifically for flood risk management of infrastructure projects; continued discussions about demaining; reviewed the January East Coast surge event; and undertook a self-evaluation which concluded the Committee was functioning well.

6.5 The Committee also examined FDGiA allocations and recommended them for approval by the Board at this meeting.

Environment and Business Committee

6.6 Gill Weeks explained that the Committee undertook its annual evaluation. She gave a presentation highlighting the achievements and issues faced by the Committee over the last year.

6.7 There was a discussion about the effectiveness of the Corporate Scorecard in highlighting issues of concern. The Board asked that the Corporate Scorecard be added to a future agenda for review.

Action: John Leyland

6.8 A number of minor amendments to the Committee’s Standing Orders were approved by the Board.

Item 7 EU update

7.1 Tony Grayling and Andy Croxford gave an update on preparations for leaving the European Union. The Board discussed the importance for the environmental agenda and the links needed to continue to reach out to parts of government and industry outside the Defra Group; they also asked what provisions are likely to be made for the setting of environmental standards currently undertaken by EU institutions.

Item 8 Future for Salmon Fisheries

8.1 Sarah Chare introduced the paper. It was explained that the options set out had been examined by the Environment and Business Committee who had recommended Option 2. Maria Adebowale-Schwarte explained that the England Fisheries Group had contributed positively to the development of Option 2. The Board discussed the recommendation for different approaches for net fisheries and angling fisheries. They also considered the other options available.

8.2 The Board approved Option 2 as set out in the paper.

Item 9 Guest Speaker Steve Holliday

9.1 The Board welcomed Steve Holliday to the meeting. Steve gave an insight into his background and his Defra role, and invited the Board to ask questions.
**Item 10**  Lessons learnt from the January 2017 incident

10.1 John Curtin presented the lessons learnt from the East & South Coast Surge in January 2017 to the Board. John informed the Board that over 550,000 properties were protected by flood defences, 8,000 meters of temporary barriers were deployed and that over 700 staff worked to protect communities from flooding.

10.2 John informed the Board that the emerging lessons from the event were:
   - The benefit of a long term strategy with the communities at risk on the coast,
   - Managing careful messaging around the role of temporary barriers,
   - The lead time of forecasts verses certainty versus evacuation response.

10.3 The Board asked for a breakdown of the staff that assisted the incident by function.

   **Action: Toby Willison**

**Item 11**  FCRM GiA

11.1 The Board approved the FCRM GiA capital and revenue allocations for the financial year 2017/18.

11.2 Emma Howard Boyd thanked Ken Allison and all those involved in preparing the allocation.

**Item 12**  Main River Variations

12.1 This item was removed from the agenda prior to the Board meeting and was not discussed.

**Item 13**  Finance report and update on the year

13.1 Bob Branson informed the Board that the Environment Agency’s financial position had not changed significantly since the last Board meeting.

13.2 The Board thanked Bob and his team for the clear way that information is presented to the Board.

**Item 14**  Flood and Coastal Levies and Charges for 2016/17

14.1 The Board authorised the affixing of the seal of charges, including the general drainage charge and special levy, for the current year ending March 31 2017 and the forthcoming year ending March 31 2018.

14.2 The Board thanked the RFCC Chairs and Area staff for their work on levies.
Item 15  Financial Schemes of Delegation

15.1 The Board approved the further changes to the FSOD identified, to enable more efficient and empowered decision making and clearer demarcation of responsibility.

15.2 Bob Branson informed the Board that this item would return for future review to the Board when corporate services move over to the Defra group.

Item 16  Non-Financial Schemes of Delegation

16.1 The Board agreed the proposed NFSoD amendments following recommendation by the Executive Directors team and requested that the wording Area Manager be changed to Area Director.

   Action: Peter Kellett

16.2 The Board discussed whether the proposed changes go far enough in empowering Directors, Deputy Directors and their teams and requested that this be reconsidered.

   Action: Bob Branson

Item 17  Any other business and date of next meeting

17.1 The next event was confirmed as 14 March 2017 when the Board are due to visit Sellafield and Hinkley point.

Item 18  Review of the meeting

18.1 Emma Howard Boyd asked the Board to review the days stakeholder event and Board meeting.

18.2 The Board felt the stakeholder event was excellent, conducted in an innovative way, with a high calibre of attendees. They also felt that the key measure of success of the event were the next steps.

18.3 The Board requested that in future more time should be allocated in the Board meeting to discussing transformation.
FOR AGREEMENT
Recommendations:

The Board is asked to:

• formally approve the revised Board membership of its Committees

1.0 Introduction

1.1 The Secretary of State has appointed Joanne Segars to the Board of the Environment Agency, from 1 March 2017 for a 3 year term.

1.2 The Environment Agency Board Committee Terms of Reference require that changes to the membership of Board Committees require formal Board approval.

2.0 Pensions Committee and Investment Sub Committee

2.1 The Standing Orders for the Pension Committee require 4 Environment Agency Board members for the Pensions Committee and 2 for the Investment Sub Committee.

2.2 It is therefore proposed that Joanne attends both the Pensions and Investment Sub Committees, as an observer, until the current Chair Clive Elphick steps down from the Board on 31 July. At this point she will become a full member of both, including Chair of Pensions Committee.

3.0 Additional Board Committees / Area representation

3.1 Joanne will also become a member of Audit and Risk Assurance Committee, Flood and Coastal Risk Management Committee and attend as an observer at Remuneration Committee.

3.2 Joanne’s lead Area will be Lincolnshire and Northamptonshire. Maria Adebowale-Schwarte will now lead for both East Anglia & Kent, South London and E Sussex. Emma Howard Boyd retains a relationship with KSL&ES.
4.0 Approval & next review

4.1 A revised set of Board member portfolios is shown in appendix 1.

4.2 The Board is asked to formally approve the Board’s Committee membership, effective immediately.

4.3 The Committee membership will next be reviewed in July 2017.

Ed Telford
Secretariat Manager
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<th>MEMBER</th>
<th>AREA</th>
<th>RFCC</th>
<th>BOARD</th>
<th>AUDIT</th>
<th>PENSIONS</th>
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<th>REMUNERATION</th>
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<th>FCRM COMMITTEE</th>
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<td>Severn &amp; Wye</td>
<td>Land Agriculture Charges review</td>
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<td>PETER ANSWORTH</td>
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<td>South West and Southern</td>
<td>Health and Safety (now incorporated into ARAC role) Whistleblowing (as Chair of ARAC)</td>
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<td>KAREN BURROWS</td>
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<td>MARIA ADEBOWALE-SCHWARTE</td>
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<td>National Fisheries Group Chair</td>
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<td>JOANNE SEGARS</td>
<td>Lincolnshire &amp; Northamptonshire</td>
<td>TBC</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X (observer until 31 July 2017)</td>
<td>X (observer until 31 July 2017)</td>
<td>X (observer)</td>
<td></td>
</tr>
<tr>
<td>(First term ends 28 Feb 2020)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes:
FOR COMMENT
Recommendations

- The Board is asked to comment on:
  - performance in Quarter 3 2016/17
  - the actions indicated in the corporate scorecard report (Appendix 1)

1.0 Background

1.1 The corporate scorecard (CSC) has been updated to track performance of our new Environment Agency Action Plan launched in April. The updated corporate scorecard has 15 performance measures which are reported quarterly to the Board before being shared with Defra and published externally on the gov.uk website. Each scorecard measure has a red/amber/green status and forecast, enabling us to track both current performance and likely year end outturn performance. Measures in bold in this paper are reported quarterly to the Defra Board.

1.2 Appendix 1 shows a summary of the current position for each CSC measure reported in Quarter 3 and a more detailed 'insight report' with commentary that reviews performance issues and trends for each measure.

2.0 Summary of Quarter 3 performance and key issues

2.1 At the end of Quarter 3 2016/17, the status of our performance measures was as follows:

<table>
<thead>
<tr>
<th>Measure status</th>
<th>Number of measures*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>11</td>
</tr>
<tr>
<td>Amber</td>
<td>1</td>
</tr>
<tr>
<td>Red</td>
<td>2</td>
</tr>
<tr>
<td>Reported at the end of the financial year</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>16*</td>
</tr>
</tbody>
</table>

* NB. The diversity measure is comprised of two parts and so the total number of reds, ambers and greens in the above table equals 16.
3.0 **Red** and **Amber** Corporate Scorecard Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Summary of performance explained</th>
</tr>
</thead>
</table>
| 7 EA 14: We have a diverse workforce:  
a) proportion of staff from a BAME background  
Performance 3.6%; Target 14% | **RED** – There were 13 BAME recruits this quarter out of a total of 292 new starters, a decrease to 4.5% from 8.1% in quarter 1. The percentage of BAME staff is 3.67% (381). This is against an objective of having 14% BAME employees by 2020. Development programmes and coaching are being given to BAME staff. A range of initiatives have been implemented such as blind sifting of CVs, community / college outreach programmes and a refresh of our resourcing plans to improve our performance in this area. |
| b) proportion of our executive managers who are female  
Performance 34%; Target 50% | **RED** – The percentage of female Executive Managers (EMs) is 34.0% (37), which is a significant decrease on the previous quarters. This compares to a target of 50%. The equivalent figure for the UK Civil Service is 38%. This decrease is due in part to a recent VERS (Voluntary Early Release Scheme) exercise. |

4 EA 6: We maintain our flood and coastal risk management assets at or above the target condition  
Performance 96.7%; Target 97% | **AMBER** – 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 a change in the number of assets we inspect; which is largely due to improved data quality. |

4.0 **Greens** from the Corporate Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>Comment</th>
</tr>
</thead>
</table>
| 1 EA 1: Rivers, lakes and coastal waters are healthier  
Performance 131%; Actual 941km; Target 717km | 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 third 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 full year target has now been exceeded by a healthy margin. |

1 EA 2: We protect people, the environment and wildlife by reducing serious pollution incidents  
Performance 86%; Actual 447; Ceiling Target 553 | Category 1 & 2 pollution incidents continue to decline from a peak in quarter 4 2013-14 and are now at record low levels. ‘Top 5’ sectors account for 38% of pollution incidents. Data confirms the excellent performance of the Landfill Sector and that Landfill should be removed from the ‘Top 5’ sectors. |

1 EA 3: We create new habitat  
(Forecast only)  
Year end Forecast: GREEN | 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. |
1 EA 4: We reduce the number of high risk illegal waste sites (IWS)
Performance 96%; Actual 239; Ceiling Target 250

During quarter 3 the total number of High Risk Illegal Waste Sites increased by 18 to a total of 239 against a target of 250. 10 Areas are green and 6 red.

Overall the number of both new high risk sites being found and the number of existing high risk sites being stopped continues to show a downward trend. In quarter 3 only 88 new IWS were found (17 high risk) and 126 existing IWS were stopped (33 high risk).

4 EA 5: We reduce the risk of flooding for more households
Performance 115%; Actual 74,700; Target 70,000

21 separate projects have better protected a further 5,522 homes this quarter bringing the cumulative total over the 6 year programme to 74,700. This includes the Willerby and Derringham Flood Alleviation Scheme, which is delivering better protection to 6,695 houses.

4 EA 7: We have a first class incident response capability
Performance 100%; Actual 6,577; Target 6,500

The overall increase in trained and ready staff has slowed since quarter 1 though recruitment has continued to average around 100 additional staff per quarter. Approximately 800 staff are now in training and gaining knowledge ready to join rosters. This total includes around 400 dedicated Flood Support Officers and Managers to support mutual aid. Further work to strengthen our incident response resilience is underway including new rostering and capability standards.

5 EA 8: We manage our money efficiently
Performance 95%; Target 100%

In the first three quarters of 2016-17, the Environment Agency has invested 66% of full year affordable budget, which is a very similar proportion to last year, when an outturn of within 0.1% was achieved. The actual amount invested to this point is considerably higher than achieved in 2015-16 (£862m vs £767m) reflecting significant additional programmes of work being delivered this year on flood recovery following severe weather last winter and on maintenance of flood defense assets, for which an increased allocation of funding was given this year.

A mid year financial review was presented to Executive Directors in October, assessing the forecast position and the ability of business units to deliver to their affordable budgets, as well as highlighting any other financial risks and issues. Actions have been agreed and implemented.

5 EA 9: We respond to planning consultations within 21 days
Performance 96%; Actual 13,891 enquiries responded to within 21 days out of 14,503 enquiries received; therefore 95% target equals 13,778 enquires

Areas remain focused on maintaining performance at or above target. Improved performance has been maintained throughout quarter 3 and the cumulative performance in 2016/17 is 1% above the 95% annual target. There are 3 Areas below target, two at amber and one at red. Areas are on track to achieve green performance overall for 2016/17 with the resources they have.

5 EA 10: We reduce the regulatory burden on business
Actuals will be reported in Q4, there is no target.

Based on validated Business Impact Target Assessments, we have so far enabled net savings of £1.0 million Equivalent Annual Net Direct Cost to Business from revisions to Water Framework Directive guidance for estuarine and coastal waters, and the publication of our Onshore Oil and Gas sector guidance.
Since June 2015 the Environment Agency has released 2,244 datasets as Open Data (Open Data is data that is free to use by anyone without charge or restriction). This is a huge increase in our Open Data available in one year; prior to this we had 92 Open Datasets. We have released data from across the organisation including business data, environmental data and data we had previously sold.

Our 2016/17 target is to reduce our total carbon emissions by 41% compared to our 2006/07 baseline. At the end of quarter three, we had emitted 19,485 tonnes of carbon dioxide, against a ceiling of 21,268 tonnes. We achieved a 15% reduction in carbon emissions compared to the same period last year.

Travel accounted for 32% of our overall carbon dioxide emissions. We remain 14% above our stretching target for emissions from travel. Telematics data will give us further intelligence to identify additional actions we can take to reduce the carbon intensity of our travel.

We have achieved a significant 17% reduction in our emissions from our energy use in our buildings compared to the same period last year. Our Carbon Reduction Fund programme is focused on the installation of solar photovoltaics on our buildings.

Carbon dioxide emissions from our operational activities (including pumping) account for 32% of our overall emissions. We’ve seen a reduction of 28% in emissions from our operational electricity use compared to the same period last year.

So far this financial year, £58m has been contributed and invested by our external partners. This target will be amended from April 2017 to record progress towards the total contributions needed rather than the lower HMT/Defra settlement condition.

2 Lost Time Incidents (LTIs) were reported in October, 2 in November and 1 in December. The downward LTI frequency trend is encouraging and the result of many factors, centered on 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).

Bob Branson
Executive Director of Finance

March 2017
### Objective 1: A cleaner, healthier environment, benefiting people and the economy

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
<th>Q3 Year to Date Status</th>
<th>Year End Status</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 EA 1</td>
<td>Rivers, lakes and coastal waters are healthier</td>
<td>Green</td>
<td>Green</td>
<td>2</td>
</tr>
<tr>
<td>1 EA 2</td>
<td>We protect people, the environment and wildlife by reducing serious pollution incidents</td>
<td>941</td>
<td>717</td>
<td>717</td>
</tr>
<tr>
<td>1 EA 3</td>
<td>We create new habitats</td>
<td>Green</td>
<td>Green</td>
<td>3b</td>
</tr>
<tr>
<td>1 EA 4</td>
<td>We reduce the number of high risk illegal waste sites</td>
<td>239</td>
<td>250</td>
<td>242</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>Objective</th>
<th>Description</th>
<th>Q3 Year to Date Status</th>
<th>Year End 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>74,700</td>
<td>70,000</td>
<td>89,000</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>96.7%</td>
<td>97%</td>
<td>97%</td>
</tr>
<tr>
<td>4 EA 7</td>
<td>We have a first class incident response capability</td>
<td>6,577</td>
<td>6,500</td>
<td>6,500</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
<th>Q3 Year to Date Status</th>
<th>Year End Status</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 EA 8</td>
<td>We manage our money efficiently to deliver our outcomes</td>
<td>95%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>5 EA 9</td>
<td>We respond to Planning application consultations within 21 days</td>
<td>96%</td>
<td>95%</td>
<td>95%</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>Objective</th>
<th>Description</th>
<th>Q3 Year to Date Status</th>
<th>Year End 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>2,244</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>6 EA 12</td>
<td>We reduce our carbon footprint</td>
<td>19,485</td>
<td>21,268</td>
<td>34,865</td>
</tr>
<tr>
<td>6 EA 13</td>
<td>We work in partnership with others</td>
<td>£57.5 m</td>
<td>£45.0 m</td>
<td>£60.0 m</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>Objective</th>
<th>Description</th>
<th>Q3 Year to Date Status</th>
<th>Year End Status</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>14.0%</td>
<td>14.0%</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></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>b) The proportion of our executive managers who are female</td>
<td>34%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>7 EA 15</td>
<td>We provide a safe place to work</td>
<td>0.15</td>
<td>0.16</td>
<td>0.16</td>
</tr>
</tbody>
</table>
Q3 Status | Q3 Actual | Q3 Target | Year end forecast | Year end target
--- | --- | --- | --- | ---
GREEN | 941 | 717 | GREEN | 717km

Three quarters of the way through the year, we are already exceeding the 2016/17 target by a healthy margin thanks to great contributions from catchment partners and other stakeholders. This is a success which we are celebrating. The target for this year reflected the need to learn and develop the approach to reporting, and we are building on experience to set more stretching targets for next year. This will help drive us all toward the longer term target of enhancing at least 8,000km by 2021.

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. This measure captures those contributions, and although it will take time for all the necessary actions to be taken and for wildlife to then recover, we are confident that they will lead to improvements in the overall quality of the water environment over time.

We are focussing enhancement work in those places identified for improvement in the updated river basin management plans. However the environment does not stand still, and much of our effort is on maintaining the environmental improvements that been made already that we all enjoy and dealing with deterioration in the environment. This takes significant effort and represents a real long term challenge. We will continue to regularly review our priorities and work with partners to adapt to future challenges.

Source: Update to the river basin management plans: National Evidence
Q3 2016-17

Owners: Executive Directors of Environment and Business and Operations

### Q3 Status

- **Q3 Actual**: 477
- **Ceiling Target**: 553
- **Forecast**: GREEN
- **Year end target**: 553

#### Number of Category 1 & 2 pollution incidents by reported date

After seeing a significant rise in pollution incidents in 2013 we have targeted the five sectors showing the poorest performance. Against each we have developed Pollution Incident Reduction Plans which we are now delivering. This is showing good results, especially in waste sectors, but we will remain vigilant because incidents can be weather-related and will continue to show some seasonal variations.

#### Number of Category 1 & 2 pollution incidents by sector

**insight - breakdown by media impacted**

- **Category 1 & 2 incidents from the Landfill sector**
  - Seasonally Adjusted Actual

- **Category 1 & 2 incidents from the non-hazardous waste sector**
  - Seasonally Adjusted Actual

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

Q3 2016-17

Owners: Executive Directors of Environment and Business and Operations

Number of Category 1 & 2 pollution incidents by sector

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Category 1 &amp; 2 incidents from the biowaste sector</td>
<td>0.0</td>
<td>5.0</td>
<td>10.0</td>
<td>15.0</td>
<td>20.0</td>
<td>25.0</td>
<td>30.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Category 1 &amp; 2 incidents from the Water Company sector</td>
<td>0.0</td>
<td>5.0</td>
<td>10.0</td>
<td>15.0</td>
<td>20.0</td>
<td>25.0</td>
<td>30.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Category 1 &amp; 2 incidents from the agriculture sector</td>
<td>0.0</td>
<td>5.0</td>
<td>10.0</td>
<td>15.0</td>
<td>20.0</td>
<td>25.0</td>
<td>30.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Insight - breakdown by media impacted

- **Category 1 & 2 incidents from the biowaste sector by media type impacted**
  - Air
  - Land
  - Water
  - Multiple impacts
  - 2015 Jan-Mar
  - 2015 Apr-Jun
  - 2015 Jul-Sep
  - 2015 Oct-Dec
  - 2016 Jan-Mar
  - 2016 Apr-Jun
  - 2016 Jul-Sep
  - 2016 Oct-Dec

- **Category 1 & 2 incidents from the Water Company sector by media type impacted**
  - Air
  - Land
  - Water
  - Multiple impacts
  - 2015 Jan-Mar
  - 2015 Apr-Jun
  - 2015 Jul-Sep
  - 2015 Oct-Dec
  - 2016 Jan-Mar
  - 2016 Apr-Jun
  - 2016 Jul-Sep
  - 2016 Oct-Dec

- **Category 1 & 2 incidents from the agriculture sector by media type impacted**
  - Air
  - Land
  - Water
  - Multiple impacts
  - 2015 Jan-Mar
  - 2015 Apr-Jun
  - 2015 Jul-Sep
  - 2015 Oct-Dec
  - 2016 Jan-Mar
  - 2016 Apr-Jun
  - 2016 Jul-Sep
  - 2016 Oct-Dec

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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>297</td>
<td>62%</td>
</tr>
<tr>
<td>Water Company</td>
<td>69</td>
<td>77%</td>
</tr>
<tr>
<td>Agriculture</td>
<td>66</td>
<td>91%</td>
</tr>
<tr>
<td>Biowaste</td>
<td>22</td>
<td>95%</td>
</tr>
<tr>
<td>Non Haz Waste</td>
<td>18</td>
<td>99%</td>
</tr>
<tr>
<td>Landfill</td>
<td>5</td>
<td>100%</td>
</tr>
</tbody>
</table>

Commentary Insight

1. Category 1 & 2 pollution incidents continue to reduce, with this Q3 performance, the lowest Q3 numbers since 2011.
2. Top 5 sectors account for 38% of pollution incidents.
3. 60% of pollution incidents are from activities we don’t directly regulate.
4. We continue to work with the Agriculture sector to bring down incidents, and through a research project, develop an intervention plan for incident reduction in 2018-19.
5. Data confirms the improved performance of the Landfill Sector and suggests Landfill should be removed from the 'Top 5' sectors.

Water Company Sector: Incident numbers show the typical seasonal Q3 decrease from 30 incidents in Q2 to 15 in Q3. The seasonally adjusted Q3 number is slightly elevated, due in part to several companies having slightly more incidents than expected, rather than increases by all nine companies. We are continuing our program of constantly challenging each company on their performance, using a risk-based, targeted approach. Other factors that are influencing companies to improve in general are Ofwat's use of Outcome Delivery Incentives, and the recent significantly higher fines in court cases. Performance remains broadly in line with our long term ambition for water companies to significantly reduce serious incidents by 2020, but we continue to monitor this closely.

Agriculture: The sector exhibits it's usual Q3 dip in incident numbers, aided by drier-than-expected weather. The 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.

Non-hazardous waste: Cat 1 and 2 incidents continue to be significantly below those levels seen in 2013, reducing to zero in Q3 for the first time since records began. 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 Q4.

Biowaste treatment & use: Incidents continue to demonstrate a reducing trend. Our work on Anaerobic Digester audits and a more proactive approach to preventative compliance work has had a positive impact. Fire Prevention Plan work may have had an impact on compost management and the implementation of Industrial Emissions Directive (IED) may have improved adoption of best practice.

Landfill: The continued low level of incidents within the sector is a consequence of the range of 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. We intend to continue monitoring sector performance on pollution incidents.

Other: There were 50 incidents in this category. The highest contributor was 'illegale waste management' with 16 incidents in Q3. Service sector, transport, natural causes, food and drink and unidentified sources together account for 22 incidents, with 'unidentified' accounting almost half of these with 9 incidents.

### Action(s)

<table>
<thead>
<tr>
<th>Action</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete research project on Agriculture sector to develop intervention plan for pollution incident reduction in 2018-19</td>
<td>Deputy Director for RSR &amp; Installations Regulation</td>
<td>30/09/2017</td>
</tr>
<tr>
<td>Produce intervention plan to reduce pollution incidents in the 'other' sector, where achievable by the EA (includes illegal waste management, service sector, transport, natural causes, unidentified, food &amp; drink, non-Top 5 regulated sectors) for launch in 2018-19 financial year.</td>
<td>Deputy Director for RSR &amp; Installations Regulation</td>
<td>30/09/2017</td>
</tr>
<tr>
<td>Work to be undertaken throughout 2017-18 to understand data and evidence to make meaningful, challenging targets for this CSC measure, ready for financial year 2018-19. Current CSC target to remain static for financial year 2017-18.</td>
<td>Deputy Director for RSR &amp; Installations Regulation</td>
<td>30/09/2017</td>
</tr>
</tbody>
</table>
A cleaner, healthier environment, benefiting people and the economy

1 EA 3  We create new habitats

Q3 2016-17  Owners: Executive Directors of Environment and Business and Operations

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, such as unavoidable
delays to projects or slower than expected establishment of planned habitat type. So far, the programme is on track to create
over 400 hectares of new priority habitat. This has been confirmed through discussions with Area contacts who are
indicating a Green forecast for year end. The target is higher in some years as it
follows the FCRM delivery programme.

<table>
<thead>
<tr>
<th>Hectares created (hectares) - Reports in Q4 (March 2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Years</td>
</tr>
<tr>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>Q4 Status</td>
</tr>
<tr>
<td>Q4 Actual</td>
</tr>
<tr>
<td>Q4 Target</td>
</tr>
</tbody>
</table>

Insight

Actions

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
</table>
Number of high risk illegal waste sites in England

<table>
<thead>
<tr>
<th>Q3 Status</th>
<th>Q3 Actual</th>
<th>Ceiling Target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREEN</td>
<td>239</td>
<td>250</td>
<td>GREEN</td>
<td>242</td>
</tr>
</tbody>
</table>

In Q3 the total number of high risk illegal waste sites (IWS) increased by 18 to a total of 239 against a target of 250. 10 Areas are green and 6 red. 9 Areas saw local increases in active high risk IWS during Q3 with the most substantial in Lincolnshire and Northants (increased from 3 to 12) and Hertfordshire and North London (increased from 30 to 42).

The number of both new sites being found and existing sites being stopped continues to show a downward trend. In Q3 only 88 new IWS were found (17 high risk) and 126 existing IWS were stopped (33 high risk). This is a significant improvement on performance in the period 2014/16 and reflects the focus that is being placed on this work.

An IWS is a site operating without the appropriate permit for the activity being carried out where multiple loads of waste are deposited, treated, stored or disposed of, and where this activity is, or appears to us to be taking place in an organised manner. A site where individual loads are deposited or where the activity lasts only a few hours would not, therefore, be counted. Such activities would either be classed as fly-tipping (the responsibility of local councils) or illegal dumping (reported separately). “High risk” IWS are those where the risk factors (assessed using a standard methodology) exceed a prescribed limit.

Map showing spread of high risk illegal waste sites across England

Density of active high risk illegal waste sites in England January 2017

Actions

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Continue work to establish common process for substantiating and recording new illegal waste sites; and</td>
<td>Deputy Director for National Enforcement Service</td>
<td>31/03/2017</td>
</tr>
<tr>
<td>2) Review the process for reporting data in 2017/18</td>
<td>Deputy Director for Waste Regulation</td>
<td>31/03/2017</td>
</tr>
</tbody>
</table>
21 separate projects have better protected a further 5,522 homes this quarter bringing the cumulative total over the 6 year programme to 74,700.

This includes the Willerby and Derringham Flood Alleviation Scheme, which is delivering better protection to 6,695 houses.

We are currently forecasting to deliver better protection to 99,426 homes by the end of March 2017 (cumulatively since April 2015), against a target of 89,000.

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

Owners: Executive Directors of FCRM and Operations
Q3 Status | Q3 Actual | Q3 Target | Forecast | Year end target
---|---|---|---|---
AMBER | 96.7% | 97% | GREEN | 97%

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

- Q3 15/16: 95.7%
- Q4 15/16: 95.7%
- Q1 16/17: 95.9%
- Q2 16/17: 96.3%
- Q3 16/17: 96.7%
- Q4 16/17: 96.7%

Asset condition has improved over the past quarter by 0.4% as a result of the increased investment in maintenance. The current performance is in line with forecasts and we are on course to achieve our year end target of 97%.

We have reduced the number of below required condition FCRM assets by over 300 so far this financial year as a result of increased funding in FCRM asset management and targeting resources to have the greatest benefit. There has been an increase of over 1200 in the total number of high consequence assets we inspect and maintain compared to March 2016; this is largely due to improving data quality.

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:

- At or above required target condition (EA): 28,074
- Below required target condition (EA): 967
- At or above required target condition (3rd party): 24,275
- Below required target condition (3rd party): 1,325

NB. This measure calculates performance using the EA maintained assets only. Assets maintained by third parties are excluded.

**Actions**

- **Action(s):** Implement the recovery programme and continue with our planned programme of works to meet the 97% target by April 2017.

- **Owner(s):** Executive Director of FCRM and the Executive Director of Operations

- **Deadline(s):** 31st March 2017
A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities

4 EA 7 We have a first class incident response capability

Q3 2016-17 Owners: Executive Directors of FCRM and Operations

<table>
<thead>
<tr>
<th>Q3 Status</th>
<th>Q3 Actual</th>
<th>Q3 Target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREEN</td>
<td>6,577</td>
<td>6,500</td>
<td>GREEN</td>
<td>6,500</td>
</tr>
</tbody>
</table>

Number of staff who are trained and ready to respond to incidents

We have achieved the year-end target in Q3 with 6577. We have approximately 800 additional people in training, with about 100 per quarter at a level capable to join rosters. Further work is underway to strengthen our incident response resilience through new rostering and capability standards.

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>
5 EA 8  We manage our money effectively to deliver our outcomes

Q3 2016-17  Owner: Executive Director of Finance

<table>
<thead>
<tr>
<th>Q3 Status</th>
<th>Q3 Actual (£m)</th>
<th>Q3 Budget (£m)</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREEN</td>
<td>£ 862 m</td>
<td>£ 904 m</td>
<td>GREEN</td>
<td>100%</td>
</tr>
</tbody>
</table>

Expenditure against YTD budget (%)

- **Q3 15/16**: 98%
- **Q1 16/17**: 103%
- **Q2 16/17**: 92%
- **Q3 16/17**: 95%

Expenditure against YTD budget (£m)

- **Q3 15/16**: £784m
- **Q1 16/17**: £767m
- **Q2 16/17**: £589m
- **Q3 16/17**: £904m

**Actions**

**Highlight any risks and issues affecting ability to deliver within available funding to Executive Directors, our Board and Defra to support the organisation to make best use of funding.**

**Owner(s)**: Director of Finance

**Deadline(s)**: 31/03/2017

The measure is used to report on effective management of our money to achieve our outcomes, is the percentage of our budget that we have invested. The Environment Agency has a major capital and revenue programme of investment projects and conducts a very detailed planning process in order to ensure appropriate prioritisation of these investments. We are subject to a series of strong financial and governance controls that both protect this investment and provide a logistical challenge in delivering the programme of expenditure. This is considered an appropriate measure, with expenditure being a proxy for delivery of environmental outcomes and this measure is therefore inextricably linked to most of the other measures.

In the first three quarters of 2016-17, the Environment Agency has invested 66% of full year affordable budget, which is a very similar proportion to last year, when an outturn of within 0.1% was achieved. The actual amount invested to this point is considerably higher than achieved in 2015-16 (£862m vs £767m) reflecting significant additional programmes of work being delivered this year on flood recovery following severe weather last winter and on maintenance of flood defence assets, for which an increased allocation of funding was allocated this year.

A mid year financial review was presented to Executive Directors in October, assessing the forecast position and the ability of business units to deliver to their affordable budgets, as well as highlighting any other financial risks and issues. Actions have been agreed and implemented following this review to strengthen programmes where necessary to ensure effective use of all available funding and also to manage any financial pressures highlighted within individual funding streams.

During the final quarter of the year, Budget Managers, Business Boards and the Executive Directors Team will continue to review the latest financial position on a regular basis, and we are currently confident of delivery against available funding across all programmes in order to achieve our environmental outcomes.
Excellent delivery, on time and to budget and with outstanding value for money

5 EA 9 We respond to planning application consultations within 21 days

Q3 2016-17

Owners: Executive Directors of Environment and Business and Operations

Q3 Status Q3 Actual Q3 Target Forecast Year end target
GREEN 96% 95% GREEN 95%

% within 21 days (or longer with agreement) - Year to Date

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Q3 15/16</th>
<th>Q4 15/16</th>
<th>Q1 16/17</th>
<th>Q2 16/17</th>
<th>Q3 16/17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>91.7%</td>
<td>91.9%</td>
<td>94.3%</td>
<td>95.7%</td>
<td>95.8%</td>
</tr>
</tbody>
</table>

Areas remain focused on maintaining performance at or above target. Improved performance has been maintained throughout Q3 and the cumulative performance in 2016/17 is 1% above the 95% annual target. There are 3 Areas below target, two at amber and one at red. The impact of streamlining and risk bar tools is being realised, and we expect to see further benefit as more tools are released this quarter. For example, in December 2016 we launched a One Business approach to managing planning consultations to facilitate cross area resourcing. As things stand, areas are on track to achieve green performance overall for 2016/17 with the resources they have.

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 12-18 months.

All improvement and consistency work is overseen by the Evolving Sustainable Places Programme Board - includes National and Area representatives from SP and other key functions, chaired by the Deputy Director for Sustainable Places and Systems.

An important element of the planning advice we give is designed to protect people from inappropriate development in flood risk areas. Last year we were successful in influencing 96.8% of planning applications with regard to flood risk, the percentage for this year is in line with this.

---

**Actions**

- Continue to implement performance Improvement Action Plan, monitor & review.

**Owner(s)**
- Executive Director, E&B & Operations

**Deadline(s)**
- Ongoing
Excellent delivery, on time and to budget and with outstanding value for money

5 EA 10 We reduce the regulatory burden on business

Q3 2016-17

Owner: Executive Director of Environment and Business and Operations

<table>
<thead>
<tr>
<th>Q3 Status</th>
<th>Actual YTD</th>
<th>Target YTD</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GREEN</strong></td>
<td>Reported in Q4</td>
<td>No Target</td>
<td><strong>GREEN</strong></td>
</tr>
</tbody>
</table>

**Milestones**

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Due</th>
<th>Complete</th>
<th>RAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree target for business burden reduction</td>
<td>Q1 16/17</td>
<td></td>
<td><strong>AMBER</strong></td>
</tr>
<tr>
<td>Identify projects / activities that will contribute to target</td>
<td>Q1 16/17</td>
<td></td>
<td><strong>GREEN</strong></td>
</tr>
<tr>
<td>Agree to monitor progress but not to set a target.</td>
<td>Q2 16/17</td>
<td></td>
<td><strong>GREEN</strong></td>
</tr>
</tbody>
</table>

**Forecast**

- Based on validated Business Impact Target Assessments, we have so far enabled net savings of £1.0 million Equivalent Annual Net Direct Cost to Business from revisions to Water Framework Directive guidance for estuarine and coastal waters, and the publication of our Onshore Oil and Gas sector guidance. Business Impact Targets will now be validated by the Regulated Policy Committee and monitored quarterly, with a full report in Q4.

- Whilst this measure will no longer be reported on the Corporate Scorecard next year, we will continue to track this and provide information to Defra.

**Actions**

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
</table>
Since June 2015 the Environment Agency has released 2,244 datasets as Open Data (Open Data is data that is free to use by anyone without charge or restriction). This is a huge increase in our Open Data available in one year; prior to this we had 92 Open Datasets. We have released data from across the organisation including business data, environmental data and data we had previously sold.

We have proved it’s possible to publish a vast amount of data through our recent contribution of 2,244 datasets to the Secretary of State’s #OpenDefra challenge. We hold much more data and the next challenge is to make plans to take this forward across the whole organisation to truly be open by default as our business as usual. We also need to evolve the way we work to get maximum value from Open Data. It will require changes to the way we work including our processes, IT and business planning, as well as how we engage with users, to ensure the presumption to share is built-in and made easy for us, our customers, partners and potential partners.
Quarter 3 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>19,485</td>
<td>21,268</td>
</tr>
</tbody>
</table>

Quarter 3 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>19,485</td>
</tr>
<tr>
<td>Operational fuel</td>
<td>AMBER</td>
<td>2,556</td>
</tr>
<tr>
<td>Travel</td>
<td>RED</td>
<td>6,313</td>
</tr>
<tr>
<td>Buildings (inc Labs)</td>
<td>GREEN</td>
<td>4,517</td>
</tr>
<tr>
<td>Pumping</td>
<td>GREEN</td>
<td>6,099</td>
</tr>
</tbody>
</table>

Our 2016/17 target is to reduce our total carbon emissions by 41% compared to our 2006/07 baseline. At the end of quarter three, we had emitted 19,485 tonnes of carbon dioxide, against a ceiling of 21,268 tonnes, which is an 8% over performance. We achieved a 15% reduction in carbon emissions compared to the same period last year.

Travel accounted for 32% of our overall carbon dioxide emissions. We remain 14% above our stretching target for emissions from travel, (despite seeing an 11% reduction compared to our performance in the same period last year). Although we missed our target for carbon from travel, we met our target for reducing mileage. Telematics data will give us further intelligence to identify additional actions we can take to reduce the carbon intensity of our travel. We are installing further remote asset web cams at FCRM structures and upgrading hydrometry and telemetry assets in ways which will reduce the need to travel to these sites.

We have achieved a significant, 17% reduction in our emissions from our energy use in our buildings compared to the same period last year. Our Carbon Reduction Fund programme is focussed on the installation of solar photovoltaics on our buildings.

Carbon dioxide emissions from our operational activities (including pumping) account for 32% of our overall emissions. We’ve seen a reduction of 28% in emissions from our operational electricity use compared to the same period last year (a period of high use because of winter flooding).

Actions

<table>
<thead>
<tr>
<th>Owner(s)</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers to re-emphasise the importance of the use of the travel hierarchy</td>
<td>Executive Directors, Directors and Deputy Directors</td>
</tr>
<tr>
<td>Maintain roll out of ultra low emission vehicles</td>
<td>Executive Director of Operations</td>
</tr>
<tr>
<td>Extend telematics beyond badged fleet to lease vehicles</td>
<td>Executive Director of Operations</td>
</tr>
</tbody>
</table>
A organisation continually striving to be the best, focused on outcomes and constantly challenging itself

6 EA 13 We work in partnership with others

Q3 2016-17

<table>
<thead>
<tr>
<th>Q3 Status</th>
<th>Q3 Actual</th>
<th>Q3 Target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREEN</td>
<td>£57.5 m</td>
<td>£45.0 m</td>
<td>GREEN</td>
<td>£60.0 m</td>
</tr>
</tbody>
</table>

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

At 2016/17 Q3 £58m 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 lower 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

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

% Contribution to 6 year target (15% view)

% Contribution to 6 year target (100% view)

Actions

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

Q3 2016-17  Owner: Chief Executive

a) The proportion of our staff who are from a Black, Asian and minority ethnic background %

<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>RED</td>
<td>3.7%</td>
<td>14.0%</td>
<td>Red</td>
<td>14.0%</td>
</tr>
</tbody>
</table>

b) The proportion of our executive managers who are female %

<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>RED</td>
<td>34%</td>
<td>50%</td>
<td>RED</td>
<td>50%</td>
</tr>
</tbody>
</table>

BAME staff as % of all staff

There were new 13 B.A.M.E. recruits this quarter out of a total of 292 new starters, which represent 4.5% of all external recruits. The percentage of BAME staff is now 3.67% (381). For Defra the figure is 7%. The recent FCRM external campaign saw around 7.5% of their job offers go to B.A.M.E. applicants, many of whom will start work during Q4.

A suite of initiatives are being used to move us towards our aspirations for the short and long term. These include promoting more community / college focussed outreach work, unconscious bias training for recruiting managers, development programmes and mentoring for B.A.M.E. staff, reviews of exit interviews, an EDT 'Race Action Plan', a refreshed resourcing strategy, blind sifting of CVs in recruitment, and more active communication on our ethnic diversity expectations.

The percentage of female Executive Managers (EMs) is 34.0% (37), which is a significant decrease on the previous quarters. This compares to a target of 50%. The equivalent figure for the UK Civil Service is 38%. This decrease is due in part to a recent VERS (Voluntary Early Release Scheme) exercise.

The percentage of female Grade 7s is 36% (190). It was also 36% 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 35% female "senior grade" employees.

Proportion of Executive Managers (EMs) who are female

There were new 13 B.A.M.E. recruits this quarter out of a total of 292 new starters, which represent 4.5% of all external recruits. The percentage of BAME staff is now 3.67% (381). For Defra the figure is 7%. The recent FCRM external campaign saw around 7.5% of their job offers go to B.A.M.E. applicants, many of whom will start work during Q4.

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Actions

<table>
<thead>
<tr>
<th>Action(s)</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>
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
Q3 2016-17 Owner: Executive Director of Operations

Status | Actual | Ceiling Rate | Forecast  | Year end target
--- | --- | --- | --- | ---
GREEN | 0.15 | 0.16 | GREEN | 0.16

Lost time incident frequency rate

2 LTIs were reported in October, 2 in November and 1 in December.

The LTI frequency trend remains below the ceiling, which 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. We are currently relaunching Challenge looking out for others and Dynamic Risk Assessment and these improvements will help ensure that colleagues and their leaders are better equipped to manage and adapt safely to their everyday risks.

No. of LTIs

Actions

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement the Health, Safety and Wellbeing plan for 2016/17</td>
<td>Executive Director of Operations</td>
<td>Q4 2016-17</td>
</tr>
</tbody>
</table>