**Board Meeting**  
**Tuesday 19 September 2017**  
Board only 9am  
Meeting 10am – 3.40pm

**Venue:**  
Ergon House, London

**Quorum:**  
6 non-executive Board members

<table>
<thead>
<tr>
<th>1. Apologies</th>
<th>Emma Howard Boyd</th>
<th>9.00am</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>60 mins</td>
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<tr>
<td>2. Declarations of Interest</td>
<td>Emma Howard Boyd</td>
<td>10.00am</td>
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<td></td>
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<td>5 mins</td>
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<tr>
<td>3. Minutes of the Board meeting held on 18 July 2017 and matters arising</td>
<td>Emma Howard Boyd</td>
<td>10.05am</td>
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<td>30 mins</td>
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<tr>
<td>4. Chief Executive’s update</td>
<td>James Bevan</td>
<td>10.35am</td>
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<tr>
<td>For information</td>
<td></td>
<td>60 mins</td>
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<tr>
<td>5. Governance/Transformation</td>
<td>James Bevan</td>
<td>11.35am</td>
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<tr>
<td>For information</td>
<td></td>
<td>15 mins</td>
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<tr>
<td>6. Corporate Services Partnership Agreement</td>
<td>John Leyland</td>
<td>11.50am</td>
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<td>For approval</td>
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<td>10 mins</td>
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<tr>
<td>7. Committee meetings – oral updates and forward</td>
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<td>12.00pm</td>
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<td>Karen Burrows</td>
<td>12.30pm</td>
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<td></td>
<td>Gill Weeks</td>
<td>15 mins</td>
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<td>45 mins</td>
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<tr>
<td>8. Schemes of Delegation</td>
<td>Bob Branson</td>
<td>1.30pm</td>
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<tr>
<td>For approval</td>
<td></td>
<td>45 mins</td>
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<tr>
<td>9. Finance report</td>
<td>Bob Branson</td>
<td>1.30pm</td>
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<tr>
<td>For information</td>
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<td>60 mins</td>
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<tr>
<td>10. Performance report Corporate Scorecard Q1</td>
<td>Bob Branson</td>
<td>1.30pm</td>
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<tr>
<td>For information</td>
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<td>45 mins</td>
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<td></td>
<td></td>
<td>60 mins</td>
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<tr>
<td>11. EU briefing and 25 Year Environment Plan</td>
<td>Harvey Bradshaw</td>
<td>1.30pm</td>
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<tr>
<td>For information</td>
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<td>60 mins</td>
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</table>
12. Update following the July Waste engagement event
   Harvey Bradshaw 2.30pm 10 mins
   For information

13. Coverack, Cornwall Storm 18 July 2017
    Toby Willison 2.40pm 20 mins
    For information

14. Area Board members
    Toby Willison 3.00pm 30 mins
    For noting

15. AOB and date of next meeting – Board visit 1-2
    Emma Howard Boyd 3.30pm 5 mins
    November 2017 Birmingham

16. Review of meeting
    Emma Howard Boyd 3.35pm 5 mins

Information papers -
1 Chair’s update – Emma Howard Boyd
2 Communications update – Mark Funnell
3 Dry Weather update – Harvey Bradshaw
Sponsor: Chief Executive  
Title: Chief Executive’s update

Please clearly state what decision you are seeking from the meeting

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

| Governance |
|-----------------|-----------------|
| What meetings/groups have already reviewed this item? | N/A |
| What meetings/groups need to review this item next? | N/A |

Are there any risks associated with the evidence and analysis in the paper?

N/A

How will the key messages/decisions be communicated?

N/A

No legal annex is required.

Form completed by: Beth Axtell  
Date: 11 September 2017
1.0 Strategic review of charges (SRoC)

1.1 The Strategic Review of Charges is currently on track to deliver by April 2018, although timescales are very tight. Our engagement with stakeholders is continuing whilst we finalise the proposals for the formal consultation which will be launched, subject to Ministerial approval, in late October/early November.

1.2 Feedback from our informal consultation with business has been generally positive. Stakeholders are happy that conversations have started early and are keen to keep communication open and work closely with us to understand the full proposals. The proposals have been described as simplified, consistent, sensible, and transparent. There is support for charges based on regulatory effort and performance but some concern about timescales for implementation and the details of how our use of “time and materials” charging will work in practice.

1.3 We are working closely with Defra and HMT as the detailed charge proposals progress through the approval process.

1.4 The Secretary of State has shown a keen interest in charges and has asked, through Defra Strategy Unit, for creative ways to use charges to change behaviour. We are working with Defra to develop ideas, particularly covering enforcement, catchment work and engagement. We envisage this work being done in parallel to our review of charges and with a longer overall timeframe.

2.0 Price Review 2019 (PR19)

2.1 The 2019 Price Review (PR19) is the seventh review of water company prices since privatisation in 1989. It is key to us achieving our strategic priorities. Our involvement in PR14 secured environmental investment of at least £3.5bn which will enhance more than 3000km of rivers.

2.2 Our strategic guidance to the water industry is due to be released in August. Our Water Industry Strategic Environmental Requirements (WISER) is a strategic steer to water companies on the environment, resilience and flood risk for business planning purposes. It is joint document between the Environment Agency and Natural England. It identifies 3 priorities for the industry; enhance the environment, increase resilience and deliver excellent regulatory performance. We expect Water Company Boards to provide assurance that this advice has been considered in their business plans.

2.3 We have been working across the Environment Agency and with Natural England to agree an investment programme for the environment with the water companies. The Water Industry National Environment Programme (WINEP) identifies the environmental measures that water companies should include in their business plans. It is a key way in which we can realise our ambitions. We will provide formal updates to water companies in September 2017 and March 2018.
3.0 The Rod Licence Service

3.1 As of the 19th August we had sold 955,509 licences across England and Wales generating £22,110,077. This compares with 991,417 sales at the same point in 16/17 which raised £18,909,837. While the number of licences sold may appear to give cause for concern, there are some points to note.

- Junior licence sales (albeit at £0) are 22,525 (52.4% up on 2016)
- If the sales distribution pattern is the same this year as last year we could expect to see a total 1,147,759 licences sold across England and Wales generating a total of £24,137,639. This is an increase of £2,433,269 (11.2%) in income
- The “3 rod” licence will have affected the number of licences sold. We are still trying to establish true participation figures
- It is unclear whether people are waiting until later in the year to buy a full licence still taking advantage of the 12 month licence.

4.0 Salmon consultation

4.1 We launched the informal consultation on the 24th August. This will run until October 8th. The full consultation including all the supporting information can be accessed here: https://consult.environment-agency.gov.uk/fisheries/managing-salmon-net-and-rod-fisheriesmanaging-salmon-net-and-rod-fisheries

4.2 The objectives of this consultation include:

- setting out the need for further reducing the exploitation of salmon.
- presenting the possible options for net, fixed engine and rod fisheries.
- seeking views on the possible options from those that will be affected by or have an interest in them.
- understanding the likely impacts and benefits to the wider environment of the possible options.
- seeking alternative options to those that are presented.
- ensuring we have sufficient information to be able to meet our duties for bringing in any new set of regulations.

4.3 In recognition of the diverse set of stakeholders we need to engage. There are approximately 250 document sets that will be sent hardcopy in the post. Electronically, approximately 12,000 people / organisations have been contacted.

4.4 Supporting communication packs have been sent out to our own staff, Defra family and external partners to support promotion of the consultation.

5.0 Abandoned waste sites

5.1 The issue of abandoned waste sites continues to receive political scrutiny in some parts of the country. The National Audit Office has asked the Environment Agency to estimate the financial liability associated with abandoned sites, including how much has previously been spent clearing them. At a local level some officers are being asked by MPs to explore solutions to abandoned sites working with other Government departments.
Ref: B/1709-4

(including HMRC), or arranging to remove waste, which the Environment Agency has a power rather than a duty to do, but is not funded to do so. An Operational Instruction is currently being finalised setting out how we respond to sites that are at the risk or have been abandoned. The Environment Agency is also developing a strategy which will assess the legislative/regulatory framework for dealing with abandoned sites, proposals for funding site clearance and the role of partner organisations.

6.0 Onshore oil and gas

6.1 The two operators, Cuadrilla and Third Energy, with permits for high volume hydraulic fracturing continue to make progress with their permit requirements. We are assessing their plans for monitoring the fractures below ground (Hydraulic Fracture Plans) to ensure protection of groundwater. Third Energy plan to frack from an existing well at their site in Kirby Misperton in Yorkshire. Cuadrilla is now drilling the first well at its Preston New Road site in Lancashire. We are engaging with the local communities through liaison with local groups, members of parliament and publishing information on Citizen Space.

6.2 INEOS Upstream Limited have two standard rules permits to drill exploratory boreholes for shale gas (without fracking). The planning applications for both of these sites are in determination by the Mineral Planning Authority. We are meeting with local councillors and planning officers to explain how we regulate onshore oil and gas alongside our partner regulators.

James Bevan
Chief Executive

Sept 2017
**Sponsor:** Board Governance Team  

**Subject:** Board Committee Meetings

<table>
<thead>
<tr>
<th>Please clearly state what decision you are seeking from the meeting</th>
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<tbody>
<tr>
<td>The Board is asked to note:</td>
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<table>
<thead>
<tr>
<th>Key points for discussion</th>
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<tbody>
<tr>
<td>N/A</td>
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<tr>
<th>Governance</th>
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<tbody>
<tr>
<td>What meetings/groups have already reviewed this item?</td>
</tr>
<tr>
<td>N/A</td>
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<table>
<thead>
<tr>
<th>What meetings/groups need to review this item next?</th>
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<tr>
<td>N/A</td>
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<table>
<thead>
<tr>
<th>Are there any risks associated with the evidence and analysis in the paper?</th>
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<tbody>
<tr>
<td>No.</td>
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<table>
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<tr>
<th>How will the key messages/decisions be communicated?</th>
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</thead>
<tbody>
<tr>
<td>Through an oral update during the Board meeting.</td>
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<tr>
<th>No legal annex is required.</th>
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Form completed by: Beth Axtell  
Date: September 2017
1.0 Introduction

1.1 This paper provides a summary of substantive agenda items that have been discussed at Committee meetings since the last full Board meeting on 18 July 2017.

2.0 Audit and Risk Assurance Committee

2.1 The Audit and Risk Assurance Committee met on 6 September. Substantive items discussed were:
- Financial position and strategy (including Finance report)
- HSW update
- Internal Audit Progress Report
- Defra and EA migration to GIAA, including a presentation from Jon Whitfield, CEO, GIAA.
- Mid-year fraud update
- Mid-year whistleblowing update

3.0 Flood and Coastal Risk Management Committee

3.1 The Flood and Coastal Risk Management Committee have not met since the last Board meeting on 18 July.

4.0 Environment and Business Committee

4.1 The Environment and Business Committee met on 5 September. Substantive items discussed were:
- Environmental Incidents
- Agriculture
- Environmental Policy

5.0 Remuneration Committee

5.1 The Remuneration Committee have not met since the last Board meeting on 18 July.

6.0 Pensions Committee and Investment Sub Committee

6.1 The Pensions Committee and the Investment Sub Committee have not met since the last Board meeting on 18 July.

Beth Axtell
Board and Executive Secretariat Advisor

September 2017
**Sponsor:** Director of Finance

**Title:** Environment Agency Corporate Scorecard  
Financial Year April 2017 to March 2018 - Year to date quarter 1

**Please clearly state what decision you are seeking from the meeting**

The Board is asked to comment on:

a) performance for the financial year 2017/18 (year to date at quarter 1)

b) the actions indicated in the corporate scorecard report (Appendix 1)

**Key points for discussion**

The corporate scorecard (CSC) has been updated to track performance of the Environment Agency Action Plan updated in April 2017. The updated corporate scorecard has 12 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.

**Governance**

**What meetings/groups have already reviewed this item?**

<table>
<thead>
<tr>
<th>Business Board</th>
<th>EDT</th>
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<tbody>
<tr>
<td>Throughout the year</td>
<td>15 August 2017</td>
</tr>
</tbody>
</table>

**What meetings/groups need to review this item next?**

| n/a | n/a |

**Are there any risks associated with the evidence and analysis in the paper?**

No.

**How will the key messages/decisions be communicated?**

All staff message and on the gov.uk website

**No legal annex is required.**

Form completed by: Weston Herran-Young  
Date: 29 August 2017
1.0 Background

1.1 The corporate scorecard (CSC) has been updated to track performance of the Environment Agency Action Plan updated in April 2017. The updated corporate scorecard has 12 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 1 and a more detailed ‘insight report’ with commentary that reviews performance issues and trends for each measure.

2.0 Summary of year to date performance at quarter 1 performance and key issues

2.1 At the end of Quarter 1 2017/18, the status of our performance measures was as follows:

<table>
<thead>
<tr>
<th>Measure status</th>
<th>Number of measures*</th>
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<tbody>
<tr>
<td>Green (includes 1 Green year end forecast for the annual measure 1 EA 3)</td>
<td>7</td>
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<tr>
<td>Amber</td>
<td>4</td>
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<tr>
<td>Red</td>
<td>3</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>14</strong>*</td>
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* NB. The diversity and incident response measures are comprised of two parts each and so the total number of reds, ambers and greens in the above table equals 14.
### Red and Amber Corporate Scorecard Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Summary of performance explained</th>
</tr>
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<tbody>
<tr>
<td><strong>1 EA 4:</strong> We reduce the number of high risk illegal waste sites (IWS)</td>
<td><strong>RED</strong> – We continue to treat illegal and problem waste sites as a high priority and are investigating the root causes of the drop in the number of sites closed down. Early indications suggest it is a result of resource pressures and the difficulty our staff face in closing down well organised criminal operations. We scrutinise closely intelligence on all sites posing a risk to people or the environment and act with the Police, HMRC and others to reduce risk in the best way possible. We continue to develop and share best practice and resources across Area teams to disrupt illegal waste operations and prosecute those responsible. In response to the continuing challenge posed by illegal waste sites we are refreshing our workforce plan to ensure we have the right number of people with the right skills.</td>
</tr>
<tr>
<td>Performance 111%; Actual 274; Ceiling Target 246</td>
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<tr>
<td><strong>7 EA 11:</strong> We have a diverse workforce:</td>
<td><strong>RED</strong> – There were 22 new BAME recruits this quarter out of a total of 231 new starters, which represent 9.5% of all external recruits. The percentage of BAME staff is now 4.0% (425). We are progressing with focussed outreach work in specific communities and colleges; and rolling out unconscious bias training and development / mentor programmes for our staff.</td>
</tr>
<tr>
<td>a) proportion of staff from a BAME background</td>
<td>Actual 4.0%; Target 14%</td>
</tr>
<tr>
<td>b) proportion of our executive managers who are female</td>
<td>Actual 38%; Target 50%</td>
</tr>
<tr>
<td><strong>4 EA 6:</strong> We maintain our flood and coastal risk management assets at or above the target condition</td>
<td><strong>AMBER</strong> – The percentage has dropped this quarter as a function of 693 assets being added onto the number that are being maintained by the Environment Agency, mainly due to subdividing of existing assets to allow for improved data accuracy. A large proportion of these assets are recorded as needing remedial work and therefore not at the required target condition. The number of assets at the required target condition at the end of March 2017 was 28,542; the number of assets currently at the required target condition has increased to 28,924 out of a total of 30,043. 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</td>
</tr>
<tr>
<td>Measure</td>
<td>Summary of performance explained</td>
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<td>---------</td>
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</table>
| 4 EA 7: We have a first class incident response capability | an asset is reduced, we will take action to ensure that flood risk is effectively managed until the asset is repaired or replaced.  
| a) Number of staff who are trained and ready to respond to incidents | AMBER – The introduction of a new national consistent capability assessment and move towards system-based reporting, has resulted in a change to the total number of reported 'trained and capable' incident staff for quarter 1. Overall 449 fewer staff are now reported as trained and capable than in quarter 4, due to the new consistent assessment standard. However the number of staff assessed as 'in training' has increased to 1,369 staff (increase of 369 since quarter 4).  
It is important to note that overall resilience has not changed.  
We are continuing to monitor these changes nationally, in particular ensuring consistent application of the capability assessments, and ultimately moving towards a better and more accurate reflection of our incident staff resilience. The system-based approach will also provide us with wider benefits such as targeted recruitment and a better picture of team contributions to incidents.  
| Performance 96% Actual 6,267; Target 6,500 people |  
| b) Percentage of staff who respond that they feel confident in the role | AMBER – Staff are asked if they ‘feel confident to respond' through the internal survey, twice per year in March and September. The quarter 1 figure is therefore taken from the March survey. We have over 1,000 staff going through various incident management training and this should lead to more of them reporting that they feel confident at the next survey point.  
| Actual 70%; Target 74% - The year-end target is 80% |  
| 7 EA 12: We provide a safe place to work | AMBER – Our Lost Time Incident (LTI) frequency rate continues to be close to historically low levels. This is the result of focused effort in effective risk management across many teams and the culmination of our Safe and Well initiative aimed at engaging colleagues in the improvement of our Health Safety and Wellbeing (HSW) culture.  
Maintaining progress against the low ceiling established as a result of good performance last year presents an important and challenging goal.  
| Actual 0.12; ceiling target 0.11 Lost Time Frequency Incident Rate per 100,000 hours worked |
4.0 Greens from the Corporate Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 EA 1: The water environment is healthier</td>
<td>This year starts on a really strong footing as a result of the water industry investment programme and the area environment programme. The enhancements directly improve elements of the water environment which are not meeting required standards and make a great contribution to securing good status and protected area objectives. Thanks to these contributions and more from partners, we have recorded 896km of enhancements in this first quarter, taking the cumulative total to 2,126km since we updated the river basin management plans in December 2015. Enhancements this quarter are in all water body types, although primarily in rivers. We are seeking to increase the target for this year to reflect our ambition.</td>
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<tr>
<td>Performance 148%; Actual 896km; Target 604km</td>
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<tr>
<td>1 EA 2: We protect people, the environment and wildlife by reducing serious pollution incidents</td>
<td>As final data for 2016/17 has now been compiled we are now able to confirm the target for 2017/18 to be a ceiling of 496 incidents. We are below this ceiling at 440 incidents and the data shows a reducing trend across most sectors. The sector breakdowns have been amended for quarter one in relation to the environmental risk posed by each sector. Bio waste, non-hazardous waste and landfill have been removed while illegal waste has been added as a sector in its own right. We are focusing more on the remaining sectors categorized as ‘other’ to see what further improvements may be made.</td>
</tr>
<tr>
<td>Performance 89%; Actual 440; Ceiling Target 496</td>
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<tr>
<td>1 EA 3: We create new habitat</td>
<td>This measure will report at the end of March 2018. During the year we monitor the overall programme for slippage. So far, the programme is on track to create over 530 hectares of new priority habitat. This has been confirmed through discussions with Area contacts who are indicating a Green forecast for year end.</td>
</tr>
<tr>
<td>Green Forecast – Reports at year end</td>
<td></td>
</tr>
<tr>
<td>4 EA 5: We reduce the risk of flooding for more households</td>
<td>14 separate projects have better protected a further 2,665 homes this quarter bringing the cumulative total since April 2015 to 99,651. Of the 14 projects, 3 projects have come to fruition sooner than originally forecast in the six-year programme.</td>
</tr>
<tr>
<td>Performance 101%; Actual 99,651; Target 99,000 households</td>
<td>One of these three projects also delivered the greatest number of houses protected this quarter - Lincshore (Lincolnshire and Northamptonshire Area), which better protected a further 2,186 homes from flooding.</td>
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</table>
The current forecast for the number of households better protected by financial year end is 142,286. The majority of which will be delivered in the fourth quarter.

The Environment Agency has invested 21% of full year budget in the first quarter of 2017/18, which represents a strong start to the year and a slightly higher proportion invested than achieved at this point last year (20%). Good early progress has been made in particular on our Flood and Coastal Erosion Risk Management (FCERM) capital programme. Programme forecasts are being reviewed to ensure we can deliver the planned capital investment with allowance for delays that can arise due to bad weather in winter.

The impact of our streamlining and risk bar work is being realised, and we expect to see further benefit as we move into a new programme of work which will further streamline our engagement with planning applications, allowing us more time to influence decisions. We continue to promote our One Business approach to managing planning consultations to facilitate cross area resourcing. Our work with local planning authorities helps to ensure we are only consulted on applications within our remit. We are also looking to increase the amount of standard advice given to applicants.

At the end of quarter one, our carbon emissions were 10% below our profiled target. This good performance was achieved despite increased emissions associated with our dry weather pumping activities which accounted for 26% of our total carbon emissions in the quarter. We have seen a reduction in carbon emissions from transport and operational liquid fuels, including a 9% reduction in carbon from our badged fleet compared to quarter one last year. The use of telematics supporting safer, more efficient driving is helping to deliver this.

Bob Branson
Director of Finance

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

| 1 EA 1 | The water environment is healthier | Kilometres | 896 | 604 | 1,000 | GREEN | GREEN | 2 |
| 1 EA 2 | We protect people, the environment and wildlife by reducing serious pollution incidents | Number of incidents in the last 12 months | 440 | 496 | 496 | GREEN | GREEN | 3a |
| 1 EA 3 | We create new habitats | Hectares created | Reported in Quarter 4 | Reported in Quarter 4 | 530 | Annual Q4 | GREEN | 4 |
| 1 EA 4 | We reduce the number of high risk illegal waste sites | Number of high risk illegal waste sites | 274 | 246 | 223 | RED | RED | 5 |

### Objective 4: 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 of flooding for more households | Number of households better protected | 99,651 | 99,000 | 140,000 | GREEN | GREEN | 6 |
| 4 EA 6 | We maintain our flood and coastal risk management assets at or above the target condition | % of high risk assets at target condition | 96.3% | 97.0% | 97.5% | AMBER | GREEN | 7 |
| 4 EA 7 | We have a first class incident response capability | a) Number of staff who are trained and ready to respond to incidents | Number of people | 6,267 | 6,500 | 6,500 | AMBER | GREEN | 8 |
|  |  | b) Percentage of staff who respond that they feel confident in the role | Percentage of staff surveyed | 70% | 74% | 80% | AMBER | GREEN | 8 |

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

| 5 EA 8 | We manage our money efficiently to deliver our outcomes | % spend to budget | 104% | 100% | 100% | GREEN | GREEN | 9 |
| 5 EA 9 | We respond to Planning application consultations within 21 days | % responded to within target time | 95.0% | 95% | 95% | GREEN | GREEN | 10 |

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

| 6 EA 10 | We reduce our carbon footprint | Tonnes of Carbon Dioxide | 5,283 | 5,843 | 34,520 | GREEN | GREEN | 11 |

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

| 7 EA 11 | We have a diverse workforce: | a) The proportion of our staff who are from a Black, Asian and Minority Ethnic (BAME) background | % of workforce | 4.0% | 14.0% | 14.0% | RED | RED | 12 |
|  |  | b) The proportion of our executive managers who are female | % of executive manager workforce | 38% | 50% | 50% | RED | RED | 12 |
| 7 EA 12 | We provide a safe place to work | LTI Frequency rate per 100,000 hours | 0.12 | 0.11 | 0.11 | AMBER | GREEN | 13 |
This year starts on a really strong footing as a result of the water industry investment programme and the area environment programme. The enhancements directly improve elements of the water environment which are not meeting required standards and make a great contribution to securing good status and protected area objectives. Thanks to these contributions and more from partners we have recorded 896km of enhancements in this first quarter, taking the cumulative total to 2126km since we updated the river basin management plans in December 2015. Enhancements this quarter are in all water body types, although primarily in rivers.

Delivery in this reporting period has exceeded expectations - we are already close to achieving the annual target of an additional 1000km. This is great news for the environment and actions are in place to stretch ourselves to secure even more before the end of the financial year.

The most recent classification results show that 14% of waters are achieving ‘good status’. To achieve more, a range of people and organisations need to continue playing their part to resolve complex environmental problems. The ‘km enhanced’ measure captures these contributions, and although we know it will take time for all actions to be taken and for wildlife to recover, we are confident that they will lead to improvements in the quality of the water environment over time and help to secure good status. We have focussed enhancements in those places identified for improvement in the updated river basin management plans. The environment does not stand still, and we have put a lot of effort into preventing deterioration and maintaining the environment. This is a significant commitment and represents a real long term challenge. We will continue to regularly review our priorities and work with partners to adapt to future challenges.
A cleaner, healthier environment, benefiting people and the economy

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

Q1 2017-18  Owners: Executive Directors of Environment and Business and Operations

Q1 Status  Q1 Actual  (+10%)  Ceiling Target  Forecast  Year end target
GREEN  440  (484)  496  GREEN  496

Number of Category 1 & 2 pollution incidents by reported date

- After seeing a significant rise in pollution incidents in 2013 we have targeted the sectors showing the poorest performance. For each sector we developed Pollution Incident Reduction Plans which we are now delivering. These are showing good results, 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

- 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.
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

Q1 2017-18 Owners: Executive Directors of Environment and Business and Operations

Number of Category 1 & 2 pollution incidents by sector

Insight - breakdown by media impacted

Category 1 & 2 incidents from agriculture

Category 1 & 2 incidents from the main contributors to agriculture

Category 1 & 2 incidents from the remaining sources

Category 1 & 2 incidents from the main contributors to the remaining sources
Overview this quarter

1. There were 89 serious and significant incidents in Q1 2017/18, lower than for previous Q1 (e.g. Q1 2016/17 was 110).

2. We have changed our sector focus for 2017/18, introducing Illegal Waste to the priority sectors, alongside Agriculture and Water Companies. Together, these 3 sectors contributed to 34% of the total incidents in Q1 (30 out of 89 incidents).

3. Biowaste and Non-Hazardous Waste sectors are now monitored under the 'Other' grouping, which includes the remaining regulated sectors and all premises and activities we don't directly regulate. 'Other' contributed 66% (59 incidents) of the total incidents in Q1, of which natural sources and unidentified sources contributed the most (23 incidents combined).

4. Incidents reduced in the Agriculture sector from the previous quarter (18 incidents in Q4 2016/17 to 7 in Q1 2017/18), following the sector’s decreasing seasonal trend from winter to spring. Similarly, Water Companies showed an increase (5 to 18 incidents), following the sector’s increasing seasonal trend.

5. Illegal Waste incidents decreased in Q1, with further analysis needed on various data sets to understand discrepancies between this performance measure and the standard illegal waste sites 1 EA4.

Agriculture: This quarter has seen a reduced number of incidents in the Agriculture sector, the lowest number since 2014. Silage and slurry pollution account for 5 out of the 7 incidents yet appear to be caused by management or maintenance issues rather than weather-related incidents (which are commonly represented by poor slurry storage capacity and run-off from fields). We are prioritising pollution incidents caused by slurry and silage this year in our Agriculture Action Plan.

Water Companies: Incidents remain low for the sector, and when seasonality is taken into account, there is a reduction in incidents in the longer term. This reflects continued improvement due to improved regulatory standards, technical liaison on incidents, installation by companies of additional telemetry which enables quicker responses. We continue engaging the senior management of the water companies to reduce incident numbers further.

Illegal Waste (IWS): Q1 shows a downturn in incidents, compared to the previous 3 quarters and in contrast to the illegal waste site (IWS) measure 1 EA4 which shows a increase in IWS over the same period. More work is required to understand the contrast. We continue to tackle IWS as a corporate priority with a target to reduce the number of high risk IWS by 3% per quarter. Project Resolute will help investigate and prevent illegal dumping of baled waste, which contributed significantly to Cat 1 & 2 increases in the second half of 2016/17.

Other: Unidentified sources (16 of 59 incidents) continue to be significant contributors to this grouping and remain under scrutiny. Of the other regulatory sources (22 incidents), Biowaste, Metal Recycling and Non Hazardous Treatment contribute most. Finally, non-regulated sectors, such as domestic, service sector, manufacturing and natural sources show a clear reduction since 2014.

Commentary Insight

1 EA 2 We protect people, the environment and wildlife by reducing serious pollution incidents Part 3 of 3

Q1 2017-18 Owners: Executive Directors of Environment and Business and Operations

Diagram: 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>Category</th>
<th>Number of Incidents</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>77</td>
<td>74%</td>
</tr>
<tr>
<td>Water Company</td>
<td>67</td>
<td>89%</td>
</tr>
<tr>
<td>Other</td>
<td>49</td>
<td>100%</td>
</tr>
<tr>
<td>Illegal Waste</td>
<td>247</td>
<td>56%</td>
</tr>
<tr>
<td>Other Sources</td>
<td>77</td>
<td></td>
</tr>
<tr>
<td>Cumulative</td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>

2

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review data to develop understanding of Q4 to Q1 trend and plan communication with the sector regarding their responsibilities to prevent pollution and ensure assets are performing appropriately.</td>
<td>WQ Regulatory Development Manager</td>
<td>31/09/2017</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 RSIR</td>
<td>31/09/2017</td>
</tr>
<tr>
<td>Produce intervention plan to reduce pollution incidents in the ‘other’ sector, where achievable by the EA (includes service sector, transport, natural causes, unidentified, food &amp; drink, other regulated sectors) for launch in 2018-19. We will focus on better understanding which of the category we can impact and how.</td>
<td>Deputy Director RSIR</td>
<td>31/09/2017</td>
</tr>
<tr>
<td>Detailed analysis of Q1 IWS data from NIRS and CMS to understand discrepancies in reported trends and further review of the use of sub-sector fields to improve clarity, consistency and value of this measure.</td>
<td>Enforcement and Waste Crime Manager</td>
<td>31/09/2017</td>
</tr>
</tbody>
</table>
A cleaner, healthier environment, benefiting people and the economy

1 EA 3 We create new habitats

Q1 2017-18 Owners: Executive Directors of Environment and Business and Operations

<table>
<thead>
<tr>
<th>Q1 Status</th>
<th>Q1 Actual</th>
<th>Q1 Target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reports in Q4</td>
<td>Reports in Q4</td>
<td>Reports in Q4</td>
<td>GREEN</td>
<td>530 hectares</td>
</tr>
</tbody>
</table>

Hectares created (hectares)

This measure will report at the end of March 2018. 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 530 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 Flood and Coastal Risk Management (FCRM) delivery programme.

Insight

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>
**Actions**

1. **Review outcome for 2016/17 and targets for 2017/18 in the light of the retrospective substantiation of illegal waste sites**  
   - **Owner(s):** Deputy Director for Waste Regulation  
   - **Deadline(s):** 31/07/2017

2. **Develop enforcement strategy for waste to help embed alternative approaches to reducing levels of waste crime**  
   - **Owner(s):** Deputy Director for Waste Regulation  
   - **Deadline(s):** 31/03/2018

3. **Review allocation of Waste Enforcement Programme money as an option for increasing frontline resource**  
   - **Owner(s):** Deputy Director for Waste Regulation  
   - **Deadline(s):** 31/08/2017

4. **Broker hub discussions with a view to sharing resource to achieve better outcomes**  
   - **Owner(s):** Deputy Director for National Enforcement Service  
   - **Deadline(s):** 31/08/2017

5. **Clarify how funding for compliance and enforcement activity is being used within Operations**  
   - **Owner(s):** Deputy Director for Waste Regulation  
   - **Deadline(s):** 31/08/2017

We continue to treat illegal and problem waste sites as a high priority and are investigating the root causes of the drop in the number of sites closed down. Early indications suggest it is a result of resource pressures and the difficulty our staff face in closing down well organised criminal operations. We scrutinise closely intelligence on all sites posing a risk to people or the environment and act with the Police, HMRC and others to reduce risk in the best way possible.

We continue to develop and share best practice and resources across Area teams to disrupt illegal waste operations and prosecute those responsible. In response to the continuing challenge posed by illegal waste sites we are refreshing our workforce plan to ensure we have the right number of people with the right skills.
14 separate projects have better protected a further 2,665 homes this quarter bringing the cumulative total since April 2015 to 99,651. Of the 14 projects, 3 had also delivered homes better protected earlier in the 6 year programme.

These 3 projects includes the largest delivering project this quarter - Lincshore (Lincolnshire and Northamptonshire Area), which better protected a further 2,186 homes from flooding, taking its total since April 2015 to 6,558.

The current forecast for delivery by the end of 2017/18 is for 142,286 homes better protected since April 2015. The majority of 2017/18 delivery will be during Q4.
Our position has dropped since last quarter. The deterioration in asset condition is partly due to changes caused by improvement to the quality of our asset data, resulting in an increase in the number of assets and more below condition assets being identified. We are continually improving our Asset Information Management System (AIMS) and work is in progress to more consistently define the assets. In some cases this includes reclassifying large assets as a number of smaller ones, so increasing the overall number of assets. Until separate inspections are completed on each of these ‘extra’ assets, we cautiously apply a default ‘condition 4’. This has the effect of temporarily reducing our overall asset condition percentage. As we complete the inspections, we expect the reported position to improve. The programmes of asset repair & maintenance work for the year tend to start in Q1 and deliver later in the year, we expect asset condition to improve in the second half of the year.

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.

We are confident that we will achieve the year end national target.

### Actions

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confirm area targets</td>
<td>A Pearce</td>
<td>31/09/2017</td>
</tr>
<tr>
<td>Continue data quality improvements</td>
<td>A Pearce</td>
<td>31/09/2017</td>
</tr>
</tbody>
</table>
We have a first class incident response capability

Q1 2017-18

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

Ownership: Executive Directors of FCRM and Operations

Actions

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. We are introducing enhancements to capability assessment through our work on the Major Incident Ready programme. It is anticipated that the number of staff trained will increase over subsequent quarters.</td>
<td>Deputy Director Incident Management &amp; Resilience</td>
<td>01/10/2017</td>
</tr>
<tr>
<td>2. Monitoring of achievement of the target will continue.</td>
<td>Deputy Director Incident Management &amp; Resilience</td>
<td>01/10/2017</td>
</tr>
<tr>
<td>3. Engaging with incident staff to understand impacts of changes to ways of working</td>
<td>Deputy Director Incident Management &amp; Resilience</td>
<td>01/10/2017</td>
</tr>
</tbody>
</table>

The percentage of staff who reported they were confident in their incident role has fallen slightly since earlier employee survey results. The survey is based on a smaller random sample of people twice a year. We are following this up by engaging staff to understand the reasons behind this, including whether it is linked to the change in capability standard this quarter or changes to ways of working. The new capability assessments will help support and build staff confidence over time through structured training, exercising and shadowing opportunities.
Expenditure against YTD budget (%)

The measure is used to report on effective management of our money to achieve our outcomes, and is based on 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.

The Environment Agency has invested 21% of full year budget in the first quarter of 2017/18, which represents a strong start to the year and a slightly higher proportion invested than achieved at this point last year (20%). Good early progress has been made in particular on our Flood and Coastal Erosion Risk Management (FCERM) capital programme. Programme forecasts are being reviewed to ensure we can deliver the planned capital investment with allowance for delays that can arise due to bad weather in winter.
Areas remain focused on maintaining performance at or above target. We continue to review the reasons for not meeting the target times to ensure we are managing all case work as efficiently as possible and responding within statutory timescales. This includes strong local leadership and clear accountabilities for ensuring responses are made within agreed timescales, provision of tools to help improve consistency and timeliness and sharing resources, learning and good practice between Area teams as part of our continuous improvements programme of work.

The impact of our streamlining and risk bar work is being realised, and we expect to see further benefit as we move into a new programme of work which will further streamline our engagement with planning applications, allowing us more time to influence place making earlier in the process. We continue to promote our One Business approach to managing planning consultations to facilitate cross area resourcing. Our work with local planning authorities helps to ensure we are only consulted on applications within our remit. We are also looking to increase the amount of standard advice given to applicants.

All improvement and consistency work is overseen by the Evolving Sustainable Places (SP) Programme Board - includes National and Area representatives from SP and other key functions, chaired by the Deputy Director sustainable places, systems and business strategy.

### 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>
At the end of quarter one our carbon emissions were 10% below our profiled target. This good performance was despite increased emissions associated with our dry weather pumping activities which accounted for 26% of our total carbon emissions in the quarter. We have seen a reduction in carbon emissions from transport and operational liquid fuels, including a 9% reduction in carbon from our badged fleet compared to quarter one last year. The use of telematics supporting safer, more efficient driving is helping to deliver this.

Carbon dioxide emissions from our buildings have gone up slightly compared to last year. The programme of facilities management projects for 2017/18 that are aligned to improving building management systems, including air conditioning, ventilation and electrical improvements, across a number of our sites, will have a positive impact on our carbon performance for the coming quarters. We are working with Defra Group FM who have engaged a specialist energy performance company “Breathe Energy” to undertake detailed energy surveys at 35 of our top energy using sites. These detailed audits will identify a wide range of energy conservation measures. Defra have set aside £2.7m for investment in these measures.
An inclusive, professional workforce where leaders recognise the contribution of people, and build capability to deliver better outcomes

7 EA 11 We have a diverse workforce

Q1 2017-18 Owner: Chief Executive

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

<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>4.0%</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>38%</td>
<td>50%</td>
<td>RED</td>
<td>50%</td>
</tr>
</tbody>
</table>

There were 22 new BAME recruits this quarter out of a total of 231 new starters, which represents 9.5% of all external recruits, a higher proportion than in any of quarter of the previous year. The percentage of BAME staff across the Environment Agency is now 4.0% (425) against the 2016/20 target of 14%.

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 focused outreach work, unconscious bias training for recruiting managers, development programmes and mentoring for BAME staff, reviews of exit interviews, an Executive Directors Team (EDT) ‘Race Action Plan’, a refreshed resourcing strategy, blind sifting of CVs in recruitment, the “increase the pace on race” events, and more active communication on our ethnic diversity expectations.

We continue to await the results of the Corporate Service equality analysis which we expect to show a statistically significant number of BAME employees will transfer from the Environment Agency to Defra group.

The percentage of female Executive Managers (EMs) is 38% (45), which is a significantly above the average in the previous year, and also more than in Q4 (37%). This compares to a target of 50%. The equivalent figure for the UK Civil Service is 38%.

We continue to await the results of the Corporate Services equality analysis which we expect to show a statistically significant number of female Executive Managers will transfer from the Environment Agency to Defra group.

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### Proportion of Executive Managers (EMs) who are female

![Chart showing the proportion of female Executive Managers (EMs) who are female from Q2 16/17 to Q1 17/18.]

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Actual</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2 16/17</td>
<td>36%</td>
<td>50%</td>
</tr>
<tr>
<td>Q3 16/17</td>
<td>34%</td>
<td>50%</td>
</tr>
<tr>
<td>Q4 16/17</td>
<td>37%</td>
<td>50%</td>
</tr>
<tr>
<td>Q1 17/18</td>
<td>38%</td>
<td>50%</td>
</tr>
</tbody>
</table>

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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>
Our LTI frequency rate continues to be close to historically low levels. This is the result of focussed effort in effective risk management across many teams and the culmination of our Safe and Well initiative aimed at engaging colleagues in the improvement of our Health Safety and Wellbeing (HSW) culture. We have improved our processes for learning from LTIs and Safety Critical Incidents (SCIs) and refreshed aspects of our HSW management system and communications. Maintaining progress against the low ceiling established as a result of good performance last year presents an important and challenging goal. (To put our performance into context - for 2015/16 two water companies reported LTI frequency rates of 0.11 and 0.34 respectively. These were based on injuries reportable to the HSE including serious injuries and those resulting in more than 7 days absence. We base our LTI frequency rate on incidents resulting in 1 or more days absence. In the same period we had 8 reportable incidents and 31 LTIs, which on the same basis as the water company calculations would have resulted in an LTI frequency rate of 0.04).

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

7 EA 12 We provide a safe place to work: lost time incident (LTI) frequency rate
Q1 2017-18
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>AMBER</td>
<td>0.12</td>
<td>0.11</td>
<td>GREEN</td>
<td>0.11</td>
</tr>
</tbody>
</table>

Our LTI frequency rate continues to be close to historically low levels. This is the result of focussed effort in effective risk management across many teams and the culmination of our Safe and Well initiative aimed at engaging colleagues in the improvement of our Health Safety and Wellbeing (HSW) culture. We have improved our processes for learning from LTIs and Safety Critical Incidents (SCIs) and refreshed aspects of our HSW management system and communications. Maintaining progress against the low ceiling established as a result of good performance last year presents an important and challenging goal. (To put our performance into context - for 2015/16 two water companies reported LTI frequency rates of 0.11 and 0.34 respectively. These were based on injuries reportable to the HSE including serious injuries and those resulting in more than 7 days absence. We base our LTI frequency rate on incidents resulting in 1 or more days absence. In the same period we had 8 reportable incidents and 31 LTIs, which on the same basis as the water company calculations would have resulted in an LTI frequency rate of 0.04).
Sponsor: Executive Director Environment and Business

Title: Waste Industry Roundtable

Please clearly state what decision you are seeking from the meeting

The Board is asked to note:
1. The outcome of the Waste Industry Roundtable

Key points for discussion

The board to note the positive outcome of the waste industry roundtable and provide any observations on the four key themes arising from meeting.

Governance

What meetings/groups have already reviewed this item?
None

What meetings/groups need to review this item next?
None

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

How will the key messages/decisions be communicated?

Key outcomes from the roundtable have already been covered positively in the media

No legal annex is required.

Form completed by: Marie Fallon, Director of Regulated Industry
Date: 1 September 2017
Ref: B/1709-12

1.0 Background

1.1 There has been a history of environmental problems within the waste sector which we are addressing through a mix of regulatory, policy and relationship options. We are expecting new regulations in autumn that complete the package within Waste Crime Consultation 1, most notably the power to physically close illegal waste sites. At the same time we anticipate a consultation proposing new regulations designed to raise the bar to entry to covering; financial provision, technical competence and amendments to the exemption regime. Our evidence and technical input has been instrumental in supporting this work. Waste policy is being taken forward after the announcement by the Secretary of State of a new Waste and Resources Strategy. This note is to share recent developments in building a new, more productive relationship with key players in the waste sector and their professional body, the Environmental Services Association.

2.0 Waste industry roundtable summary

2.1 We held a waste roundtable meeting was on 26 July with Chief Executives of leading waste companies, the Environmental Services Association (ESA) who represent the resource and waste management industry, and the Chartered Institute of Wastes Management to agree a new partnership approach. Minister Therese Coffey, MP, Emma Howard Boyd, James Bevan, Nicky Cunningham and Harvey Bradshaw from the Environment Agency were present. From Defra Shaun Gallagher Director of Environmental Quality and Chris Preston were also in attendance.

2.2 The partnership comprises four elements as set out below. It is designed to share and make better use of our technical skills, to cooperate in making regulations effective and to tackle waste crime and poor performance.

- The need to refresh our approach to regulation by sharing key challenges e.g. waste fires and agreeing how best to tackle them using the combined resources of the EA and the best performing operators.

- A system of earned recognition in the sector enabling the EA to focus resources on the poorest performing sites and waste criminals who ignore their obligations and pollute the environment and harm local communities.

- Sharing intelligence and taking tough action against those who pass their waste on to illegal operators failing to deliver their Duty of Care. Waste crime often occurs at the end of a supply chain where there have been failures in Duty of Care by those at the beginning.

- Improving technical competence in the waste sector – working with Government to ensure that waste is only handled by suitably trained personnel at sites operated by companies with sufficient financial reserves to meet their obligations.

2.3 Each of these themes will be jointly sponsored between the EA and the ESA with a senior lead from each organisation taking forward the actions. The event was seen as successful by all parties and significant positive media coverage resulted following an agreed joint press release and blogs.
2.4 Marie Fallon and Nicky Cunningham met with ESA on 30 August and discussed progress under each of the 4 elements of the accord and agreed the implementation plan. Most progress had been made on the Waste Crime theme. On 22 August we held an initial meeting with ESA, CIWM and Defra to agree how to progress the Eunomia “Rethinking Waste Crime” report recommendations. A gap analysis of the recommendations (what is already in train, what needs regulatory change, implementation issues) will be completed by 5 September; the group will then identify priorities for action and identify a delivery team by 12 September. This group will also provide oversight on measures to improve sharing of intelligence between the industry and ourselves. Marie and Jacob will meet again in November to review progress. The focus over the next 2 months will be to develop detailed proposals of the work which will be delivered under each of the 4 elements.

3.0 Recommendations

3.1 The Board note the outcome of the waste industry roundtable.

Marie Fallon
Director of Regulated Industry

1 September 2017
Please clearly state what decision you are seeking from the meeting

The Board is asked to note:

1. The actions taken by the Environment Agency to support the community of Coverack and assist the recovery.
2. The difficulties of accurately forecasting and rapidly communicating localised, extreme rainfall and flood events.
3. The lessons identified as part of this work.

Key points for discussion
The actions taken by Environment Agency and the lessons identified for this work.

Governance
What meetings/groups have already reviewed this item?
Not applicable

What meetings/groups need to review this item next?
Incident Management Leadership Group
October 2017

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

How will the key messages/decisions be communicated?
Through normal line and incident management portfolio groups

Legal Services have been consulted and [a legal annex is attached] / [confirm no legal annex is required]. Not applicable

Legal advice provided by: Not applicable

Form completed by: Dafydd Evans
Date: 1 September 2017
1.0 Background or Introduction

1.1 Coverack is a small village on the eastern side of the Lizard Peninsula in Cornwall. On 18 July 2017, extremely heavy rainfall fell on the small catchment, resulting in flooding to properties, damage to infrastructure and which had an impact on a SSSI and a designated bathing water.

2.0 Description of Event

2.1 During the afternoon 18 July 2017, a localised storm system developed over the southern tip of Cornwall, with atmospheric conditions causing a strong low level easterly flow of very warm and humid air, carrying large amounts of moisture towards the rising ground of the Lizard Peninsula. Low level coastal winds contributed to initially trigger the storm and once initiated the continuous feed of moisture and vertical profile through the atmosphere enabled the storm to become self-sustaining, resulting in the extremes of rainfall observed.

2.2 The highest rainfall totals missed on-line rain-gauges. The closest manual recording rain gauge at St Keverne recorded 105 mm in 3 hours. The rainfall totals over Coverack have been estimated using weather radar adjusted for hail, and verified using new techniques in rain gauge-radar merging. From this we estimate approximately 170 – 200 mm rain fell between 13:30 and 16:30. Even higher rainfall totals appear to have fallen just offshore.

2.3 The rain resulted in significant surface water flooding, which cascaded down the valley via roads, tracks, small watercourses and main river to the sea bringing debris with it. The South Coverack Stream, which is a main river, and has a small catchment area of 2.3km², had an estimated peak flow of 30m³/sec. This is around 10 times the discharge previously calculated for an event with a 0.1% probability of happening in any one year.

2.4 The impacts of the event are summarised below:

2.4.1 There was direct run-off from all surfaces with considerable erosion to the land, river channels and road highway network. There was high risk to life from dangerous deep fast flowing water carrying debris.

2.4.2 50 properties were flooded during the event, including a hotel, and two residents were rescued by helicopter from the roof of their property.

2.4.3 The main road into the village was closed due to damage, leaving the only access through a narrow lane, which hampered recovery. Sewers in the road were broken by the force of water, leaking sewage. The bathing beach was closed as a result.

3.0 Forecasting

3.1 The Flood Guidance Statement issued by the Flood Forecasting Centre at 10:30am on 18 July showed a general heightened flood risk flagging: “Localised significant surface water and river flooding impacts are
Ref: B/1709-13

possible but not expected across parts of England and Wales during Tuesday evening and Wednesday."

3.2 This storm highlights the challenge of forecasting, observing and communicating localised and extreme events. The individual storm that affected Coverack was not predicted from any of the Met Office’s weather prediction models.

3.3 Overall whilst forecasts can provide a good general overview of heightened flood risk, specific warnings and targeting of messages for responders and/or communities are currently beyond our technical capability.

4.0 Liaison with Partners and Others

4.1 Cornwall County Council declared a Major Incident at 17:40. Emergency services cordoned the village off, restricting access to immediate rescue operations. Environment Agency teams were on site at first light the next day to assist in the clearance and clean up.

4.2 The Environment Agency issued national press releases during the afternoon and evening of 18 July about heightened flood risk, and briefed local MP’s as the recovery operation for Coverack was in progress on 19 July.

5.0 Clean-up and Recovery

5.1 Staff from our Field Services teams cleared approximately 100 tons of debris from the main river channel, and upstream. This included gabion baskets, concrete blocks, timber and sheds. They cleared a blocked highway culvert, and assisted property owners with silt clearance from inside and surrounding properties.

5.2 Our staff also assisted Cornwall County Council with clearance of debris from the beach and from ordinary watercourses. This included the removal of fallen trees, unblocking of culverts and removal of silt from the highway.

5.3 We sampled the bathing water the weekend after the event. This confirmed the pollution caused by the flood damage had been resolved. This allowed the bathing waters “abnormal situation” categorisation to be removed for the routine monitoring programme.

5.4 We continue to provide support to the County Council and riparian owners to allow repairs to watercourses to be completed in accordance with the relevant permitting regulations.

6.0 Lessons Identified

6.1 The Met Office and Environment Agency network of strategic rain-gauges and river level stations is not designed to be dense enough to capture such localised events. We will continue to need to develop remote techniques, such as operational radar products, and the tools to feed these real world observations into weather models. This is currently being addressed through the joint EA-Met Office ‘Rainfall Detection Strategy’. This event also
Ref: B/1709-13

highlighted the importance of social media and other sources of situational awareness.

6.2 We need to ensure that there is rapid communication amongst all those involved in incident response whenever events such as these occur. Mobile phone coverage on the ground was poor in this remote area.

6.3 The importance of Community led Resilience is highlighted through the speed and impact of this event.

7.0 Conclusion and recommendations

7.1 Extreme events such as that in Coverack in July 2017 are rare in any single location, but are being seen with an increasing frequency across England. Our ability to warn and inform specific communities for these types of event remains limited but is improved by strong local awareness and engagement. We need to continue to improve; the speed and resilience by which we communicate situational awareness; our planning and exercising for rapid response events. Our response to support clean up and recovery was exemplary.

7.2 Learning identified on forecasting, warning and informing for Coverack will be considered by two reviews. The first is the current Environment Agency review of flood warning services and the second is Defra's review of surface water flood management which is due to start shortly. The Defra review was promised in the National Flood Resilience Review published in September 2016.

Dafydd Evans
Deputy Director Incident Management and Resilience
1 September 2017
**Paper by:** Chief of Staff

**Subject:** Communications update

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<td>- Communications activity from July – August 2017</td>
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<td>- Sam Lumb for John Leyland, Chief of Staff – 5 September 2017</td>
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<td>- Mark Funnell, Deputy Director of Communications – 5 September 2017</td>
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| No legal annex is required                        |

Form completed by: Jonathan Fitzgerald  
Date: 5 September 2017
Ref: B/1709-Info2

1.0  Background

1.1  This paper provides a review of communications activities from July to August 2017, with more detailed evaluation set out in Appendix 1.

2.0  Review of communications from July to August 2017

- Our national Twitter account passed the 500,000 followers mark in July. By way of comparison, Defra have 115K, the Woodland Trust have 147K, the Wildlife Trusts have 119K. The National Trust have 745K. It continues to gain around 2,500 new followers each month and sees over 2 million monthly impressions (number of people who saw our posts/tweets).

- Emma Howard Boyd gave an interview to the BBC World Service at the Thames Barrier for a new business bulletin to be transmitted to an international audience. The programme, focused on how big cities prepare for climate change, featured Emma’s comments on the daily workings of the barrier and how important it is to London, as well as the EA’s overall flood strategy.

- All four of our entries to the CIPR awards have been successfully shortlisted. These reflected some excellent and impactful communications work over the last year, and the final results will be known in November.

- Our announcement of the water company report landed a range of national and regional coverage, praising leading water companies and calling for action from those who missed their pollution targets. We worked closely with Ofwat, Defra and water companies. Quotes from Toby Willison and Emma Howard Boyd featured in the coverage.

- Social media highlights include the promotion of our regulatory role, National Fishing Month, the annual Thames Barrier closure event, and a new ‘How-to’ video of making a fish refuge, aimed at anglers and fishery managers.

- We worked closely with Defra to promote the £15m funding for natural flood schemes announcement, including Minister Coffey’s visit alongside Emma Howard Boyd to South London and a new scheme in Essex. This secured widespread positive coverage, regional and nationally, while our tweets had over 5,000 impressions and our Facebook posts reached over 16,000 people.

- Due to closer working with Defra colleagues, we are building a stronger and bigger cadre of incident-trained communications staff (see incident management section).

Examples of Environment Agency communications include:

Corporate / Our culture ‘How we do things’
- We worked with HR colleagues to launch the new Apprenticeship Scheme, which is a new in-role development opportunity. It had huge interest with 8,246 views of the Apprenticeship Resource Centre and nearly 300 applications for 34 apprenticeships offered.
• LGBT+ used Manchester Pride to engage with the local communities with the local communications team supporting our inclusive and diverse work through video and social media. Our video, featuring our Area Director Lee Rawlinson, was seen by nearly 14,000 and a tweet, promoting us as a diverse and inclusive employer, was seen by 10,000 people.

• A range of Health, Safety and Wellbeing communications took place, which included Healthy Bodies, Mental Health Awareness Week and the Board’s signing of the Time to Change mental health pledge.

• The top Easinet Highlights were: The launch of Condeco, our new room-booking and resources system (9,417 views); a reminder to claim holiday pay enhancement (2,547 views); and what the general election results mean for us (2,358 views).

• The top #TeamEA articles were: The apprenticeships scheme (4,922 views); the work of our E&B Enforcement Technical Services on reducing waste and waste crime (3,435 views); 20 years of the Packaging Recycling Regulations and our role (3,420 views)

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

Flood and coastal risk management
• We secured significant coverage on the 2007 floods anniversary. Our key messages included our 3.1 billion investment in the last 10 years to reduce flood risk across the country, the 6-year investment programme and everyone’s responsibility to take action to reduce their own flooding risk. Media, digital and blog coverage carried our messages and was all positive or neutral in tone.

• We continue to secure positive coverage for our capital programme. This includes ITV News reporting on the recent completion of the £27m Morpeth scheme, widespread coverage of the £6.5m Louth & £8.1m Horncastle flood basins openings, and an interview with John Curtin in NCE magazine which is due to be published in September/October.

• We secured positive coverage of Minister Coffey’s visit to natural flood management schemes in Yorkshire and plans to reduce flood risk in York. We also worked hard to secure positive coverage on ITV of the £30m flood scheme in Mytholmroyd.

• We continue to support the area team in Devon & Cornwall by managing a communications strategy to support flood recovery in Coverack. Cornwall incident room were alerted to flooding in Coverack by comms social media monitoring, which helped them respond effectively to the incident.

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

Water, land and biodiversity
• A Bathing Waters campaign to help reduce the number of wet wipes being flushed was supported by 113 Twitter accounts, over the 100 target, which potentially reached 2.5m accounts.
Our Fisheries communications work plays an important part in helping to stop the decline in licence sales, which has been successful with fishing licence income now increasing. We sent 475,000 e-newsletters to lapsed/current anglers and 128,000 emails to anglers who had previously bought short-term licences, highlighting the benefits of the new annual licence.

On 9 August, we used internal and external communications to support Emma Howard Boyd’s visit to Devon where she travelled by bike using the Camel trail to Grogley. She visited the Water for Growth project – a £2.2m scheme to restore freshwater fish habitats to the Camel and Fowey rivers.

**Regulated industry**

Waste Crime Easinet highlights included Project Resolute, a year-long project to disrupt and prevent the illegal deposits of baled waste, and our successful waste crime vehicle seizure trial. Social media and trade press coverage for Portside Stop and Check action achieved good reach, as did the social media promotion of Nicky Cunningham and Emma Howard Boyd speaking at Waste, Energy, Recycling and Water sectors event.

We continue to promote our regulatory role locally; one tweet and photo in the North West - “Another day at the office: #TeamEA is out regulating waste sites to reduce harm to the environment and communities” - saw nearly 10,000 impressions (times seen) and over 160 people engaged with it (likes, shares, comments).

**Incident management**

In the last month, we have focused on improving our ways of working with Defra communications group in an incident to be more efficient and to increase our resilience.

Staff from Environment Agency communications took part in the National Flood Response Centre exercise on 11 September, alongside Defra colleagues, and lessons learned will help inform our future resourcing needs and Defra communications incident planning.

We supported the Somerset-based Exercise Ash, which saw high-volume pumps deployed so engineers from across the country could sharpen their major incident skills. News stories ran on television and radio news channels, with a potential reach of over 700k listeners/viewers. Over 50 members of staff came to visit the exercise location following internal promotion and there were 354 views of our video on the Wessex Facebook page.

### 3.0 Conclusion and recommendations

The Board is asked to note and comment on (if applicable):
- the communications activity from July – August 2017

John Leyland  
Chief of Staff  
September 2017
Communications

Highlights: July-August 2017

Mark Funnell
Deputy Director, Communications
Social Media Highlights

The national Twitter account hit a milestone in July, reaching half a million Followers. By way of comparison, Defra have 115K, the Woodland Trust have 147K, the Wildlife Trusts have 119K. The National Trust have 745K.

July
2,608 new followers gained across our national & regional Twitter accounts. Our national Facebook page collected 188 likes. Our Instagram added 126 followers. 700 messages sent on Twitter & Facebook. Twitter accounts retweeted 2,792. Social media led to 2.2M impressions (number of people who saw our posts/tweets), 42,743 engagements (number of people who interacted with our posts/tweets) and 3,516 link clicks.

August
2,455 new followers gained across our national & regional Twitter accounts. Our national Facebook page collected 196 likes. Instagram added 88 followers. 857 messages sent on Twitter and Facebook. Twitter accounts retweeted 2,687. Social media led to 2.8M impressions (number of people who saw our posts/tweets), 67,731 engagements (number of people who interacted with our posts/tweets) and 4,662 link clicks.

Followers of national Twitter account: 504K
People who like / follow national Facebook account: 32K
Followers of national Instagram account: 3,646
Social Media Highlights

How-to Videos
- The NW filmed and edited an instructional YouTube video with our Fisheries team entitled “How to make a fish refuge” – aimed at anglers and fishery managers
- Shared on social media and currently has 535 views and counting!
- This is the first in a series of “How to” videos

National Fishing Month
This month, an underwater image of grayling, released from Calverton Fish Farm, proved very popular on Facebook. The post, featured as part of our National Fishing Month promotion, reached 16,782 people, received 208 likes and 25 shares.

Thames Barrier Annual Closure event
A post to promote the event was well-received online. It reached 18,750 people and was liked 142 times. The post also received positive engagement with 102 shares and a number of comments encouraging others to view it.

Bathing Waters
GMMC ran a Twitter Takeover, encouraging people to use Bathing Waters across the North West, with relevant links and #loveyourbeach messages. This resulted in 10 tweets making 31,000 impressions. 450 interacted, with 52 retweets and 68 likes.
We embed, promote & celebrate the culture in our organisation. We create the environment for staff to share their stories, feel proud of their work and help our culture flourish e.g. #TeamEA. relevant to people by showing how it helps them to create a better place. We use local voices, case studies and align to our external communications to increase relevance and link people to our Action Plan.

We work with the business to ensure comms on transformation are clear, timely and accurate. We ensure that communications are two-way, seeking feedback and responding to our audience’s needs.

Top Easinet Highlights
• Condeco now live (9,147 views): Launch of our new room booking & resources system
• Remember to claim your holiday pay enhancement (2,547 views)
• The results are in... (2,358 views): Published the morning after the general election, it informed staff what the result meant for us..

Top #TeamEAs
Continues to be a popular feature with most stories receiving more views than Easinet Highlights. Most viewed:
• Think apprenticeships are for school leavers – think again! (4,922 views)
• E&B Enforcement Technical Services Team reducing waste & waste crime (3,435 views)
• 20 years of Packaging Recycling Regulations & role of E&B (3,420 views)

Apprenticeship scheme launch
Objectives: The staff survey showed 58% felt unable to use their skills & abilities. Working with HR, we communicated our new apprenticeship scheme as an in-role development opportunity.

Outputs: Messages in EM Round-up & Managers Need to Know; all-staff John Leyland message; Easinet Highlights; a #TeamEA.

Outcomes: 5,000 staff viewed the #TeamEA Apprenticeship Resource Centre (linked to in all comms) received 8,246 views. 3,000+ staff clicked on ‘Register your interest’ page. Nearly 300 applications received for 34 apprenticeships.
OBJECTIVES

• Staff use our Internal Communications information and guidance to shape their projects
• Staff feel they are contributing to and benefitting from our organisation’s culture
• Staff use our How We Do Things principles to achieve their objectives

1. Mental Health Awareness Week:
   - 749 Staff signed up for live meeting
   - 1,283 Easinet page visits

2. Healthy Bodies: Focused on help & support for people living with chronic conditions
   - 197 Staff at live meetings
   - 229 Info sheet downloads

3. Time to change: Promoted Board signing of mental health pledge. Provided comms material for network leads to promote pledge across EA.

4. HSW Monthly Pack Downloads
   - 1,410 July
   - 1K+ August

5. Training & learning packages:
   Advice & support to Defra Group Fleet Services on launch of FleetSHARE to help save thousands of pounds in annual hire costs.

Corporate Comms: Spotlight on... supporting LGBT+ network

GMMC communications supporting LGBT+ network... LGBT+ used Manchester Pride to engage with communities we work for and with. GMMC Comms supported the inclusive & diverse work we do with a short video for social media & publicising the event. Key messages included how the EA is a top 100 Stonewall employer & how we’re an inclusive & diverse place to work.

A tweet, promoting us as a diverse and inclusive employer, was seen by 10,000 people.

The social media campaign ran from Aug 1-26. 18 tweets were sent.

The video featuring Area Director Lee Rawlinson was seen by 14,000.

90,000
People who saw EA key messages

4,000
Interacted with our videos / media. Over 2,000 engaged with messages (clicks, likes, shares etc)
FCRM Media Highlights

Emma Howard Boyd interview
Emma Howard Boyd gave an interview to the BBC World Service at the Thames Barrier for a new business bulletin to be transmitted to an international audience. The programme, focused on how big cities prepare for climate change, featured Emma’s comments on the daily workings of the barrier and how important it is to London, as well as the EA’s overall flood strategy.

£15m funding for natural flood schemes
We worked closely with Defra to promote this announcement, including Minister Coffey’s visit alongside Emma Howard Boyd to South London & a new Essex scheme. This secured widespread positive coverage, with over a dozen regional pieces including BBC Look East and articles in national publications such as Business Green, Farming UK and Horticulture Week. Our tweets had over 5,000 impressions & our Facebook post reached over 16,000 people.

Flooding Advice
We secured a positive piece on The Telegraph’s website which highlights a wide range of facts & figures on being prepared for flooding. We provided key messages & calls to action – the postcode search for checking your flood risk is included, in addition to advice.
FCRM Capital Investment Programme
Comms task & finish group highlights

2007 SUMMER FLOOD ANNIVERSARY
The task & finish group set up to manage communications continued to secure positive traditional and social media coverage after developing a bank of materials that highlighted EA progress since 2007. Materials included infographics, blogs, a core narrative, reactive county briefings & an extensive Q&A. Detailed evaluation is in the next slide.

MEDIA HIGHLIGHTS
- We secured significant coverage on the 2007 floods anniversary. Key messages included our 3.1bn investment in the last 10 years to reduce flood risk across the country, the 6-year investment programme & everyone’s responsibility to take action to reduce their own flooding risk. Media, digital & blog coverage carried our messages & was all positive or neutral in tone.

- We continue to secure positive coverage for our capital programme. This includes ITV News reporting on the recent completion of the £27m Morpeth scheme, widespread coverage of the £6.5m Louth & £8.1m Horncastle flood basins openings, and an interview with John Curtin in NCE magazine, due to be published in September/October.

- We secured positive coverage of Minister Coffey’s visit to natural flood management schemes in Yorkshire & plans to reduce flood risk in York. We also worked hard to secure positive coverage on ITV of the £30m Mytholmroyd flood scheme.

- We continue to support the Devon & Cornwall area team by managing a comms strategy to support flood recovery in Coverack. Cornwall incident room were alerted to flooding in Coverack by comms social media monitoring, which helped them respond effectively to the incident.
FCRM: Spotlight on…
2007 Summer Flood Anniversary

Strategy
OBJECTIVE:
• To manage interest in the 2007 floods anniversary & demonstrate EA progress since then

APPROACH:
• A ‘low key’ proactive-reactive approach was taken, which aimed to ensure a sensitive tone (13 people died in the 2007 floods) & avoid the EA becoming the focus of coverage, while ensuring our key messages were included.
• Local coverage was achieved in areas which were worst affected – a mini task & finish group was set up with key area leads in order to coordinate our area & national media work. Materials prepared included core narrative, national media handling plan, Q&A, infographics, blogs & county briefings (to help identify risks & respond to reactive enquiries).

Summary of media work
• 25+ articles in local and regional print
• 20+ pieces of broadcast coverage
• 60+ social media posts (national & regional accounts) – not including various partner tweets
• 6 blogs referring to 2007 floods
• 7 infographics created & shared on social media
Overall tone positive/neutral; key messages carried

Key Messages
• People, homes and businesses are better protected than ever – in the last 10 years we’ve invested £3.1bn to reduce flood risk across the country.
• Since 2007 we’ve constructed 1,176 new flood defences to reduce flood risk to over 480,000 properties.
• We send targeted flood warnings to 1.26m people in England – giving them vital time to prepare.
• We’re much better prepared to respond to flooding with more than 6,500 staff trained to deal with incidents & better partnership working with local authorities & emergency services.
• For the first time we have a longer-term, 6-year investment programme & are spending £2.5bn to protect a further 300,000 homes by 2021. Many of our flood schemes incorporate a range of measures including catchment-wide approaches & natural flood management, alongside traditional engineering.
• We’ve come a long way in the past 10 years, but everyone still has a responsibility to take action to reduce their own risk – check your flood risk & sign up for our free flood warnings at www.gov.uk/flood or 0345 988 1188.
Flood Action Campaign 2017: Update

2017 Flood Action campaign overview

- Targets 18-34 age group as they are least flood aware and therefore at greatest risk
- Provides a ready made ‘flood plan ‘ – as evaluation from previous campaigns shows that people are unlikely to complete a personal flood plan
- Is deployed when it is raining/if flooding is on the news agenda – as research shows that only when flooding is salient will people be motivated to take action.
- Uses emotive, attention grabbing creatives that are shareable on social media

- We have developed a downloadable/sharable/trackable 3-point flood plan – PREPARE. ACT. SURVIVE – to inform people what to do at each stage of flooding. This has had positive feedback from the new BBC weather service, who plan to use it when flood warnings are in force.

Flood warnings - know what to do?

- A submission has been approved and the exemption was signed off on 23rd August
- We’re developing a creative concept to be used in range of materials for social media channels, media, a campaign web page & a partner pack. The pack will include posters, social media content & other materials. Creative concepts were tested with a focus group of 18-34 year olds – with a cinematic horror concept the favourite
- We’re developing a national & local media / social media plan, which includes work with a national partner on a joint news story, social media quizzes, video content & sponsored social media advertising
- We’re attending the Flood Expo conference on 27th September where campaign materials will be shared with flood industry professionals
Water, Land & Biodiversity: Stats & highlights

Bathing Waters… Our top tweet: Wet wipes are NOT flushable. They #litter the #seaside so #binit4beaches was retweeted 121 times & liked by 89 accounts. Together with partners including Love Your Beach & Keep Britain Tidy, we ran a thunderclap, supported by 113 accounts, over the 100 target, and potentially reached 2.5m accounts.

Fisheries… Our comms is an important part of the mix needed to help stop the decline in licence sales. Fishing licence income is up, although sales are lower than expected, but care needs to be applied to the figures as price and product have changed this year.

We continue to work on key audience segment strategies (Junior anglers, Lapsed anglers, Direct Debit and Suppliers).

Our comms on the Salmon 5 point approach is focussed on the initial consultation (24 August - 9 October). A great comms package was developed with key messages, standard tweets, social media posts & press release. #Salmon5PA has been used 135 times on social media since the campaign launch.

Water for Growth project…
On 9 August, Emma Howard Boyd visited Devon & travelled by bike using the Camel trail to Grogley, where she was shown Water for Growth – a £2.2 million project to restore freshwater fish habitats to the Camel & Fowey rivers. We supported Emma’s visit with internal comms & a press release with resulting media coverage. Emma’s visit also inspired a staff member to learn to cycle.

475k + 128K

e-newsletters sent to lapsed/current anglers encouraging fishing
Emails to anglers who previously bought short-term licenses, about the value of the new style annual licence
WLB: Spotlight on…
Bathing Waters #binit4beaches campaign

Through the national bathing water communications group, we ran the 4th #binit4beaches campaign. The aim of the partnership campaign was to remind people that wet wipes are not flushable, and to therefore encourage behaviour change.

**INPUTS**
- Capture what you did before & during the activity
  - Prepared a detailed campaign strategy
  - Shared plans through the BQ comms and campaign group
  - Provided content for partners to use including imagery and text
  - Contacted bloggers and vloggers
  - Created a Thunderclap

**OUTPUTS**
- Record what is delivered against the objectives & what audience is reached
  - From the 14 -20 Aug we shared messages using #binit4beaches to remind people to bin wet wipes and only flush the 3Ps
  - Initial stats show we reached 2.4m people via social media
  - The Thunderclap gained 113 supporters with a reach of 1.2m
  - 192 unique tweets sent by partners and the public
  - Online articles included content on Met Office website

**OUTTAKES**
- Include metrics on what the target audience think, feel or do to make a decision
  - #binit4beaches was promoted across all our social media channels
  - Video content produced in C&L with the public making pledges to #binit4beaches
  - Behavioural:
    - Followers supported our messages and created their own using the hashtag

**OUTCOMES**
- Track & report the result of your activity on the target audience
  - Attitudinal:
    - #binit4beaches was a joint campaign with Local Authorities, water companies, local partnerships, Keep Britain Tidy and other NGOs amongst others. Having a joint approach helped to enforce our messages.
    - Marine Conservation Society’s annual beach litter survey showed the number of wet wipes on UK beaches increased by 700% over the last decade – we await updated surveys

**ORGANISATIONAL IMPACT**
- Where relevant, note the quantifiable impact on the organisational goals/ KPIs
  - Reputational – continued dialogue with stakeholders.

**Actionable Insights…**
**What worked well:** This is the 4th #binit4beaches campaign and each time we have used insight from previous campaigns to improve. Providing content allows for consistency of message
**What can be improved:** To be reviewed as more info is to follow.
Promoting Regulatory Role
A high-performing tweet was promoting our regulatory role in the North West area.
“Another day at the office: #TeamEA is out regulating waste sites to reduce harm to the environment and communities” saw nearly 10,000 impressions (times seen) and over 160 people engaged with it (likes, shares, comments).

Announcement of water company report
Our announcement landed a range of national & regional coverage, praising leading water companies and calling for action from those who missed pollution targets. We worked closely with Ofwat, Defra & water companies to prepare the announcement, which led to coverage including The Times (page 2), Guardian online, The i Paper, ITV online, Yorkshire Post (page 1) & further local print & radio coverage. Quotes from Toby Willison & Emma Howard Boyd were issued to media & used in coverage.

Waste Crime
Easinet highlights:
- Project Resolute (to disrupt & prevent illegal deposits of baled waste): 529 views since 10 July
- Successful waste crime vehicle seizure trial. 977 views since 24 July
- Meet a colleague: Introducing Steve Clare, Senior Enforcement Officer w/c 14 Aug. 2,147 views to 28 Aug
- Defra 60 Second Interview: Introducing Bonnie Butler, Team leader NES Disruption & Prevention Team

Social media and trade press coverage:
- Portside Stop and Check action on 2 Aug
- Promotion of Nicky Cunningham & Emma Howard Boyd speaking at Waste, Energy, Recycling and Water sectors event
- CIWM Journal July issue. Wrong waste wood, wrong place.
Incident Management: **Highlights**

In the last month we have focused on improving our ways of working with Defra communications group in an incident to be more efficient and to increase our resilience.

**Incident ‘First Responders’…**

Two workshops were held in August to train a cadre of ‘first responders’ to undertake some of our communications tasks in an incident.

These tasks focused on work that was not dependent on agency-specific technology such as spokesperson buddies.

The aim is to deploy the cadre volunteers when needed to support Environment Agency-facing communications staff in an incident.

**Preparing for Winter…**

We are working with Defra to ensure that communications staff are prepared for winter. We are reviewing some of the processes around core tasks and making sure that we are aligned. We will also have a communications plan for the Defra group which will stipulate principles, roles and responsibilities during an incident.

Staff from Environment Agency communications played in the National Flood Response Centre exercise on September 11 alongside Defra colleagues, and lessons learned will help inform our future resourcing needs and Defra communications incident planning.

**A forward look…**

- A timetable is now in place for rolling out the new communications and engagement cell under ConOps.

- Support materials are being finalised and staff will be briefed this month and recruitment for the new cell leads will take place now and into October.
Incident Management: Spotlight on… Exercise Ash

The Somerset-based exercise saw high-volume pumps deployed to Huish Episcopi Pumping Station and Westover Pumping Station in the Langport area, so engineers from across the country could sharpen their major incident skills.

Over 50 members of staff came to visit the exercise location following internal promotion.

354 views of our video on the Wessex Facebook page promoting the Exercise.

News stories ran on Somerset’s premier television and radio news channels (BBC Points West and BBC Somerset) and featured in online coverage (The Breeze; BBC Radio; BBC Points West) – with a potential reach of over 700k listeners/viewers*

*with an estimated value of £3,400 (based on Kantar data)
Spotlight on Exercise Ash, 17/08/17

Objectives:
- Proactively communicate key messages about the exercise internally and externally (locally/regionally), using available channels (Weekly Buzz, traditional media, social media).
- Encourage greater external media/social media coverage by inviting the press to attend the exercise at an agreed date/time/location.
- Inform/liaise with the Environment Agency’s national communications team and Defra, if appropriate.
- Underpin the incident objectives outlined in the national communications plan (see organisational impact below).

Actionable Insights...

What worked well: Comms team working collectively, staff engagement, internal and external publicity/coverage.
What can be improved: Earlier heads up from area colleagues to help with the comms delivery/planning process. Site visit to discuss pump/pipe visibility and activity on the press day (as these aspects weren’t as impactful as previous exercises we’ve been involved in, despite the great location).

INPUTS
- Capture what you did before & during the activity
  - Comms plan
  - Project meetings
  - FCRM meeting
  - Contribution to national media grid
  - Weekly buzz articles
  - Press release
  - Social media
  - Photography
  - Videography
  - Key message document
  - Staff intercom
  - Media invitation
  - Key spokesperson briefing

OUTPUTS
- Record what is delivered against the objectives & what audience is reached
  - Staff engagement (Raising internal and external profile)
  - Proactively contacting local media outlets to encourage them to attend on the day

OUTTAKES
- Include metrics on what the target audience think, feel or do to make a decision
  - 354 views of our video created in-house and posted on our Wessex Facebook page
  - 50 staff visiting the site to view the exercise
  - On site broadcast media handling (x 3) on the day
  - News stories ran on Somerset’s premier TV and radio news channels and featured in online coverage – with a potential reach of over 700k listeners/viewers*

OUTCOMES
- Track & report the result of your activity on the target audience
  - Organisational awareness and reputation increased
  - Greater local internal and external understanding of our local ‘trigger points’ work and overall incident preparedness
  - Key messages carried in resulting coverage

ORGANISATIONAL IMPACT
- Where relevant, note the quantifiable impact on the organisational goals/ KPIs
  - This exercise delivered against the following outcomes in the EA’s 17/18 Action Plan:
    - A nation better protected against floods… with strong response and recovery capabilities
    - Maintaining and exercise a first class EA response capability & support a Defra wide incident response & recovery capability building on winter 15/16 learning
    - Having a capable, scalable & committed workforce ready to respond when incidents happen
Awards Update

Shortlisting announcements have now been made for the CIPR awards which we entered in June. Our four entries reflected some excellent and impactful work over the last year, and we’re delighted to report that, across different categories, all were successful in being shortlisted.

Staff who wrote the submissions shared their learning with Comms colleagues on an Air & Share telecon in August. Awards dinners will now take place in different regions between September and November.

**Chartered Institute of Public Relations: Regional Awards**

- Flood recovery communications – Yorkshire: SHORTLISTED
- Flood recovery communications – Cumbria & Lancashire: SHORTLISTED
- East Coast Surge communications – Anglia: SHORTLISTED
- Waste Crime communications – GMMC: SHORTLISTED

**Public Relations and Communications Association: National Awards**

- New EA Staff Awards Scheme
- Flood recovery communications

SHORTLISTING: LATE SEPTEMBER
Sponsor: Executive Director Environment and Business

Title: Update on prolonged dry weather and prospects for 2018

Please clearly state what decision you are seeking from the meeting

The Board is asked to:
1. Note the latest situation for prolonged dry weather and prospects for 2018.

Key points for discussion

Whilst the wetter summer months have replenished rivers, groundwater levels remain low across parts of south east and eastern England. If the autumn and winter is dry, there remains a risk of drought-related impacts in 2018.

Governance

What meetings/groups have already reviewed this item?
One Business Group 17 August 2017

What meetings/groups need to review this item next?
None

Are there any risks associated with the evidence and analysis in the paper?
N/A

How will the key messages/decisions be communicated?

Legal Services have been consulted and no legal annex is required.
As reviewed by Huw Williams - Senior Specialist, E&B Legal Services

Form completed by: Victoria Williams, Senior Adviser Water Resources, E&B
Date: 11 September 2017
1.0 Background

1.1 Winter 2016 and spring 2017 were unusually dry resulting in a period of prolonged dry weather across southern and eastern England. Rainfall over the past 4 months has helped improve river levels but groundwater supplies and reservoirs will take longer to replenish.

2.0 Latest situation for prolonged dry weather

2.1 Recent rain has helped water availability for farmers and the environment over the summer months. However, National Farmers Union report that high moisture content is affecting the quality of hay and cereal crops.

2.2 Groundwater levels remain low across the south east, especially the Hertfordshire, Buckinghamshire, Cambridgeshire and Bedfordshire area. This is a deeper aquifer so we do not expect any substantial recovery until the autumn rainfall and then levels may not start to respond until December or even January. Likewise some aquifers in Kent are in similar position but some of the faster responding shallow chalk along the south coast has responded to the rain.

2.3 Reservoirs are generally looking healthy but we are closely monitoring levels in Bewl and Darwell reservoirs in Kent which are below average for the time of year. We expect reservoirs to refill from October. A very dry autumn could bring some fresh problems for reservoir storage levels next year.

3.0 Prospects for 2018

3.1 If the autumn and winter is dry, there remains a risk of drought-related impacts in 2018 significantly affecting agriculture and the environment, with temporary use bans (hosepipe bans) likely to be imposed on public water supplies covering the south east.

3.2 We have asked water companies, National Farmers Union, Canals and River Trust and environmental NGOs to look at prospects and actions they need to take over the winter.

3.3 The detailed outlook for 2018 based on our hydrological forecasts and stakeholder information will be presented to the National Drought Group, chaired by Sir James Bevan, on 16 October.

3.4 We continue to brief Ministers on our plans and preparations for 2018.

4.0 Conclusion

4.1 The Board is asked to note the latest situation and prospects for 2018. We will provide a further update to the Board in late October.

Victoria Williams
E&B Senior Advisor, Water Resources

11 September 2017