**Board Meeting**  
**Tuesday 5 December 2017**  

**Itinerary:**  
- Breakfast 8.30am-9.15am  
- Meeting 9.15am-1.00pm  
- Lunch 1.00pm-1.45pm  
- Tour of Marsham Street 2.00pm  

**Venue:** The Garden Museum, Lambeth Palace Rd, London SE1 7LB.  
(please enter via the Café entrance)

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<tr>
<th>Time</th>
<th>Agenda Item</th>
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<tr>
<td>8.30am</td>
<td>Informal Board breakfast</td>
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<td>9.15am</td>
<td>1. Apologies</td>
<td>Emma Howard Boyd</td>
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<td>9.20am</td>
<td>2. Declarations of Interest</td>
<td>Emma Howard Boyd</td>
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<td>9.55am</td>
<td>3. Minutes of the Board meeting held on 19 September 2017 and matters arising</td>
<td>Emma Howard Boyd</td>
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<td>10.25am</td>
<td>5. EU Exit</td>
<td>James Bevan</td>
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<td>10.50am</td>
<td>7. Progress and reflections since the Board visit</td>
<td>Emma Howard Boyd</td>
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<td>11.05am</td>
<td>8. Committee meetings – oral updates and forward look</td>
<td>Joanne Sagers, Gill Weeks, Lynne Frostick, Emma Howard Boyd</td>
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<td><strong>Break</strong></td>
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<td>9. Schemes of Delegation</td>
<td>Bob Branson</td>
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<td>10. Finance report</td>
<td>Bob Branson</td>
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Note: The board meeting will be held in The Garden Museum, Lambeth Palace Rd, London SE1 7LB. Please enter via the Café entrance.
11. **Performance report Corporate Scorecard Q2**
   *For information*
   Bob Branson 12.00pm 15 mins

12. **Reconstitution of Somerset Internal Drainage Boards**
   *For approval*
   Toby Willison 12.15pm 20 mins

13. **Update on Corporate Services transfer**
   *For information*
   James Bevan 12.35pm 15 mins

14. **AOB and date of next meeting – 1 February 2018 London**
   Emma Howard Boyd 12.50pm 5 mins

15. **Review of meeting**
   Emma Howard Boyd 12.55pm 5 mins

   **Lunch**
   1.00pm 45 mins

   **Leave for 2 Marsham Street**
   1.45pm 2.00pm

   **Tour of 2 Marsham Street**

**Information papers -**

1. Chair’s Update – Emma Howard Boyd
2. Dry Weather update – Harvey Bradshaw
3. Communications Forward look – Mark Funnell
4. Environment and Business Committee hot topics paper – Harvey Bradshaw
5. Flood and Coastal Risk Management Committee hot topics paper – John Curtin
Sponsor: Chief Executive

Title: Chief Executive’s update

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<th>Please clearly state what decision you are seeking from the meeting</th>
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<td>The Board is asked to note the update on key topics since the last meeting.</td>
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Form completed by: Beth Axtell
Date: 21 November 2017
1.0 Flood Forecasting on the Internet

1.0 We have enhanced our information on GOV.UK to allow people to check current river levels and, for the first time, forecast levels.

1.1 These forecast levels, which let people see the predicted river level over the next 36 hours, are currently available from 18 monitoring stations spread across Yorkshire, Cumbria, Manchester and Gloucestershire.

1.2 We are still trialling this service, considering feedback and looking to improve it. We aim to make this more widely available in a phased roll-out in 2018. In the meantime, anyone can check their flood risk and sign up for our free flood warnings at www.gov.uk/flood. These are updated every 15 minutes and are the best way to make sure you have the most up-to-date information.

2.0 Multi Agency Flood Plan (MAFP) Review

2.0 The MAFP Review is a Defra and Environment Agency review initiated by the Secretary of State for Environment, Food and Rural Affairs as part of the government’s ongoing work to address flood risk. We welcome the review and continue to work with local resilience forums to improve local flood response capability.

2.1 The review will be led and overseen by an independent external reviewer, Major General Tim Cross CBE (retired). General Cross will be supported by a steering group of external experts in resilience and emergency planning, including from Local resilience fora (LRFs), with John Curtin, Executive Director of Flood and Coastal Risk Management (FCRM) as Environment Agency representative.

2.2 Local resilience fora already have plans in place for this winter. This review is about continuous improvement of emergency planning over the long term to help LRFs keep pace with good practice as it evolves. The review will address the question, ‘Do LRFs have robust plans in place to respond to flooding incidents in their respective areas?’ It will have three workstreams:

- **Workstream 1:** Assessment of current Multi Agency Flood Plans (MAFPs). This will be taken forward by the Environment Agency (EA). It will involve the assessment of around 30 strategic flood plans and over 600 tactical flood plans related to specific districts and communities.
- **Workstream 2:** A qualitative review led by the external reviewer, supported by Defra and the EA. This will involve visiting LRFs, identifying good practice, identifying issues and obstacles, and forming views and recommendations on the way forward including criteria for new guidance.
- **Workstream 3:** Revision of Defra guidance to LRFs on how to produce good MAFPs, taking into account lessons learnt and experience since 2011 when the guidance was last reviewed. This will be undertaken by Defra and the EA, overseen by the external reviewer.

2.3 The review is due to be completed by the end of May 2018, culminating in the publication of revised guidance and a report of findings.
3.0 Working with natural processes to reduce flood risk

There has been much research on Natural Flood Management (NFM) but the different methods have never been collectively assessed or been brought together in a single place. This means flood risk managers and local partners have struggled to access up-to-date information and to fully understand potential benefits and limitations.

3.1 On the 31 October we launched the first distillation of evidence in NFM. We will be following this launch with Area roadshows in early 2018 to provide training in how best to use the resources and to raise awareness of NFM techniques across the business, the Defra group and local partners.

3.2 The material included:
- An evidence directory assessing the flood and coastal risk management effectiveness of 14 different NFM measures.
- One-page summaries for each of the 14 measures.
- 65 case study examples
- Open access maps which can be used with partners to identify locations for some of the types of measure that may work in a catchment.

3.3 Importantly, the research also identifies the research gaps that still need to be addressed and spelled out the uncertainties in the evidence we do have.

3.4 The research products are published on GOV.UK at: https://www.gov.uk/government/publications/working-with-natural-processes-to-reduce-flood-risk.

4.0 Rebalancing national and local flood risk management - De-maining Project

The project is piloting the approach to re-designate Main Rivers as Ordinary Watercourses in locations where flood risk is low and local partners such as Internal Drainage Boards or Lead Local Flood Authorities are willing to take on their management. The aim is to ensure that the most appropriate body is managing watercourses. The pilots are making good progress with 14 well attended public drop-in events held in four of the pilot areas and asset transfer discussions taking place.

4.1 On 16 November 2017 Defra published the new Statutory Guidance that the Board had asked for to provide the criteria we are using to identify watercourses suitable for de-maining. Link to guidance document.

4.2 Formal consultation starts in January 2018. If no objections are raised in the pilot areas, the transfer of watercourses could take place in Summer 2018. Where objections are raised but overcome, the decision to proceed with the transfer will need to be taken by the EA Board and if approved, could take place in Autumn 2018. One of the pilots, the River Lugg Internal Drainage Board, is progressing to a different timescale to give the IDB time to make necessary changes to their governance in line with recommendations from the 2017 National Audit Office (NAO) report on Internal Drainage Boards (IDB) governance and to improve environmental management.
5.0 New Authorisations

5.1 On 31 October Defra laid regulations in Parliament and published the joint Environment Agency/Defra/National Resources Wales/Welsh Government consultation response on removing exemptions for around 5,000 significant water abstractions (e.g. quarry dewatering, trickle and drainage authorities) known as New Authorisations.

5.2 This is very good news, bringing these abstractions under licensing controls as a significant step towards achieving sustainable abstraction and help move to abstraction reform.

5.3 There is a two year application window from the 1 January 2018, followed by a three year determination period, starting in January 2020.

5.4 Forseen issues include:
   - Association of Drainage Authorities (ADA) have again raised the same concerns they made to Defra in the New Authorisations consultation about the principle of the new legislation bringing controls and costs to IDBs.
   - Minister Thérèse Coffey and James Bevan attended the ADA Conference on 16 November and the Minister’s speech will acknowledge their concerns but encourage them to put forward proposals to recover their operational costs within normal public money principles, while asserting that our approach is both fair and consistent to all abstractors.

6.0 Strategic Monitoring Review

6.1 The Strategic Monitoring Review for Water (SMR) is taking a fundamental look at how we commission, plan and deliver our monitoring to ensure we make better use of evidence to manage water. We want to do less monitoring that is nationally driven, by transforming the way we report on things like nitrates and Water Framework Directive classifications. We are discussing this with Defra, to involve them and make sure they understand any changes.

6.2 This will allow us to focus more effort on understanding our catchments, so we know where and what sort of interventions will have the most impact. We will use a collaborative approach with our catchment partners to set the evidence needs, and agree how we obtain that evidence. We are running four prototypes to understand how we can best achieve that.

6.3 Whilst SMR is addressing the longer term view for our monitoring activities, we need urgently to complete a number of other reviews to meet current budgetary pressures, address the sustainability of some of our team sizes and manage a reducing workload for our National Laboratory Service and area sampling teams. These reviews are likely to impact on our staff and how they work in the future. We are talking to our staff to explain how these reviews fit together with each other and SMR.

7.0 Delivery of new Water Environment Grant Scheme

7.1 The proposed scheme is being designed to support delivery of projects that are currently funded through the Water Environment Improvement Fund
(WEIF) Grant-in-Aid that we receive to fund delivery of Water Framework Directive improvements.

7.2 The current plan is to launch the scheme in January with grants available early in financial year 18/19.

7.3 The timescale and complexity of delivery is presenting a number of challenges. We are working well across Defra, the Environment Agency, Natural England and the Rural Payments Agency to achieve this.

7.4 It has been indicated by the Rural Payments Agency (confirmation due 17 November) that they expect the Environment Agency to become a delivery body for this Rural Development Programme for England (RDPE) scheme alongside Natural England. Final sign off by James Bevan of the Delegated Authority Agreement will be required.

7.5 There will be changes required to Area operational teams’ ways of working. Area leads are engaged in the process and a user group is informing the Operational transition.

7.6 Catchment Hosts / Partnerships are currently funded through WEIF revenue. We are working with the Defra teams to explore establishing a WEG facilitation grant to fund Catchment hosts and the CaBA National Support Group.

8.0 Rod Licence update

8.1 As of 31 October we had sold over one million licences across England and Wales generating £23.8 million. This was a drop of over 100,000 licences (10.6%) but income has increased by £2.5 million (11.9%) largely due to changes to licence structures and duties.

8.2 It is worth noting:
- Junior licence sales were nearly 77,000 (51%) higher than at the same point in 2016 thus reversing the very steep decline in junior numbers.
- We have sold over 105,000 of our new product, the 3 rod licence exceeding all expectations. 38,000 people bought 2 licences in 2016 to allow them to fish with 3 rods. Many will now have moved to the new 3 rod product which would result in a drop in total sales. Additionally people who previously bought a number of short term licences may now be buying just a single full licence due to the relative price shift introduced this year.
- We have advertised our duties for 2018 to 2019 (no increase) and have included the proposal to move to change the junior age range from 12-16 to 13-16 to align with new Data Protection requirements. The last date for representations will be 20 November.

9.0 Defra’s Resources and Waste Strategy

9.1 In July, the Secretary of State said: “I want to improve incentives for reducing waste and litter, and review the penalties available to deal with polluters – all part of a renewed strategy on waste and resources that looks ahead to opportunities outside the EU”. We are working with Defra to develop the 25 years resources strategy, looking at EU Exit transition and beyond. We jointly
10.0 Defra’s 2nd Waste Crime Consultation

10.1 We continue to support Defra’s waste crime consultation, to be published in November. It will focus on operator competence and “problem” exemptions. The operator competency changes cover financial provision, operator performance and technical competence, raising the bar for entry into the waste industry.

10.2 We also want to limit abuse of exemptions, identify problems earlier and enforce against it. A previous review focussed on ten “problem” exemptions, which are particularly vulnerable to waste crime. The consultation proposals include complete withdrawal of some exemptions.

10.3 Two remaining powers from the 2015 waste crime consultation are due before Parliament in December. They will extend our powers to require the removal of waste and to secure access to problem sites. We have helped Defra draft the legislation.

11.0 EU Exit - Assessing Day 1 Readiness for International Waste Shipments (IWS)

11.1 IWS has a complex system of controls because movements of waste across international boundaries are controlled on a number of regulatory and political levels. We are working with Defra and assessing the legal, regulatory and practical implications of EU Exit, to ensure things will function correctly.

11.2 We held a workshop with EA and Defra experts to identify and prioritise the risks and impacts of EU Exit. EU Exit Programme Board have given their support to our plans to tackle Day 1 Readiness.

11.3 We will continue to assess the impacts on waste exports, using our work on Chinese restrictions to develop greater insight. We will continue to engage with Defra, and also work with industry to assess domestic infrastructure capacity.

Incidents and operational issues

12.0 Abandoned waste sites – (i) smarter guidance and (ii) clearing sites

12.1 We published a comprehensive internal guide for dealing with the abandonment of permitted and exempt waste facilities. It will make us more pro-active with sites that are at risk of abandonment. It explains how we manage sites when the operator dies or companies go bust. It describes our powers and duties; outlines a range of enforcement tools; explains how to risk assess sites; and how to manage abandoned sites. It also explains the actions to take when a site poses a significant risk to the environment or harm to human health.
12.2 James Bevan met with Thérèse Coffey to discuss how best abandoned sites can be cleared, particularly sites that pose the greatest risk to people, major infrastructure or the environment. They focused on the risks mainly associated with fires, and sites that are close to houses, schools, major railways or industries which themselves are high risk. We are reviewing all cases, we have exhausted our enforcement options where there is no realistic chance of securing the clearance of the site by the perpetrator or landowner.

13.0 China waste imports restrictions project

13.1 China will ban the import of 24 types of wastes from the beginning of 2018, including unsorted papers, various plastics and steel slag. China is also proposing tighter import standards for contamination, from 1.5% to 0.5%. England exports significant quantities of waste that is likely to be affected by the changes.

13.2 Monthly exports to China have already declined from 30,000 tonnes to 10,000 tonnes, since the beginning of the year. There have been corresponding increases in exports to Turkey, Vietnam and Malaysia.

13.3 We have a project team, who are supporting Defra in identifying potential issues for the waste sector. Defra is looking at opportunities for other exports options and the domestic recycling industry.

13.4 On 9 November we chaired a joint meeting with representatives from the Environment Services Association (ESA) and Defra. The meeting was an opportunity for industry to appraise us of the challenges they are either facing, or likely to face, and to then look at what regulatory approach/positions we may need to provide as a result. It was also an opportunity to build on the commitment to work more closely together that came out of the waste roundtable in August. National Resources Wales (NRW) and the Scottish Environment Protection Agency (SEPA) joined us by telephone.

13.5 The meeting was very positive with an open and frank exchange of ideas/views. ESA members outlined the steps they were taking to identify alternative markets, improve recyclate quality, and the impact on them so far, as well as expected impacts. There appears to be no immediate impact and it was too early to say what impacts there would be by the New Year. We will continue the dialogue.

13.6 We will also be producing a briefing on frequently asked questions for staff which can be shared with industry and we have asked our operational staff to feedback any problems associated with the changes.

13.7 There is media interest in this story, particularly from Sky News, who are producing a programme on plastic exports. They have requested information and asked to interview James Bevan.

Enforcement

14.0 Secretary of State Review of waste crime

14.1 In September, Ministers asked for an external review on criminality in the waste sector, with a focus on serious and organised crime. We expect an announcement soon on who will chair the review and the terms of reference.
15.0 Waste prosecutions

15.1 There have been 14 waste prosecutions in Q2. Fines totalled £17k and we were awarded £36k in costs. Some headline cases:

- Operation Durable: A five-year investigation into the illegal disposal of thousands of tones of hazardous waste resulted in a £32,450 fine for an Avonmouth company and its directors. Churngold operated a waste transfer site supplying soil and aggregate to the building industry. They collected and treated waste form across the UK.

- Proceeds of Crime Act order success: An individual who ran an illegal waste site for 15 months was forced to sell his home to pay towards the clean-up of land near Burton-on-Trent. He was originally sentenced in May 2015, with a 7 month imprisonment for operating without a permit, on a site he did not own. He was also given a Confiscation Order requiring him to pay £20,793 to the landowner. We were awarded prosecution costs of £10,000. He failed to make any payments and has since served an additional 12 month sentence for his failure to comply with the Confiscation Order. He has now paid up in full.

- Illegal waste disposal in Wiltshire – This resulted in a large confiscation order, as a result of a man running an illegal waste site in Melksham who was handed a £2 million confiscation order under the Proceeds of Crime Act. The court warned him that he could face an 8-year prison sentence if he failed to pay. The ruling marked the culmination of a 5-year investigation by the Environment Agency and Wiltshire Police.

16.0 Environment Agency and Environmental Services Association Accord

16.1 Following publication of the ESA’s report “Rethinking Waste Crime” and the Waste Round Table meeting in July. The EA, DEFRA and the ESA are now working together to consider the issues raised in the ESA report and other areas of common interest and they have been set out in a joint accord.

17.0 Digital, Continuing to put customers and users at the heart of our new regulatory services

17.1 Due to the need to focus on EU Exit, there has been a reprioritisation exercise carried out on Digital investment across DEFRA. This now means that only some of the original cross-Defra digital transformation initiatives are continuing in 2017/18. Fortunately, many of the Environment and Business led regulatory service developments are being funded and resourced this year. These include new services in development for Waste Permits, Water Abstraction, Compliance Data Returns, Waste Electrical and Electronic Equipment Registration, International Waste Shipments and Waste Tracking. A number of projects have been moved further back in the program such as Navigation Boat Registration.

17.2 In addition we are continuing to fund and progress, improvements to the ‘I want to fish’ service; updates to our waste, carriers and dealer’s service and exploring the need for an online registration function for medium combustion plant operators to register with us by autumn 2018.
17.3 As we are developing the new systems, we are actively engaging with the companies that uses them to ensure the meet their needs. By developing services in partnership with industry as well as our operational teams, we are ensuing that the updated systems are as efficient, effective and flexible as possible for all to use.

18.0 Euratom Basic Safety Standards Directive

18.1 The Government has stated that, as part of withdrawal from the EU, the UK will also be leaving the European Atomic Energy Community set up under the 1957 Euratom Treaty. Despite this, the Government is pressing ahead with the transposition of a key piece of Euratom legislation given its alignment with global standards.

18.2 The 2013 Euratom Basic Safety Standards Directive (BSSD) updates existing Euratom radiation safety legislation, including the 1996 BSSD, and consolidates a number of radiation safety Directives into one. The revised Directive takes account of developments in international recommendations and standards.

18.3 The BSSD provides the framework for radiological protection law in the UK including the standards for public radiation exposure set out in the Environmental Permitting Regulations 2016 (EPR16). The BSSD therefore underpins our permitting of operators of sites that use radioactive substances and/or dispose of radioactive waste.

18.4 In October the Department for Business, Energy and Industrial Strategy (BEIS) began a public consultation on proposals for the transposition of the public radiation exposure requirements. We have provided BEIS with considerable technical and policy development support on the proposals and consultation documents.

18.5 The overall regulatory approach under the Environmental Permitting Regulations 2016 (EPR 16) and the radioactively contaminated land regime will remain broadly the same although there will be some changes. We are amending guidance and templates, and planning for any changes to permits by the time revised regulations come into force in England. The UK will miss the transposition deadline in February 2018 for some parts of the Directive (due to BEIS resourcing issues), including amendments to EPR16, which will not be effective until the end of March 2018 or later.

19.0 Medium Combustion Plant Directive Implementation

19.1 Defra consulted on the implementation of Medium Combustion Plant (MCP) and Generator controls from November 2016 to February 2017. We made the case for EA to be the regulator in England and Defra published their response in July nominating us as the regulator.

19.2 The MCP and Generator Controls regulations are being implemented via Environmental Permitting Regulations (EPR) and the Statutory Instrument (SI) are expected to be laid before Parliament and the National Assembly for Wales in December 2017, and will come into force January 2018.
19.3 Up to 30,000 new and existing plant will come within scope of regulation. Initially some 150 applications are expected in 2018 and then 100 new plant a year to 2024 when some 1,000 are expected. The balance of smaller plants will be permitted in 2029. We are working with Defra on the implementation of the new regulation to ensure we have sufficient resources to cover the start-up cost of the new regulations and ensure we develop an effective communications plan.

20.0 New Nuclear Build

20.1 We are on target to complete Generic Design Assessment (GDA) of Hitachi-GE’s UK Advanced Boiling Water Reactor (ABWR) and announce our decision on the reactor’s environmental acceptability in mid-December. This will be a major step forward for Horizon Nuclear Power’s plans to deploy the UK ABWR at its sites at Wylfa Newydd and Oldbury and marks the end of a 4 year period of intensive scrutiny by our teams, working closely with the Office for Nuclear Regulation (ONR), who regulate safety and security matters, and with Natural Resources Wales (NRW). Regulators’ governance processes are ongoing but currently we expect, for the first time in GDA, to be able to issue the UK ABWR with a full Statement of Design Acceptability rather than initially issue an interim statement identifying the remaining issues to be addressed.

20.2 We are providing support to NRW on its assessment work for Wylfa Newydd, especially on Radioactive Substances Regulation (RSR). In October Horizon made its first operational permit application for the site, to discharge and dispose of radioactive wastes. Consultation on this application has begun.

20.3 Our GDA of the Chinese designed UK HPR1000 reactor is also progressing as it enters its first assessment stage. This follows General Nuclear System Limited’s (GNS) submission to us and Office for Nuclear Regulation (ONR) of its Preliminary Safety Report - covering safety, security and environment. GNS is a joint venture company of China General Nuclear (CGN) and EDF. We have also put in place an agreement to provide advice to GNS’s sister company, Bradwell Power Generation Company Ltd, as it develops its proposals to deploy the UK HPR1000 at its site at Bradwell in Essex. Of note is that the Environment Agency with ONR are establishing bilateral arrangements on cooperation with NNSA, the Chinese nuclear regulator, on our work on the UK HPR1000. NNSA is assessing the Hualong reactor technology, on which the UK HPR1000 is based, which is under construction at two sites in China.

21.0 Onshore oil and gas

21.1 The Environment Agency has approved Third Energy’s hydraulic fracturing plan, to monitor the fractures below ground, and we are satisfied the company has fulfilled its pre-operational permit requirements. We expect hydraulic fracturing to commence at the existing well site in Kirby Misperton, Yorkshire during November subject to final approval from the government. Cuadrilla continues to make progress with its permit requirements and is in the process of drilling the first two wells at its Preston New Road site in Lancashire. The company has experienced issues with excess surface water on site following
heavy rainfall and continues to take appropriate action to remedy the issue. For both sites we are engaging with the local communities through liaison with local groups, members of parliament and publishing information on Citizen Space.

22.0 The Birling Gap

22.1 The Defra-commissioned scientific report on the Birling Gap ‘gas cloud’ in East Sussex on August bank holiday is about to be released. In essence it says that the incident was very short-lived and as a result we have been unable to identify the substance or source, though it appears to have come from the direction of the English Channel. However, the incident has raised a number of questions about Defra’s readiness for environmental incidents and who should lead on air quality incidents where it is not clear what the source or cause is. We are supporting Defra in exploring these issues.'

James Bevan
Chief Executive

November 2017
Sponsor:  Board Governance Team

Title:  Board Committee Meetings

Please clearly state what decision you are seeking from the meeting

The Board is asked to note:


Key points for discussion

N/A

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?

No.

How will the key messages/decisions be communicated?

Through an oral update during the Board meeting.

No legal annex is required.

Form completed by:  Beth Axtell
Date: November 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 September 2017.

2.0 Audit and Risk Assurance Committee

2.1 The Audit and Risk Assurance Committee have not met since the last Board meeting on 18 September.

3.0 Flood and Coastal Risk Management Committee

3.1 The Flood and Coastal Risk Management Committee met on the 10 October. Items discussed were as follows:
- Regional Flood and Coastal Committees (RFCCs) and Coastal Chairs
- GiA Allocation and supporting Risk Management Authorities (RMAs)
- Lessons learnt from the U.S.

4.0 Environment and Business Committee

4.1 The Environment and Business Committee met on 15 November. Substantive items discussed were:
- Hydraulic Fracturing
- Installations successes and challenges (including derogations)
- Salmon Consultation preferred options

5.0 Remuneration Committee

5.1 The Remuneration Committee met on 9 October 2017. Substantive items discussed were:
- EMs/BR10 Pension Protection
- People Paper
- Annual Report on Board and Executive Director Team (EDT) expenses
- Annual Review of Remuneration Committee

6.0 Pensions Committee and Investment Sub Committee

6.1 The Pensions Committee met on 28 September, substantive items discussed were:
- Risk management
- Brunel Pension Partnership update
- Report by the Investment Sub Committee
- Fund investment performance reporting
- Benefits administration & communication performance
6.2 The Investment Sub Committee met on 21 November, substantive items discussed were:
  • Brunel Pension Partnership
  • Responsible investment
  • Investment Strategy update
  • Fund Manager Performance
  • Risk Management

Beth Axtell
Board and Executive Secretariat Advisor

November 2017
Appendix 1: Corporate Scorecard Quarter 2 July 2017 to September 2017

Sponsor: Director of Finance

Title: Environment Agency Corporate Scorecard
Financial Year April 2017 to March 2018 - Year to date quarter 2

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 2)
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. The corporate scorecard has 12 performance measures which are reported quarterly to the Board, shared with Defra and published externally on the gov.uk website. Each scorecard measure has a quarter 2 red/amber/green status and full year forecast, enabling us to track both current performance and likely year end outturn. Measures in bold in this paper are reported quarterly to the Defra Board.

Governance

What meetings/groups have already reviewed this item?

Business Boards Throughout the year
EDT 7 November 2017

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 already circulated by the Chief Executive and the document will be published on the GOV.UK website

No legal annex is required.

Form completed by: Weston Herran-Young
Date: 14 November 2017
1.0 Background

1.1 The corporate scorecard (CSC) has been updated to track performance of the Environment Agency Action Plan. The corporate scorecard has 12 performance measures which are reported quarterly to the Board, 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. 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 2 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 2 performance and key issues

2.1 At the end of quarter 2 2017/18, the status of our performance measures was as follows:

<table>
<thead>
<tr>
<th>Measure status</th>
<th>Number of measures*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>6</td>
</tr>
<tr>
<td>Amber</td>
<td>3</td>
</tr>
<tr>
<td>Red</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>*<em>14</em></td>
</tr>
</tbody>
</table>

* 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.
3.0 Red and Amber Corporate Scorecard Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Summary of performance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 EA 4: We reduce the number of high risk illegal waste sites (IWS)</td>
<td>RED – We continue to treat illegal and problem waste sites as a high priority. Operational resource remains under pressure to work through a backlog of historic reports of illegal activity and support major investigations to close down well organised criminal operations. We stopped more existing sites and found fewer new sites in quarter 2 compared to quarter 1 but this did not result in a reduction in the number of active high risk sites compared to that reported last quarter. This apparent anomaly is caused by retrospective work to assess site status and update records accordingly, especially for potential new sites. As a result numbers in previous quarters are often revised upwards from reported figures. The backlog of reports has now largely been assessed and we expect to see an improvement in quarter 3. We have also changed procedures, requiring sites to be assessed more quickly and setting the start date to the date of assessment both of which should significantly reduce the data problems.</td>
</tr>
<tr>
<td>Performance 118%; Actual 280; Ceiling Target 238 - The year end forecast is Red</td>
<td></td>
</tr>
<tr>
<td>4 EA 6: We maintain our flood and coastal risk management assets at or above the target condition</td>
<td>RED – There are more assets at or above target condition now (28,959 compared with 28,542 at the end of March) but as experienced in quarter 1, we have seen a further increase in the total number of assets. We are continually improving our Asset Information Management System (AIMS) and work is in progress to improve the consistency of the definition of 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 failure condition. 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 and maintenance work are planned to deliver later in the year, so we expect asset condition to improve.</td>
</tr>
<tr>
<td>Actual 95.7%; quarter 2 Target 97% - The year end forecast is Green</td>
<td></td>
</tr>
<tr>
<td>4 EA 7: We have a first class incident response capability</td>
<td>AMBER – We continue to embed the new incident response capability standards for Environment Agency staff since they were introduced in quarter 1. As expected, numbers have increased this quarter now that the standards have been embedded and more consistently applied. We expect this trend to continue</td>
</tr>
<tr>
<td>a) Number of staff who are trained and ready to respond to incidents</td>
<td></td>
</tr>
<tr>
<td>Measure</td>
<td>Summary of performance explained</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Performance 99% Actual 6,431; Target 6,500 people - The year end forecast is Green</td>
<td>as more staff complete their training and join incident rosters. The overall total number of staff trained and ready to respond to incidents is 6,431 with a further 1,779 staff in training. We expect to achieve the target before year end. The transfer of corporate services staff from the Environment Agency into Defra is not expected to have an impact on the number of staff trained and ready to respond.</td>
</tr>
<tr>
<td>b) Percentage of staff who respond that ‘they feel confident in the role’ Actual 69%; Target 76% - The year end target is 80% - The year end forecast is Green</td>
<td>RED – The percentage of staff who reported they were confident in their incident role is now at 69% according to the latest employee survey results. We are following this up by engaging staff to understand more about the reasons behind this, including whether it is linked to the change in capability standard. The new capability assessments will help support and build staff confidence over time through structured training, exercising and shadowing opportunities.</td>
</tr>
<tr>
<td>7 EA 11: We have a diverse workforce:</td>
<td></td>
</tr>
<tr>
<td>a) proportion of staff from a Black and Minority Ethnic (BAME) background Actual 4.0%; Target 14% - The year end forecast is Red</td>
<td>RED – There were 21 new BAME recruits this quarter out of a total of 256 new starters, which represents 8.2% of all external recruits, a slightly higher proportion than in any quarter of the previous year. The percentage of BAME staff across the Environment Agency is now 4.0% (433) against the 2020 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/university focussed outreach work, unconscious bias training for recruiting managers, development programmes and mentoring for BAME staff, reviews of exit interviews, an Executive Directors Team ‘Race Action Plan’, a refreshed resourcing strategy, blind sifting of CVs in recruitment, the “increase the pace on race” events, a more engaged BAME network and more active communication on our ethnic diversity expectations.</td>
</tr>
<tr>
<td>b) proportion of our executive managers who are female Actual 37%; Target 50% - The year end forecast is Red</td>
<td>RED – The percentage of female Executive Managers (EMs) is 36.8% (42), which is significantly above the average in the previous year, but a little less than in Q4 (37%). This compares to a target of 50%. The equivalent figure for the UK Civil Service is 38%. We have received the results of the Corporate Services equality analysis which show 11 female Executive Managers will transfer from the Environment Agency to Defra group</td>
</tr>
</tbody>
</table>
**Measure**  | **Summary of performance explained**  
---|---
1 EA 3: We create new habitat  
This measure reports in the fourth quarter; Target 530 hectares. The year-end forecast is Amber  | **AMBER Forecast** – Through discussions with contacts in our operational areas, an apparent target shortfall (achieving 517ha) has now been identified primarily due to difficulties in maintaining landowner support for some projects to progress. We are now proposing to progress with alternative projects to address the target shortfall.

5 EA 8: We manage our money efficiently  
Actual 90%; Target 100% - The year end forecast is Green  | **AMBER** – The Environment Agency has invested 43% of full year budget in the first half of 2017/18, which represents a healthy start to the year and is a slightly higher proportion invested than achieved at the midpoint last year (42%). However, it is significantly below the mid-year spend forecast by budget and project managers. During October, Executive Directors reviewed the mid-year financial position in detail including the financial risks and issues. Actions arising from this review will be implemented during quarter 3 to ensure we make best use of our available funding for the environment.

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**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>We continue to secure improvements to the water environment. Progress this quarter has come mainly from regulatory efforts, contributions from partners and as a result of work to protect homes from flooding. The enhancements are targeted at aspects of the water environment which are falling short of the standards we want to see. Thanks to these contributions we have recorded a further 75km of enhancements this quarter, taking the total to 2,202km since we updated the river basin management plans in December 2015. Enhancements this quarter are primarily in rivers.</td>
</tr>
</tbody>
</table>
| 1 EA 2: We protect people, the environment and wildlife by reducing serious pollution incidents | Serious and significant pollution incidents have dropped this quarter from 117 in quarter 1 to 87 in quarter 2. We have experienced a warmer, wetter summer than usual, so the lower number of incidents is encouraging.

Incidents caused by regulated sectors (other than the 3 priority sectors) have dropped this quarter from 35 to 19 incidents. |
**Measure** | **Comment**
---|---
The total number for the rolling twelve monthly period is now regularly at record low levels going back at least 15 years. We are committed to seeking further reductions and carrying on with this important work.

4 EA 5: We reduce the risk of flooding for more households  
Performance 101%; Actual 101,214; Target 100,000 households  
12 separate projects have better protected a further 1,563 homes this quarter bringing the cumulative total since April 2015 to 101,214. The biggest project to deliver this quarter was the North Promenade Terminal Groyne replacement scheme in Cleethorpes, which better protected 682 homes from sea flooding. The current forecast for delivery by the end of 2017/18 is for 145,968 homes better protected since April 2015, the majority of which will be delivered in the fourth quarter.

5 EA 9: We respond to planning consultations within 21 days  
Performance 95%; Actual 7,611 enquiries responded to within 21 days out of 8,009 enquiries received  
We are embedding tools and ways of working and continue to share good practice between Area teams as part of our continuous improvement of our service delivery. Focus remains on strong local leadership and clear accountabilities for ensuring responses are made within agreed timescales, as well as applying our One Business approach to managing planning consultations to facilitate cross-Area resourcing.

Our interventions in responding to planning applications have helped to consolidate a risk based approach, streamlined our engagement, increased the relevance of consultations and allowed more time to engage early and strategically.

6 EA 10: We reduce our carbon footprint  
Performance 89%; Actual 12,047, ceiling target 13,583 tonnes of Carbon Dioxide  
At the end of quarter two, our carbon emissions were 11% below our profiled target. We are performing particularly well in reducing carbon from our buildings and labs which have decreased their emissions by 11% compared to last year. Investments in our labs have delivered improvements mainly due to reduced oil usage for heating (through efficiency measures and use of biomass boilers) as well as turning off some high powered analytical instruments.

Over the coming quarters we will be focusing on our operational water resource schemes notably the Ely-Ouse scheme and the Shropshire Groundwater scheme. The response to the prolonged dry weather has seen these schemes operate, resulting in an additional 2,305 tonnes of carbon dioxide. The other area where there is scope to improve is our travel. We saw a small (3%) increase in our travel emissions in this quarter.
<table>
<thead>
<tr>
<th>Measure</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>7 EA 12: We provide a safe place to work</strong></td>
<td>Actual 0.10; ceiling target 0.11 Lost Time Frequency Incident Rate per 100,000 hours worked</td>
</tr>
<tr>
<td></td>
<td>Our 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.</td>
</tr>
</tbody>
</table>

**Bob Branson**  
**Director of Finance**

November 2017
Environment Agency
Corporate Scorecard 2017 to 2018

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

1 EA 1 The water environment is healthier
Kilometres 971 959 1,500 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 394 496 496 GREEN GREEN 3a 3b 3c
1 EA 3 We create new habitats
Hectares created Reported in Quarter 4 Reported in Quarter 4 530 Annual Q4 AMBER 4
1 EA 4 We reduce the number of high risk illegal waste sites
Number of high risk illegal waste sites 280 238 223 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 101,214 100,000 140,000 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 95.7% 97.0% 97.5% RED 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 6,431 6,500 6,500 AMBER GREEN 8
b) Percentage of staff who respond that they feel confident in the role
Percentage of staff surveyed 69% 76% 80% RED 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 90% 100% 100% AMBER 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 12,047 13,583 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 37% 50% 50% RED RED 12
7 EA 12 We provide a safe place to work
LTI Frequency rate per 100,000 hours 0.10 0.11 0.11 GREEN GREEN 13
We continue to secure improvements to the water environment. Progress this quarter has come mainly from regulatory efforts, contributions from partners and as a result of work to protect homes from flooding. The enhancements are targeted at aspects of the water environment which are falling short of the standards we want to see. Thanks to these contributions we have recorded a further 75km of enhancements this quarter, taking the total to 2,202km since we updated the river basin management plans in December 2015. Enhancements this quarter are primarily in rivers.

The kilometers enhanced this quarter is in line with our anticipated delivery. Last quarter, the enhancements significantly exceeded expectations, and as a result we have committed to a new challenging target of 1,500km by April 2018. This is great news for the environment.

There is more to do - the most recent classification results show that just 14% of waters are achieving good status. To achieve more, a range of people and organisations need to continue to play their part to resolve complex environmental problems. The ‘km enhanced’ measure captures these contributions, and although we know it will take time for all necessary actions to be taken and for wildlife to recover, we are confident that the work we are reporting 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

Q2 2017-18

Owners: Executive Directors of Environment and Business and Operations

<table>
<thead>
<tr>
<th>Q2 Status</th>
<th>Q2 Actual (+10%)</th>
<th>Ceiling Target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREEN</td>
<td>394</td>
<td>(433)</td>
<td>496</td>
<td>GREEN</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>496</td>
</tr>
</tbody>
</table>

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. This is showing good results, but we will remain vigilant because incidents can be weather-related and will continue to show some seasonal variations.

The data shown here is using initial quarterly data which is subject to change (blue line refers to expected changes in numbers over coming weeks). The results for the most recent quarters are likely to increase in future reports due to the inherent lag time in investigating and recording all the necessary incident details onto the reporting system.

Number of Category 1 & 2 pollution incidents by sector

Category 1 & 2 incidents from illegal waste management

Category 1 & 2 incidents from the water company sector

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. This is showing good results, but we will remain vigilant because incidents can be weather-related and will continue to show some seasonal variations.

The data shown here is using initial quarterly data which is subject to change (blue line refers to expected changes in numbers over coming weeks). 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.

insight - breakdown

Category 1 & 2 incidents from illegal waste management by main contributor

Category 1 & 2 incidents from the main contributors to the water company sector
A cleaner, healthier environment, benefiting people and the economy

1 EA 2 We protect people, the environment and wildlife by reducing serious pollution incidents Part 2 of 3
Q2 2017-18 Owners: Executive Directors of Environment and Business and Operations

Number of Category 1 & 2 pollution incidents by sector

insight - breakdown

Category 1 & 2 incidents from agriculture

Category 1 & 2 incidents from the main contributors to agriculture

Category 1 & 2 incidents from other non regulated industry sectors

Category 1 & 2 incidents from the main contributors to other non regulated industry sectors

A cleaner, healthier environment, benefiting people and the economy
Overview this quarter

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

Commentary Insight

1. Serious and significant pollution incidents have dropped this quarter from 117 in quarter 1 to 87 in quarter 2, in each of the priority sectors, following the recent downwards trend. We have experienced a warmer, wetter summer than usual, so the lower number of incidents is encouraging.  
2. Incidents caused by regulated sectors (other than the 3 priority sectors) have dropped this quarter from 35 to 19 incidents.  
3. Water company incidents dropped slightly from 22 in quarter 1 to 16 in quarter 2, with the spike in foul sewer incidents last quarter decreasing and replaced with a more general spread across contributory causes in quarter 2.

**Agriculture:** quarter 2 has seen an increased number of incidents in the agricultural sector compared with the previous quarter – which had the lowest number since 2014. Seven out of the eleven incidents recorded relate to slurry and silage pollution, caused either by management or maintenance issues with storage infrastructure or field spreading and run off caused by blocked drains. Two incidents involved odour from a regulated poultry site. Pollution incidents caused by slurry and silage have been prioritised this year in the Agriculture Action Plan both nationally and at an Area level.

**Water company:** Water Companies showed a decrease in incidents (22 to 16), which is slightly better than the sector’s seasonal trend between quarter 1 and quarter 2. Incidents remain low for the sector where the trend is of a slight decrease in incidents in the longer term. This reflects continued improvement due to tighter 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:** quarter 2 follows the trend from quarter 1 of a further downturn in incidents. This again contrasts to the illegal waste site (IWS) measure 1 EA4 which shows an increase in High Risk IWS over the same period (but with an overall drop in IWS). We continue to explore this contrast and to review the improved data quality, consistency and to ensure the system is only identifying activities that have a genuine major or significant impact on environment. We continue to tackle IWS as a corporate priority with a target to reduce the number of high risk IWS by 3% per quarter.

**Other non-regulated sectors:** There is an overall decline in incidents from the non-regulated sector. The majority of incidents from natural causes are related to high temperatures leading to algal blooms or low dissolved oxygen levels in water bodies resulting in fish kills. Incidents from the construction and demolition industry have fallen, whereas the number of sewage incidents from domestic and residential properties has increased slightly. We had 16 ‘not identified’ incidents in quarter 2 compared to 19 in quarter 1. Domestic oil storage is one of the main incident causes and we are considering proposing this to be included in the Oil Storage Regulations.

### Action(s) | Owner(s) | Deadline(s)
--- | --- | ---
1) Detailed analysis of 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, | Enforcement and Waste Crime Manager | 31/12/2017
2) Produce intervention plan to reduce pollution incidents in the 'other' sector, where achievable by the EA (includes service sector, transport, natural causes, unidentified, food & drink, other regulated sectors) for launch in 2018/19. | Deputy Director RSIR | 31/12/2017
3) 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. | Deputy Director RSIR | 31/12/2017
A cleaner, healthier environment, benefiting people and the economy

1 EA 3  We create new habitats

Q2 2017-18  Owners: Executive Directors of Environment and Business and Operations

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 slightly below the target to create over 530 hectares of new priority habitat. This has been confirmed through discussions with Area contacts who are indicating an Amber forecast for year end as they currently expect to be able to deliver 517 ha, or 97% of the programme. Several projects are experiencing difficulties keeping landowner support but other projects have been proposed that will counteract the majority of such slippage if they are given approval.

Insight

1) Additional projects have been proposed to counteract slippage.

2) Progress with this is being discussed with AEM’s for discussion within Area teams. To promote the identification of new schemes or projects that will create habitat.
A cleaner, healthier environment, benefiting people and the economy

1 EA 4 We reduce the number of high risk illegal waste sites

Q2 2017-18 Owners: Executive Directors of Environment and Business and Operations

<table>
<thead>
<tr>
<th>Q2 Status</th>
<th>Q2 Actual</th>
<th>Q2 Target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>RED</td>
<td>280</td>
<td>238</td>
<td>RED</td>
<td>223</td>
</tr>
</tbody>
</table>

Number of high risk illegal waste sites in England

We continue to treat illegal and problem waste sites as a high priority. Operational resource remains under pressure to work through a backlog of historic reports of illegal activity and support major investigations to close down well organised criminal operations.

We both stopped more existing sites and found fewer new sites in quarter 2 compared to quarter 1 but this did not result in a reduction in the number of active high risk sites compared to that reported last quarter. This apparent anomaly is caused by retrospective work to assess site status and update records accordingly, especially for potential new sites. As a result numbers in previous quarters are often revised upwards from reported figures. The backlog of reports has now largely been assessed and we expect to see an improvement in quarter 3. We have also changed procedures, requiring sites to be assessed more quickly and setting the start date to the date of assessment both of which should significantly reduce the problem.

We continue to work with partners to develop strategies and interventions to disrupt illegal waste operations and prosecute the worst offenders.

Map showing spread of high risk illegal waste sites across England

Actions

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Develop enforcement strategy for waste to help embed alternative approaches to reducing levels of waste crime</td>
<td>Deputy Director for Waste Regulation</td>
<td>30/06/2018</td>
</tr>
<tr>
<td>2) Review allocation of Waste Enforcement Programme money as an option for increasing front-line resource</td>
<td>Deputy Director for Waste Regulation</td>
<td>30/11/2017</td>
</tr>
<tr>
<td>3) Deliver actions from Enforcement Review</td>
<td>Deputy Director for Waste Regulation</td>
<td>31/03/2018</td>
</tr>
<tr>
<td>4) Broker hub discussions with a view to sharing resource to achieve better outcomes</td>
<td>Deputy Director for National Enforcement Service</td>
<td>31/08/2017</td>
</tr>
</tbody>
</table>
A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities

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

Q2 2017-18

<table>
<thead>
<tr>
<th>Q2 Status</th>
<th>Q2 Actual</th>
<th>2017/18 cumulative target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREEN</td>
<td>101,214</td>
<td>100,000</td>
<td>GREEN</td>
<td>140,000</td>
</tr>
</tbody>
</table>

12 separate projects have better protected a further 1,563 homes this quarter bringing the cumulative total since April 2015 to 101,214.

The project which better protected the largest number of homes this quarter was the North Promenade Terminal Groyne replacement scheme in Cleethorpes, which better protected 682 homes from sea flooding.

The current forecast for end of 2017/18 is to achieve 145,968 homes better protected since April 2015. The majority of 2017/18 delivery will be during quarter 4.
A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities

4 EA 6 We maintain our flood and coastal risk management assets at or above the target condition

Q2 2017-18 Owners: Executive Directors of FCRM and Operations

**Q2 Status** | **Q2 Actual** | **Q2 Target** | **Forecast** | **Year end target**
---|---|---|---|---
RED | 95.7% | 97% | GREEN | 97.5%

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

Our position has dropped since last quarter. There are more assets at or above target condition but as experienced in quarter 1 we have seen a further increase in the number of assets inspected. The increase in assets 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 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 (BRC) this identifies that work is required, this does not mean that they have structurally failed or that performance in a flood is compromised. If the performance of an asset is reduced, we will take action to ensure that flood risk is effectively managed until the asset is repaired or replaced.

**No. of high consequence assets passing**

<table>
<thead>
<tr>
<th>At or above required target condition (EA)</th>
<th>Below required target condition (EA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>28,959</td>
<td>1,296</td>
</tr>
</tbody>
</table>

**Actions**

1) Review details of the investment / repair plans for all BRC assets and any constraints to carrying our repair works. Identify funding opportunities to accelerate repair work.

2) Director of Operations quarter review topic with areas.

3) Monthly performance tracking through the Delivery Portfolio Board from October 2017.
A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities

4 EA 7 We have a first class incident response capability

Q2 2017-18

Owners: Executive Directors of FCRM and Operations

<table>
<thead>
<tr>
<th>a) Number of staff who are trained and ready to respond to incidents</th>
<th>Status</th>
<th>Actual</th>
<th>Target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>AMBER</td>
<td>6,431</td>
<td>6,500</td>
<td>GREEN</td>
<td>6,500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>b) Percentage of staff who respond that they feel confident in the role</th>
<th>Status</th>
<th>Actual</th>
<th>Target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>RED</td>
<td>69%</td>
<td>76%</td>
<td>GREEN</td>
<td>80%</td>
</tr>
</tbody>
</table>

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

We continue to embed the new incident response capability standards for Environment Agency staff since they were introduced in quarter 1. As expected numbers have increased this quarter now that the standards have been embedded and more consistently applied. We expect this trend to continue as more staff complete their training and join incident rosters.

Currently, the number of fully trained staff ready to respond to incidents is 6,431 with a further 1,779 in training. The transfer of corporate services staff from the Environment Agency into Defra is not expected to have an impact on the number of staff trained and ready to respond.

The percentage of staff who reported they were confident in their incident role is now at 69% according to the latest employee survey results. The same survey also records the percentage of staff who have been involved in responding to an incident which in the last year has dropped from 73% to 65%. This reduced frequency of responding and the continued embedding of new ways of working has therefore contributed to a decrease in staff confidence. We are following this up by engaging staff to understand more about the reasons behind this, including whether it is linked to the change in capability standard. The new capability assessments will help support and build staff confidence over time through structured training, exercising and shadowing opportunities.

Percentage of Staff who respond that they feel confident in role

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) We will continue to embed capability assessments through our work on the Major Incident Ready programme. This will support staff confidence by ensuring they are trained and have sufficient experience to respond. It is anticipated that the number of staff trained will continue to increase over subsequent quarters.</td>
<td>Deputy Director Incident Management &amp; Resilience</td>
<td>31/01/2018</td>
</tr>
<tr>
<td>2) Prioritisation of training and exercising by Areas and National directorates to maintain capability and confidence.</td>
<td>Deputy Director Incident Management &amp; Resilience</td>
<td>31/01/2018</td>
</tr>
<tr>
<td>3) We will be engaging with incident staff in the 2018 IM survey to further understand impacts of changes to ways of working.</td>
<td>Deputy Director Incident Management &amp; Resilience</td>
<td>31/01/2018</td>
</tr>
</tbody>
</table>
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 43% of full year budget in the first half of 2017/18, which represents a healthy start to the year and is a slightly higher proportion invested than achieved at the mid-point last year (42%). During October, Executive Directors will be reviewing the mid-year financial position in detail including the financial risks and issues highlighted by Finance. Actions arising from this review will be implemented during quarter 3 to ensure we make best use of our available funding for the environment.
**5 EA 9  We respond to planning application consultations within 21 days**

**Q2 2017-18**

**Owners:** Executive Directors of Environment and Business and Operations

<table>
<thead>
<tr>
<th>Q2 Status</th>
<th>Q2 Actual</th>
<th>Q2 Target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREEN</td>
<td>95.0%</td>
<td>95%</td>
<td>GREEN</td>
<td>95%</td>
</tr>
</tbody>
</table>

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

- Q1 16/17: 94.3%
- Q2 16/17: 95.7%
- Q3 16/17: 95.8%
- Q4 16/17: 95.6%
- Q1 17/18: 95.0%
- Q2 17/18: 95.0%

Areas remain focused on maintaining performance at or above target.

We are embedding tools and ways of working and continue to share good practice between Area teams as part of our continuous improvement of our service delivery. Focus remains on strong local leadership and clear accountabilities for ensuring responses are made within agreed timescales, as well as applying our One Business approach to managing planning consultations to facilitate cross-Area resourcing.

Our interventions in responding to planning applications have helped to consolidate a risk based approach, streamlined our engagement, increased the relevance of consultations and allowed more time to engage early and strategically.

All improvement and consistency work is overseen by the Evolving Sustainable Places (SP) Programme Board.

---

**Pareto chart of planning application response times in 2017/18**

- Days taken to respond
- Number of Enquiries

**Actions**


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

**Deadline(s)**
- Ongoing

---

**Excellent delivery, on time and to budget and with outstanding value for money**
An organisation continually striving to be the best, focused on outcomes and constantly challenging itself

6 EA 10 We reduce our carbon footprint

Q2 2017-18  Owner: Executive Director of Operations

Quarter 2 YTD carbon dioxide emissions (tonnes)

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual</th>
<th>Ceiling Target</th>
<th>Year End Target</th>
<th>Year End Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREEN</td>
<td>12,047</td>
<td>13,583</td>
<td>34,520</td>
<td>GREEN</td>
</tr>
</tbody>
</table>

Quarter 2 YTD carbon dioxide emissions by type (tonnes)

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>12,047</td>
<td>13,583</td>
</tr>
<tr>
<td>Operational fuel</td>
<td>508</td>
<td>1,581</td>
</tr>
<tr>
<td>Travel</td>
<td>3,908</td>
<td>3,939</td>
</tr>
<tr>
<td>Buildings (inc Labs)</td>
<td>2,407</td>
<td>2,630</td>
</tr>
<tr>
<td>Pumping</td>
<td>5,224</td>
<td>5,433</td>
</tr>
</tbody>
</table>

Performance is good at 89% of our profiled target at the end of quarter 2.

Areas performing particularly well are our buildings and labs which have decreased their emissions by 11% compared to last year. Investments in our labs have delivered improvements mainly due to reduced oil usage for heating (through efficiency measures and use of biomass boilers) as well as turning off some high powered analytical instruments.

An area we are tracking closely is our operational water resource schemes notably the Ely-Ouse scheme and Shropshire Groundwater scheme. The response to the prolonged dry weather has seen these schemes operate, resulting in an additional 2,305 tonnes of carbon dioxide. The other area where there is scope to improve is our travel. We saw a small (3%) increase in our travel emissions in this quarter.

Our overall trend is downward but we have seen a small increase this quarter in emissions. However, underlying performance without the operation of the water resource schemes would have continued the downward trend and our performance would have been 72% of target, a 15% reduction on last year.

Leaders across the business can help by re-inforcing the travel hierarchy, challenging the need to travel and lead by example and embrace our solutions for working without travelling such as video and audio conferencing.

Actions

1) Managers to emphasise the importance of the use of the travel hierarchy.

2) Maintain roll out of ultra low emission vehicles and charging points.

<table>
<thead>
<tr>
<th>Owner(s)</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director CASHEW</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Executive Director of Operations</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
An inclusive, professional workforce where leaders recognise the contribution of people, and build capability to deliver better outcomes

7 EA 11  We have a diverse workforce

Q2 2017-18  Owner: Chief Executive

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

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual</th>
<th>Target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>RED</td>
<td>4.0%</td>
<td>14.0%</td>
<td>Red</td>
<td>14.0%</td>
</tr>
</tbody>
</table>

There were 21 new BAME recruits this quarter out of a total of 256 new starters, which represents 8.2% of all external recruits, a slightly higher proportion than in any of quarter of the previous year. The percentage of BAME staff across the Environment Agency is now 4.0% (433) 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 / university focused outreach work, unconscious bias training for recruiting managers, development programmes and mentoring for BAME staff, reviews of exit interviews, an EDT ‘Race Action Plan’, a refreshed resourcing strategy, blind sifting of CVs in recruitment, the "increase the pace on race" events, a more engaged BAME network and more active communication on our ethnic diversity expectations.

We have received the results of the Corporate Service equality analysis which show a statistically significant number of BAME employees (52) will transfer from the Environment Agency to Defra group on Nov 1st.

The percentage of female Executive Managers (EMs) is 36.8% (42), which is a significantly above the average in the previous year, but a little less than in Q4 (37%). This compares to a target of 50%. The equivalent figure for the UK Civil Service is 38%.

We have received the results of the Corporate Services equality analysis which show 11 female Executive Managers will transfer from the Environment Agency to Defra group

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>37%</td>
<td>50%</td>
<td>RED</td>
<td>50%</td>
</tr>
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</table>

We have a diverse workforce

Actual number of BAME staff is shown above each column

2020 target = 14%

<table>
<thead>
<tr>
<th>Q2 16/17</th>
<th>Q3 16/17</th>
<th>Q4 16/17</th>
<th>Q1 17/18</th>
<th>Q2 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>383</td>
<td>381</td>
<td>411</td>
<td>425</td>
<td>433</td>
</tr>
<tr>
<td>3.7%</td>
<td>3.7%</td>
<td>3.8%</td>
<td>4.0%</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

Actual number of BAME staff as % of all staff

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

Proportion of Executive Managers (EMs) who are female

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

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Unconscious bias training for managers</td>
<td>Exec. Director FCRM</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2) Development programmes and coaching for BAME staff</td>
<td>Legal Services</td>
<td>Ongoing</td>
</tr>
<tr>
<td>3) Active support for Brunel and associated engagement initiatives</td>
<td>All Executive Directors</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
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. 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).

### Actions

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Implement the Health, Safety and Wellbeing plan for 2017/18</td>
<td>Executive Director of Operations</td>
<td>Q4 2017/18</td>
</tr>
</tbody>
</table>
**Board meeting**  
*Meeting date: 5 December 2017*  
*Item no. info 3*

**Appendix 1:** September - October Communications highlights and forward-looks  
**Appendix 2:** Refreshed Communications Plan 2017/18

**Sponsor:** Chief of Staff

**Title:** Communications update

<table>
<thead>
<tr>
<th><strong>Recommendations:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The Board is asked to note and comment on (if applicable):</td>
</tr>
<tr>
<td>- Communications activity from September - October</td>
</tr>
<tr>
<td>- the refreshed Communications plan 2017/18</td>
</tr>
<tr>
<td>- the Internal / External Communications Forward-looks</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Key points for information</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
</tr>
</tbody>
</table>

| **Governance**  
**Reviewed and approved by:** |
|-----------------------------|
| • John Leyland, Chief of Staff – 13th November 2017  
• Mark Funnell, Deputy Director of Communications – 13th November 2017 |

<table>
<thead>
<tr>
<th><strong>Are there any risks associated with the evidence and analysis in the paper?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>How will the key messages/decisions be communicated?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Via a ‘For Information’ paper</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>No legal annex is required</strong></th>
</tr>
</thead>
</table>

Form completed by: Jonathan Fitzgerald  
Date: 13th November 2017
1.0 Background

1.1 This paper provides a review of communications activities from September - October 2017, with more detailed evaluation set out in Appendix 1.

2.0 Awards Update

2.1 Since the last Board, we have seen two entries shortlisted for the Power of Communication (PRCA) National Awards, which finished as Finalists, against stiff competition including from Metropolitan Police Service. In the Chartered Institute of Public Relations (CIPR) Awards, we have fared similarly in the three announcements so far. It has been a valuable learning experience and we are proud of finishing in the top few entries in every case.

3.0 Review of communications from July to August 2017

Examples of Environment Agency communications include:

3.1 Corporate / Our culture ‘How we do things’

- In the run up to Corporate Services transfer to Defra, we produced 25 briefings; advised and supported on two pension webinars (attended by 200+ people); supported on three line manager webexes; produced five rolling briefs for line managers; and added a ‘what’s new’ section to the Corporate services Easinet pages, with 1000s of views.

- We worked with Defra colleagues to develop and produce information across all our channels for the launch of 'Workplace Wellness', our new employee assistance service.

- The top #TeamEA articles were: ‘About the Knowledge and Information Management team’ and how they are introducing new ways of working such as Sharepoint and Office 365; ‘Celebrating 21 years of EA Sports and Social clubs’; and ‘Enforcement teams trial new body cameras’.

- We secured positive coverage on BBC News for the Government’s report on employers’ responsibilities to promote mental health in the workplace. Staff support group co-lead, Jonathan Alawo, was interviewed about the support he has received and how the EA is leading the way. It was also promoted this on social media, with details of the available support for staff.

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

Flood and coastal risk management

- Over the Halloween weekend, we ran our flood action social media campaign, highlighting the ‘prepare, act survive’ messages, #floodaware, and a Playbuzz quiz. A Twitter Thunderclap attracted 807 supporters in under a week (the campaign’s largest ever) and reach exceeded 4.5m, outperforming last year’s campaign. We also supported a related blog from John Curtin.

- National and local communication teams worked together to promote the opening of the £50m Leeds flood scheme and the launch of the new
Ref: B/1712-info3

Hesketh scheme. Both achieved excellent coverage. Emma Howard Boyd’s interviews on the Leeds scheme received coverage including from the Press Association wire, New Civil Engineer, BBC Radio 2 Breakfast Show, and the Daily Telegraph.

• We secured a positive live piece on BBC Breakfast’s coastal week special, featuring an interview with Alison Baptiste about Medmerry coastal realignment and what we are doing to protect coastal communities.

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

• Our Fisheries marketing activity to help stop the decline in licence sales continues. Fishing licence income is up, although sales are lower than expected, however comparisons are more difficult due to changes in price and product, this year. We have also been working on our 2018-2019 Marketing Exemption for Defra Spending Controls for next year’s activity.

• To encourage more people to take up angling and provide a teaching tool to better-manage the sport, we created an instructional ‘Build a Floating Island’ video for angling clubs and fisheries. To date, it has over 450 views on YouTube and has been shared across social media with the Angling Trust.

• Regular teleconferences with cross-sector stakeholders in the National Drought Communications Group are taking place, to align messages that reassure the public, discuss emerging issues and share planned announcements for any dry weather situation.

3.3.1 Regulated industry

• The top story in September was the news that North East are trialling body cameras on Enforcement Officers. This achieved widespread local coverage, a piece in the Guardian and over a thousand views of our video tweet.

• As part of a Communications push on our regulatory role during October, we promoted Operation Trivium, designed to tackle foreign national offenders who utilise the roads network; Operation Durable, the fining of a Bristol company for hazardous waste offences; and our sniffer dog trial in the North West. All achieved positive, widespread coverage.

• We contributed to a Radio 4 programme, File on 4, Macquarie: The Tale of the River Bank. We provided factual briefings and managed a riverbank interview focussing on sewage treatment works’ failures and the Environment Agency response, which led to a prosecution with a record fine of almost £20 million.

• We supported Sir James Bevan’s signing of an understanding between the Environment Agency and Driving Vehicle Standards Agency, which received significant trade media coverage including Ends, Reuters, CIWM and specialist trade media Motor Trade and Wood Fines. It accompanied social media activity from the Environment Agency Twitter, Sir James
3.3.2 Incident management

- During September and October we focused on increasing our efficiency and resilience. This included rolling out and embedding Area Concept of Operations structural changes, and improving our ways of working within Defra communications group.

- We took part in the National Flood Response Centre exercise alongside Defra colleagues, and lessons learned will help inform our future incident planning. 57 Defra group staff have now been trained to undertake communications activities during flooding and animal health incidents.

- In Solent & South Downs, Twitter content on how the Environment Agency managed and minimised Storm Brian's impact was viewed 107,389 times. 25,500 people saw our most popular tweet, announcing flood warnings in Dorset. The second most-popular reached 23.5k people, alerting them to pumps being deployed in Cornwall.

- To publicise our role as a Category One Responder, we used photos taken at an emergency planning exercise on the New Mersey Gateway Bridge to highlight our response with partners, including Fire and Rescue, and the Police. A ‘Twitter takeover’ saw 11 tweets seen by more than 35,550 people.

4.0 Conclusion and recommendations

4.1 The Board is asked to note and comment on (if applicable):

- the communications activity from September - October 2017

John Leyland
Chief of Staff

December 2017
Social Media Highlights

Storm Brian: Warning & Informing
In SSD, Twitter posts showing EA work to manage & minimise storm impact was viewed a huge 107,389 times. This means our social media images were seen by more people than the combined readership of the Isle of Wight County Press, Portsmouth Daily News, Southampton Daily Echo, +the attendance at Southampton vs West Brom where it was also promoted.

This followed Comms teamwork with ops staff who provided good images & videos. Posts were shared by the national account, John Curtin & broadcast media. Below: Public & MP praise…

Impressed BBC out with Field Teams
A BBC journalist contacted GMMC comms to compliment a Tweet, so we arranged for them to spend a day with field teams to see their work.

Objective: Great opportunity to push key EA & FCRM messages.

Coverage: Very positive feature on BBC Radio Manchester Breakfast Show & featured on news bulletins, including interviews with staff.

Impact: Built relationships with BBC & field teams. BBC are now interested in doing something similar on our regulator role.
OBJECTIVES - Staff:
… use our Internal Comms information & guidance to shape their projects
… feel they’re contributing to & benefitting from our organisation’s culture
… use our How We Do Things principles to achieve their objectives

1. **Launch of our new employee assistance service:** We worked with Defra colleagues to develop & produce information across all channels for the WorkplaceWellness launch.

2. **Healthy lifestyles:**
   Focused on the wellbeing of dispersed teams (cross-Defra)

   *Defra Staff at live meetings: 683*

3. **Staying safe around anaerobic digestion plants:** We produced an in-house safety video for Ops teams which has also been shared with trade associations & HSE, in both England & its Irish equivalent.

4. **HSW Monthly Pack Downloads:**
   - September: 1318
   - October: 1236

5. **Construction code of practice:**
   Revised Safety, Health, Environment & Wellbeing code of practice for design & construction work was launched through workshops.

6. **Eric carbon planning tool:**
   Internal Environment Management & FCRM launched the carbon planning tool, working with internal comms to promote the importance of its use.
OBJECTIVE:
Staff believe we communicate change well

- Produced 25 comms briefings in Sept/Oct on cutover
- Produced 5 rolling briefs which kept CS line managers up to date with the latest comms
- Advised & supported on two pension webinars – attended by over 200 people.
- Supported on three line manager webexes run by CIT team.
- Supported EA executive managers with their comms on project milestones
- Added a ‘what’s new’ section to the Corporate services pages on the Easinet to make the latest information easier to find with 1000s of views.
We embed, promote & celebrate the culture in our organisation. We create the environment for staff to share their stories, feel proud of their work & 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 & align to our external communications to increase relevance & 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 & responding to our audience’s needs.

Top #TeamEA Articles

1. The team behind our knowledge revolution – 2,509 views
   About the Knowledge & Information Management team & how they’re introducing new ways of working such as Sharepoint & Office 365

2. Clubbing together – 2,374 views
   Celebrating 21 years of EA Sports & Social clubs

3. Joining forces to trial new anti-hostility devices – 2,131 views
   Area teams trial new body cameras

Top Easinet Highlights

1. Blackberry to Apple – getting smarter with how we operate - 2,792 views
2. Find out more about the 2017 pay award – 2,768 views
3. Support in the Caribbean update – 2,649 views
   Outlined equipment & people to support recovery after Caribbean hurricanes

From BlackBerry to Apple - getting smarter with how we operate

Find out how to stay connected and work smarter on the go.

A new kind of fruit

Digital, Data and Technology Services (DDTS) has recently replaced over 1,000 older Environment Agency BlackBerrys with iPhones. Now, we’re planning to do the same for all remaining BlackBerrys across the organisation.

If you use an Environment Agency BlackBerry smartphone for work, you’ll soon be invited to take part in a survey to select a preferred Apple iPhone model and delivery address. This is to help DDTS plan a wholesale replacement of our BlackBerrys with iPhones over the next few months.

The iPhone roll-out has, over the last six months, replaced more than 1,000 older BlackBerrys across Defra group with iPhones - more than a third of which went to Environment Agency colleagues. This is a necessary investment in newer, more reliable, flexible and affordable technology that allows us to work across the organisation and Defra group more cohesively. Technical support for BlackBerry devices is due to end in February 2018, so there’s no time to waste.
FCRM Media Highlights

Coverage gained for Leeds & Hesketh schemes
- National & local comms teams worked together to promote both the £50m Leeds flood scheme & new Hesketh scheme launches. Both achieved excellent, positive coverage.
- Emma Howard Boyd attended Leeds, whose interviews featured in coverage including PA newswire, New Civil Engineer, BBC Radio 2 Breakfast Show, and the Daily Telegraph page 2. We shared video & aerial footage, animated infographics & timelapses, which the majority of broadcast media used. A Twitter Thunderclap saw an audience of 1,187,736.

Flood management evidence base promoted
We promoted the new natural flood management evidence base launch by John Curtin at the CIWEM conference, securing coverage in a range of trade media including New Civil Engineer.

BBC feature our coastal communities protection
We secured a positive live piece on BBC Breakfast’s coastal week special, featuring an interview with Alison Baptiste on Medmerry coastal realignment & our work to protect coastal communities.
Flood Action Campaign 2017: Update

Messages Reach Millions
We outperformed last year’s campaign by some margin:
... Overall **544% increase in social media actions** (clicks, shares, likes)
...12% increase in visits to the campaign page (12,323)
... 205% increase in the number of people who checked their flood risk (13,041)
...80% increase in the number of people who went on to sign up for flood warnings (422).
...generated 3 million impressions (a 12% increase on 2016/17) with a click-through rate of 1.15% - outperforming the industry benchmark of 1%.
...The activity generated 34,941 clicks (a 46% increase on 2016/17) with a cost per click of £1 - outperforming the government campaigns benchmark of £1.50.
...Media buying agency CARAT advised that we engaged effectively with young males at a rate of 3:1 – a particularly hard to reach audience.

Next Steps
New submission to Ministers w/c 6 November, outlining our plans for the main campaign. This includes working up a revised creative, using the previously-approved ‘It’s raining, it’s pouring’ & ‘Prepare. Act. Survive’ wording but with images that move away from the horror concept.

Final approval from Ministers on is expected by 22 November. Campaign content will also be approved by John Curtin, Caroline Douglass, James Bevan & Emma Howard Boyd.

The final campaign will be presented to the FCRM Board on 7 December, ready-to-go from 15 December.

Record Partner Sign-ups for Social Campaign to Young People

- Flood action campaign ran from 27 - 31 October on social media
- Targeted 18-24 year olds, using owned social media channels, and £40k on Facebook advertising
- Launched with a social media ‘Thunderclap’ which saw over 800 partners / supporters signed up, with a combined reach of 4.6 million people - the largest number of sign-ups we’ve ever secured for a flood action campaign
- A John Curtin blog provided context for the campaign and we promoted this on social media. We also sent out an all-staff message across the EA & Defra
- There was no negative feedback or commentary on the horror concept or the timing of the messages
Fisheries work to stop sales decline… Our marketing activity 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 & product have changed this year. For the first time in October, we trialled 'share to social' as part of our e-newsletter which we send to approx. half a million anglers each month, encouraging recipients to share with peers on Twitter/Facebook. We’re due to get some initial, high-level results on this trial soon. We’ve also been producing our 2018-2019 Marketing Exemption for Defra Spending Controls.

Salmon: The initial consultation, as part of the Salmon 5 Point Approach, closed on 9th October. We’ve had over 1,100 consultation responses & are gathering data for analysis. Formal consultation will follow later this year.

Anglers Inspired
Objective: To encourage more people to take up angling & provide a teaching tool to better-manage the sport
Output: An instructional Build a Floating Island video for angling clubs and fisheries
Coverage: 450 views on EA YouTube +shared across social media and with the Angling Trust.
Impact: The videos will also be used for Fisheries Management workshops & as reference material if asked by anglers.

Pennywort removal work showcased
Objective: To demonstrate EA work in partnership with the Canal & River Trust in removing the invasive species. Good chance to push our messages on improving aquatic environment.
Coverage: Pennywort removal from the River Weaver was picked up by the Chester Chronicle, Winsford Guardian, Northwich Guardian & Topix news site.
Impact: Highlighted partnership working with a clear benefit for local users of the watercourse.
Regulated Industry: Stats & Highlights

United Utilities Sentencing: Huge coverage

Objective: Promote EA work as a regulator & holding to account organisations that pollute the environment

Coverage: United Utilities was fined £666,000 for river pollution in Greater Manchester. We conducted a feature interview with BBC Radio Manchester, and our Press Release was covered by ITV Granada Reports, BBC News online, Manchester Evening News, Warrington Guardian and Lancashire Telegraph. Our tweet was seen over 8,000 times and 900 people engaged with it. Also national coverage.

Impact: Work with National Comms Desk to maximise coverage & the sentencing demonstrated successful working between GMMC teams including Land and Water, Analysis and Reporting, Fisheries Biodiversity & Geomorphology, AMT, Legal & Communications.

Tackling Waste Crime profiled

We published our regular Materials Recycling World column, where Intelligence Manager, Chris Smith, talked about how we use intelligence to fight waste crime.
Regulated Industry: Stats & Highlights

**Partnership Promoted with Sir James**
The national media team supported Sir James Bevan on the signing of an understanding between the EA & Driving Vehicle Standards Agency. There was significant trade media coverage with Ends, Reuters, CIWM & specialist trade media Motor Trade & Wood Fines. It accompanied social media activity from the EA’s Twitter page, Sir James Bevan’s account & DVSA. A YouTube video was produced too.

**Big RI Push**
We promoted EA activity in **Operation Trivium**, designed to tackle foreign national offenders who utilise the roads network; **Operation Durable**, the fining of a Bristol company for hazardous waste offences; and our sniffer dog trial in the North West. All achieved positive, widespread coverage. Internal comms also profiled the work and partnerships of our Disruption & Prevention team.

**Record Fine Coverage on Radio 4**
We contributed to File on 4, Macquarie: Tale of the River Bank on 5 September. We provided extensive factual briefings, facts & interview management by the riverbank which focused on sewage treatment works failures and the way the EA responded, investigated & successfully prosecuted the company, leading to the record fine of almost £20million.
Regulated Industry: Spotlight on…

Body Cams Trial in N. East

The top RI story was promoting the North East trialing body cameras on Enforcement Officers. Objectives: Staff safety, speeding up justice & reducing legal costs. Raising awareness of these to further strengthen our enforcement role/reputation.

1,146
Views of our video tweet, with 111 shares, likes, retweets etc

39
Total print, online, broadcast & trade media hits.
Incident Management: *Highlights*

During September & October we’ve focused on increasing our efficiency & resilience. This included rolling out & embedding Area Concept of Operations structural changes, & improving our ways of working within Defra comms group.

**Evolving incident staff resources…**

57 Defra Group comms staff have now been trained to undertake activities during flooding & animal health incidents. Toolkits have been produced to enable them

250 staff dialled into Area Communications Webex’s to understand the ConOps. Area Communications & Engagement Cell concentrates technical skills in cell officers.

2 exercises between Defra & EA media teams to refine ways of working.

**Ready for Winter…**

We’re working with Defra to ensure comms staff are prepared for winter, reviewing some of the processes around core tasks & ensuring we’re aligned.

EA comms played in the National Flood Response Centre exercise alongside Defra colleagues. Lessons learned will help inform our future resourcing needs & Defra comms incident.

**Emergency Planning Exercise Success…**

To publicise our Category One Responder role, we used photos of a New Mersey Gateway Bridge exercise to highlight our response with other agencies. A ‘Twitter takeover’ saw 11 tweets seen by over 35,550 people.
Incident Management: Spotlight on…

Exercise Copper Beech

The Dorset-based coastal exercise saw 20 metres of temporary defence flood barriers deployed to West Bay, near Bridport. This was to enable south west engineers to sharpen their major incident skills, learning how to connect and fill them as they had not been used in the Area previously.

- **50+**
  Members of staff & LRF partners visiting exercise location following internal / external promotion

- **379**
  Views of our video on Wessex Facebook page

- **3**
  Broadcast interviews conducted on the day by EA staff, supported by local comms team

- **458K**
  News stories on TV & radio (BBC Spotlight, ITV Meridian, ITV Westcountry & BBC Solent) + in print & online (Dorset Echo, Bridport News, Meridian, Spotlight) – a potential reach of over 458,000 listeners/viewers*

*with an estimated value of £2,292 (based on Kantar data)
**Spotlight on Exercise Copper Beech, 28/09/17**

**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)

**Inputs**
- Capture what you did before & during the activity
  - Comms plan
  - Project meetings
  - Updates to FCERM reps
  - Contribution to national media grid
  - Weekly buzz articles
  - Press release
  - Social media
  - Photography
  - Videography
  - Key message document
  - Staff intercomm invite
  - Media invitation
  - Key spokesperson briefing

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

**Outtakes**
- Include metrics on what the target audience think, feel or do to make a decision
  - 381 views of our video created in-house & posted on Wessex Facebook page
  - 50 staff/LRF partners visiting the site to view the exercise
  - On site broadcast media handling (x 3) on the day
  - News stories ran on BBC and ITV and radio news channels, and featured in online coverage – with a potential reach of over 458K listeners/viewers (not incl. ITV figures)

**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 barrier’ 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

**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 activity/boundaries of the press on the day. Engagement team remember to invite the Coastguard team, not just the Harbour Master.
Social media: Spotlight on… Storm Brian

Cornwall & Dorset were in the path of Storm Brian during the 21-22 October weekend. Cornwall & Blandford incident rooms were opened & comms put in the hands of rostered-up area communication & engagement managers, + area comms officers with support from duty comms officers out of hours.

25,500
People saw our most popular tweet, announcing flood warnings in Dorset. The second most-popular reached 23.5k people, alerting them to pumps being deployed in Cornwall

24
Number of active hours spent monitoring media, briefing MPs & on internal updates by incident comms staff

70+
Tweets & Facebook posts published on @EnvAgencySW & Facebook – that's 54% of our messages issued in October in 3 days

28
Number of times area director Richard Stockdale’s interview was used across BBC regional network from Cornwall up to Cumbria

Top Digital Content...

Top Tweet earned 25.5K impressions
Flood warnings issued for Chesil, Lyme Regis and West Bay. Strong winds forecast. Take care on the coast: od-warning-information.service.gov.uk/warnings pic.twitter.com/q3mLyWk7Iy

Top Media Content...

Top media Tweet earned 23.9K impressions
Pumps ready in #fowey for high tide and #StormBrian. Please keep away from the coast and stay #floodaware pic.twitter.com/NK8nNxUrLB
Awards Update

Since the last update, we also saw two entries successfully shortlisted for the PRCA National Awards. This event has now been held and both finished as Finalists, against stiff competition including Metropolitan Police Service’s Crisis Response to Westminster Bridge and London Bridge Terrorist Attacks.

In the CIPR Awards, we fared similarly in the three announcements so far. A really beneficial experience and finishing in the top few entries each time was no mean feat.

Chartered Institute of Public Relations: Regional Awards

- Flood recovery communications – Yorkshire: SHORTLISTED. Awards on 30 Nov
- Flood recovery communications – Cumbria & Lancashire: RESULT: Finalist
- East Coast Surge communications – Anglia: RESULT: Finalist
- Waste Crime communications – GMMC: RESULT: Finalist

Public Relations and Communications Association: National Awards

- New EA Staff Awards Scheme: SHORTLISTED. Result: Finalist
- Flood recovery communications: SHORTLISTED. Result: Finalist
Contents

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- Slide 16-17: Incident Management overview/Comms Plan/Highlights
- Slide 18-19: Flood and Coastal Risk Management overview/Comms Plan/Highlights
- Slide 20-23: Environment and Business overview/Comms Plan/Highlights
- Slide 24-25: Internal Communications overview/Highlights
- Slide 26: Last word
We do incredible things in EA Communications. We help save lives. We deter people from harming the environment, and inspire others to improve it. We get people excited about enjoying our amazing country – their favourite beaches, rivers, places to fish.

Ahead of putting this year’s communication plan together, we have got really close to our business to pinpoint the things we can make the biggest difference on.

A few examples. This year we will do more with our enforcement teams to bear down on waste crime and other environmental offences, magnifying the increasingly tough line we and other authorities are taking. We are going to shout more about our £2.3 billion flood defence programme, to keep people switched on to the risks, as well as reassured about the action we and our partners are taking to reduce them. We are growing young people’s passion for fishing, using our new free rod licences as a powerful hook. And we will invest real energy and commitment to strengthening our incident communications – in the EA and wider Defra group.

This year is a watershed for all of us. We will become part of something bigger and better when we join Defra. It’s a chance for us all to learn from one another, share ideas, resources, experience and expertise. It’s also an opportunity to get around our shared goals and make a bigger impact. And all the time make sure the EA voice stays strong.

We do incredible things in EA Communications. I truly believe we can do even more incredible things as part of Defra group Communications.

Mark Funnell,
Deputy Director of Communications
Where we are

• Celebrating the successes of some fantastic communications work
• Mid year refresh of communications plan and the work force plan
• Objectives of the communications plan remain largely the same – reflects the strong plan that was put in place
• Work done to ‘stop and slow’ – identifying efficiencies and making space for transfer
• Building on success of portfolio group ways of working
• Making closer links with the Defra Group Comms Strategy
• Getting to know our colleagues in Defra better – transfer date 1 November
• The Culture Group are taking the lead on establishing how we work together as a Defra Group, arranging ‘reveal’ events to share what we do.
Stop and slow - examples

- New digital publishers trained in waterways, reducing the pressure on comms resources
- Self help guidance on using our templates being developed
- Internal comms channel review - pushed back to December
- Water, Land and Biodiversity comms working to embed more national once work as business as usual to reduce pressure on core team
- Working on fewer, better targeting of media opportunities across portfolios, with better ‘selling-in’ and evaluation
- Reviewing Area activity on fisheries to ensure our enforcement work delivers value
- Best practice toolkit being developed by the media portfolio group including consistent guidance and templates
- Introduced gold / silver / bronze prioritisation for our FCRM capital schemes
Defra Group Transformation

- EA Communications transferred 1 November
- Impact on resources
- Making space for our people through transfer
- Developing stronger interim ways of working, for example, group-wide portfolio groups
- Next step – moving to a new group model
<table>
<thead>
<tr>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
<th>February</th>
<th>March</th>
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<tbody>
<tr>
<td><strong>Focus on business critical activity and transfer</strong></td>
<td><strong>Focus on business critical activity and post transfer issues</strong></td>
<td><strong>Focus on business critical activities, top priorities as outlined in communications plan, planning for 2017/18 and working closer with Defra colleagues</strong></td>
<td><strong>Focus on delivering the priorities in our refreshed comms plan.</strong></td>
<td><strong>Further develop closer ways of working with Defra colleagues.</strong></td>
<td><strong>Complete business planning process</strong></td>
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</table>
| • Transfer to Defra – staff briefings, completing checklists and actions | • Dealing with post transfer issues and settling in | • Delivering top priorities outlined in comms plan  
• Start talking to our key business customers to find out their priorities for next year. | • Focus on delivering the priorities in our refreshed comms plan.  
• Further develop closer ways of working with Defra colleagues. | • Complete business planning process | **Focus on delivering the priorities in our refreshed comms plan.** |
| • Refresh Comms plan and workforce plan | • Developing Flood Action main campaign | • Share draft SLA for 18/19.  
• Develop closer ways of working with Defra colleagues. | • Finalise SLA for 18/19 | • Feed into Defra group comms strategy and the EA Comms plan for 2018/19. | • Make sure we have the right resources in place for 2018/19 |
| • Flood Action Campaign – Halloween concept | • Winter readiness/incident preparation | • Delivering Flood Action main campaign  
• Maintain business critical activity with media and issues management | • Make sure we have the right resources in place for 2018/19 | • Maintain business critical activity with media and issues management | • Maintain business critical activity with media and issues management |
| • Winter readiness/incident preparation – rosters in place | • Maintain business critical activity with media and issues management | • Delivering Flood Action main campaign  
• Maintain business critical activity with media and issues management | • Maintain business critical activity with media and issues management | | |
| • Maintain business critical activity with media and issues management | | | | | |
Group objectives 2016 to 2020

1. A cleaner, healthier environment which benefits people and the economy.

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

3. Higher visibility, stronger partnerships and local choices.

The first 2 objectives are those set out in Defra’s single departmental plan, available on gov.uk.

The third is our own and about how we will work with others in creating a better place for people and wildlife.

<table>
<thead>
<tr>
<th></th>
<th>Gold</th>
<th>Silver</th>
<th>Bronze</th>
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<tbody>
<tr>
<td>Incident emergency campaign</td>
<td></td>
<td>Food is GREAT</td>
<td>Global leadership</td>
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<tr>
<td>FCRM capital investment programme (Gold)</td>
<td></td>
<td>Air quality</td>
<td>Biosecurity campaigns</td>
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<tr>
<td>EU exit (including Green Papers)</td>
<td></td>
<td>Flood action campaign</td>
<td>Rural Life opportunities</td>
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<td>Defra group Great Place To Work</td>
<td></td>
<td>Litter</td>
<td>Bees Needs</td>
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<td>Woodland creation</td>
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## EA communications objectives

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<th>Inspire</th>
<th>Change</th>
<th>Deliver</th>
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<tr>
<td>trust and confidence</td>
<td>attitudes and behaviours</td>
<td>our business goals</td>
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</table>

### Environment

**Action:** People, businesses and industry are inspired and empowered to work with others to create a cleaner, healthier environment in their local area.

### Protection

**Action:** People and businesses (including farmers) take action to reduce risks and increase resilience.

### Internal

**Action:** We prioritise our people. We engage them through change, equip them to deliver, and strengthen our culture.
Chair, CEO & Board engagement

Chair – Emma Howard Boyd

Key roles: principal advocate, thought leader, global finance influencer, strategy and governance lead.

Lead topics: climate change; sustainability and green growth; diversity; innovative finance and green investment; corporate responsibility; resource management; innovation, science and evidence.

Comms / engagement objectives: lead the environmental debate, influence Ministers, inspire boardrooms to make sustainable choices, drive environmental innovation and champion diversity.

CEO – James Bevan

Key roles: people and places champion, visible and inspirational leader, principal incident spokesperson.

Lead topics: delivering a better place, customers and communities and partnerships.

Comms / engagement objectives: influence behaviours, inspire staff to embrace culture change, improve EA reputation and build trust with wider government.

Communications updates are reviewed by:

- The Board: For approval and / or comment. Either by correspondence or presented by Mark Funnell.
- EDT: Shared for information prior to Board meetings.
- Business Boards, Organisation and Corporate Leadership teams: To review / approve key material.
- Defra: Sighted on key activity and plans.

Emma and James’ 2017 commitments include:

- Supporting ministerial visits
- Visiting flood schemes (openings and completions)
- Supporting the launch of official reports
- Interviews with national and trade media and providing comment for press releases

Priority projects – Updates

The Board receive an advance heads-up of priority projects and any contentious or sensitive matters. They are provided with briefing materials to ensure they are sighted on planned communications.
EA Communications teams

- Communications has a team of approximately **110 staff** (average FTE).
- Operational / local communications teams – aligned to the EA’s 14 Areas, provide a core local service, managing incident response and delivering national campaigns.
Our Service Level Agreement (SLA)

The 2017/18 SLA provides a consistent service to all our customers. It was developed and agreed following extensive discussions with representatives from the business, including area managers, EPE and executive coordination managers, and national service leads. We are now working on a draft SLA for 2018/19.

The SLA describes:

- Our role
- Our approach
- Our commitment
- Our priorities
- Future focus areas
- What activity we will do and what we will stop

Our priorities:

- Delivering EA & Defra communications plans
- Managing incident communications effectively
- Building confidence and trust in our role
- Building communications capacity in the EA (self-help)
- Contributing to Defra transformation & supporting our people through change
- Promoting our role and successes
  - To help us become ‘better known and better loved’
Portfolio groups  One team – greater impact – less cost

Portfolio Groups established and working well

- Each group has a dedicated lead and meets monthly
- Reporting to and consulting regularly with Business Boards
- Working together as one comms team to share ideas, resources and expertise
- National priorities being reflected in local communications
- Local communications priorities being fed up to portfolio leads
- Linking objectives to Defra Group Comms Strategy

<table>
<thead>
<tr>
<th>Portfolio Groups</th>
<th>Objective</th>
<th>Role</th>
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</table>
| • Flood & Coastal Risk Management         | For communications to work together to deliver national and local communication priorities that support our environmental and business objectives. | ➢ Understand area and national communications needs
➢ Plan, oversee and evaluate communications
➢ Ensure business boards buy into plans
➢ Commission Task and Finish groups (to work on national once campaigns or network projects) |
Operational / local communications

Core service
- Providing a 24 / 7 service to the media
- Offering advice and guidance to area management teams
- Delivering national campaigns locally
- Providing a 24 / 7 service during incident

Operational / local communications teams provide a core local communications service, incident management and work closely with portfolio groups to deliver national campaigns in place.

Local teams are vital to the delivery of this work. The proximity of local teams to customers and communities strengthens our insight and increases our reach and impact.

Teams work closely with portfolio group colleagues on ministerial priorities and to ensure that national messages are amplified at a local level.

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Priorities</th>
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<tbody>
<tr>
<td>Incident:</td>
<td>Incident preparation / management</td>
</tr>
<tr>
<td>Flood:</td>
<td>• Capital investment programme (flood defence)</td>
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<td></td>
<td>• 2017-2018 Flood Action campaign</td>
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<td></td>
<td>• Review of messages &amp; briefing materials</td>
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<td></td>
<td>• Natural flood management</td>
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<td>• Maintenance including demainment</td>
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<td>• Flood recovery</td>
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<td>• Winter readiness</td>
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<td>Water, Land and Biodiversity</td>
<td>• Bathing water quality</td>
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<td>• Fisheries (including fishing licence campaign)</td>
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<td>• Salmon regulations</td>
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<td>• United Utilities West Cumbria pipeline</td>
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<td>• Agriculture-diffuse pollution</td>
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<td>Regulated Industry</td>
<td>• Sites of High Public Interest (SHPI)</td>
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<td></td>
<td>• Raising maximum awareness of prosecutions</td>
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<td></td>
<td>• ‘Right Waste, Right Place’ campaign</td>
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<td>• ‘Meet the Regulator’ days</td>
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<td>Internal Communications:</td>
<td>• Employee survey - results and actions</td>
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<td></td>
<td>• Environment Agency awards</td>
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<td></td>
<td>• Supporting the launch of the revised EA Action Plan</td>
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<tr>
<td>Media</td>
<td>• Media (including spokesperson) training</td>
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<td></td>
<td>• Reputation management</td>
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Incident Management

A nation better protected against floods and other hazards, with strong response and recovery

Objectives

Think: People recognise that we are expert communicators during incidents, who effectively empower and reassure communities. Our incident response is considered exemplary by communications colleagues across government.

Feel: Communities, our partners and colleagues know they belong to, or are supported by, a confident, resilient communications team.

Do: Communities, our partners and stakeholders act on our advice and colleagues want to play a part in our success.

Strategy

Our staff will understand the importance of incident work and their role in the Defra communications incident plan due to the processes and leadership in place.

By working with others to anticipate and resolve issues, we will be robust against future changes, however communities and stakeholders will not experience a change in the service we provide. We will have relevant tools in place and use different channels to embed training, to ensure our incident response is resilient and flexible.

Priorities

- **Concept of Operations (Gold)**
  Develop and embed an effective Concept of Operations for local and national communications.

- **Develop Defra group incident response**
  Build a network of Arm’s Length Body champions and develop the strategy for a highly effective Defra group incident response.

- **Incident management & transition**
  Ensuring the business is aware of transition risks and work with it to deliver solutions.

- **Resilience**
  Ensuring all of our key roles are resilient and effective.
Incident Management - highlights

**Concept of Operations (ConOps) and Incident Management**
- 117 people dialled into visualisation training and 24 spokespeople trained
- Duty Communications Officer service level document developed
- Area Communications ConOps resources and training sessions started with team leaders
- Major Incident Roadshows taking place across the business
- Roster tool training for National Communications Managers

**Defra surge**
- Defra surge training – 57 volunteers trained in three session
- Toolkit developed for people responding on ‘mutual aid’
- Payment and health and safety mechanisms championed as part of transition conversations

**Looking ahead**
- Defra Surge
  - Buddying up volunteers across the country
  - Develop a high-level incident plan for Defra group Communications
  - Training workshop planned for senior leadership team
- Support and embed Area Communications ConOps
- Develop a partnership agreement with our national Information Support Officers
- Update our existing tools and roll out mailbox changes
- Ensure our Duty Comms officer roster is robust for the winter
- Improving our resilience data
- Informing our customers of the Major Incident Ready improvement story 2017/2018
Flood & Coastal Risk Management

A nation better protected against floods, with strong response and recovery

Objectives

Think: People recognise what we do matters and that, as a nation, we are better protected against floods, with a strong response and recovery.

Feel: People have confidence and trust that we will provide an effective operational response to flood and coastal risk.

Do: Partners, stakeholders and local people support and act on our campaigns/advice and are prepared to play their part.

Strategy

To significantly increase our visibility by telling our story better and having a national, regional and local voice. Bring the amazing things we do to life by focusing on people and the difference we make.

Work collectively with partners and communities to ensure people know they are at risk from flooding, understand how they can protect themselves and take action to reduce risk and increase resilience.

Flooding isn’t exceptional; it’s real life and will happen more often – therefore everyone has a part to play to be prepared.

Priorities

- 6-year Capital Investment programme (Gold)
  Showing how Government money is being spent
- Flood action campaign, partnerships & incidents (Gold)
  Working with partners to raise awareness of flood risk and help people and businesses be more resilient
- Key message development (Silver)
  Using the FCRM strategy to work collaboratively to develop key messages to be used by the organisation
- Maintenance initiative (Bronze)
  Horizon scanning to review reputational risk. Obtain greater support for sensitive issues. Focus on improved relationships with FCRM Engagement and Stakeholder Management teams
FCRM highlights

Coverage of 2007 flood anniversary and big scheme openings

- National and local media coverage of 2007 anniversary - over 40 articles in local and regional print and over 20 pieces of broadcast coverage
- Ministerial visits and visits by CEO and Board member highlighted in media. For example, fantastic coverage of the Leeds Scheme securing coverage on the Press Association wire, in New Civil Engineer, the BBC Radio 2 Breakfast Show with Chris Evans, and on page 2 of the Daily Telegraph.

Gold Priority: Capital Investment Programme

- Developing high level strategic communications and engagement plan
- Capital Investment Programme comms plan signed off by the Board
- Planner now in place to capture key milestones and activity and area leads are updating regularly
- Promoting our Gold/Silver/Bronze schemes - 33 schemes identified as requiring a gold level of comms support

Gold Priority: Flood Action Campaign

- Halloween Horror concept will run on social media from 27 to 31 October
- Main concept will be ready in mid / late December for a flexibly deployed campaign that will run in early 2018

Silver Priority: Key messages

- FCRM key messages developed and reviewed with colleagues from different areas of the business, including engagement, media, sponsorship and government, and Area FCRM staff
- These have been shared with Defra and the FCRM Board and are being rolled out internally.

Bronze priority: Maintenance

The Rationalising Main River Project drop in sessions are ongoing to inform communities and stakeholders and consultations will take place in Dec/Jan.
Environment and Business (E&B) - Water, Land & Biodiversity

A cleaner, healthier environment benefitting people and the economy

Objectives

Think: People recognise that our work protects and improves the environment, benefitting communities and supporting sustainable economic growth.

Feel: People have confidence and trust in our role as an efficient, effective and fair regulator and feel we spend our charge (incl. fishing licence) and GiA funding wisely.

Do: People want to work in partnership with us and seek opportunities to do so. People listen and act on our advice. More people take up fishing and buy licences. People are deterred from fishing illegally and want to play their part in reducing pollution and keeping our beaches and rivers clean.

Strategy

Build confidence in our work / raise awareness by significantly increasing our visibility, telling our story and developing a strong local, regional and national voice.

Deliver our fishing licence marketing programme and support the introduction of Get a Fishing Licence.

Promote our work to improve fish stocks, including salmon, bathing waters and river catchments.

Support partnership campaigns to improve bathing waters and increase angling participation.

Maximise coverage of prosecutions, incident response and improvements achieved through effective regulation and the Periodic Review.

Develop and embed our drought comms plan, work with partners to ensure a coordinated and consistent response.

Scope, develop and implement a behavior change campaign to help to reduce the impact of pollution from farming

Priorities

- Bathing waters (Gold)
- Fisheries marketing (Gold)
- Drought planning (Gold)
- Water company performance including prosecutions and PR 19 (Silver)
- Behaviour change campaign to help to reduce the impact of pollution from farming (Silver)
- Strategic Monitoring Review (Bronze)
- Net limitation orders and salmon stocks (Bronze)
Environment and Business – Regulated Industry

A cleaner, healthier environment benefitting people and the economy

Objectives

Think: People think we are a leading, forward looking regulator and recognise that our regulation works, protecting the environment, benefitting communities and supporting sustainable growth. People think our charges are fair, that we use our resources wisely and that we take tough action where necessary.

Feel: People have confidence and trust in our role as an efficient and effective regulator and want to work in partnership with us. People feel that waste criminals have a significant risk of being caught.

Do: People act on our advice and comply with permits. Producers and the waste industry take greater responsibility for waste, ensure it is disposed of properly and stop it falling into the hands of criminals. People identify and report waste crime.

Strategy

Build awareness and confidence in our work by significantly increasing our visibility and voice in priority areas at a local, regional and national level.

Deter criminal activity and reassure legitimate business that we take tough action to tackle waste crime / poor performance by obtaining maximum coverage of prosecutions and enforcement activity.

Stop waste getting into the hands of criminals and encourage compliance with Duty of Care through targeted behavioural change campaigns.

Support external engagement / build trust with consistent messaging, media activity and communication tools, notably in relation to nuclear and onshore oil and gas regulation.

Encourage and support partnership working through joint communications and recognition of others. Make best use of our sustainable business data and reports to communicate our effectiveness.

Use internal channels to promote our work and tell the story of our innovative regulation and influencing.

Priorities

- Waste and waste crime
  - Maximising awareness of enforcement action including prosecutions (Gold)
  - Right Waste, Right Place / Duty of Care campaign (Silver)
- Strategic Review of Charges / regulation works (Gold)
- Nuclear (Bronze), onshore oil and gas and installations (Silver)
- Issues management including incidents and High Public interest sites (Gold)
- Regulating for People, the Environment and Growth report (Silver)
- Internal communications to support staff engagement (Silver)
**E&B – Regulated Industry- highlights**

**Telling our story**
- Increasing our visibility by having a national & local voice
- Bringing it to life by focusing on our people and the difference we make
- Being clear that everyone has a part to play and we work collectively with partners

**Using social media and infographics**
- Increasing the use of our social media channel to push out our messages and to show frontline action we are taking
- Highlighting days of action with partners including joint road stops to weigh vehicles and check documents
- Tweeting from @EnvAgencySE about their first vehicle taken off the road for not being registered as a waste carrier and driving without insurance got 16,339 impressions (average tweets gets around 1,500)
- Explaining our regulatory work clearly, using engaging graphics

**Increasing visibility – national trade media**
Making use of trade titles and our regular columns. Getting our message across to the waste management industry to show we are doing our regulatory job well, and to those we want to warn are at risk of being duped by illegal waste operators

**Bringing stories to life**

**Promoting prosecutions** – Tesco fined £8m for pollution incident national media team and local comms worked closely together resulting in widespread coverage in national and local media and trade press.

**Waste crackdown days** – using media and social media to highlight recent waste days in Thames

**Scores of sites checked in EA operation**

**Focus for coming months**
- Promoting how we create a better place through innovative regulation and influencing.
- Telling stories that show how we are working actively and effectively against criminals
- Milestones and decisions around our work on nuclear new build
- Making the most of national ‘business hooks’, and local stories including:
  - Regulating for people, the environment and growth
  - Strategic Review of Charges
  - Prosecutions and enforcement undertakings
  - Disruption and Prevention tactics i.e. days of action
E&B – Water, Land and Biodiversity highlights

Summer bathing water comms #binit4beaches
- Ran from 14-18 August. Focus on wet wipes and non-flushables
- Used Thunderclap for the first time. Reached 1.2m people
- Total campaign reach of 2.4m. 192 unique Tweets by organisations and individuals.
- 40 media articles and online stories including content written for Met Office website.
- Video content produced by C&L comms team
- Pledge boards used at events
- Promoted internally through weekly buzz
- Supported by national, areas and EA Tweeters.

Fisheries Licence Marketing
- 2018-2019 marketing exemption - planning
- Internal communications – Easinet Highlights/ FBG newsletter
- Sharing 2016-2017 evaluation best practice
- Working on 2018-2019 marketing exemption - securing approval
- Developing key segment strategies (juniors, lapsed, suppliers, direct debit)
- Transitioning marketing tactics into business as usual

Focus for coming months
- Balancing resources against ambition
- Exploring how we make the most of promoting big reports
- Abstraction reforms / plan coming soon – looking for pilot catchments to trial partnership approach to managed abstraction
- Behaviour change campaign targeting farmers aiming to reduce serious pollution incidents to start late spring / summer
- Develop our water story, building on ‘Valuing water’ to conflate multitude of reports, initiatives, consultations, announcements and campaigns
- Planning for next #binit4beaches
- Local highlights – capturing and evaluating more effectively

Salmon – national once approach to action plan / consultation
Outstanding national once plan – extensive use social media, Instagram and twitter
Strong, supportive trade coverage
Between 19 Sept and 25 Sept:
- #Salmon5PA = 547,947 accounts reached.
- 49 Tweets have used #Salmon5PA (5 Tweets and 44 re-tweets)
- Over 530 people completed the consultation so far.
Internal communications – cross cutting

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

Objectives
Think: Staff think that change is well communicated and that our leaders are visible. Staff understand how their work directly relates to our Action Plan and the Defra group strategy.

Feel: Staff feel they are contributing to and benefitting from our organisation’s culture and the Defra group. Staff feel that our leaders are trustworthy and that organisational communications is a two way conversation. Staff are proud to work for the organisation and the Defra group.

Do: Staff use our How We Do Things principles to achieve their objectives. Staff use these principles, and positively engage with other organisation’s, when working across the Defra group. Staff use our Internal Communications information and guidance to shape their projects.

Strategy
We embed, promote and celebrate the culture we have in our organisation and across the Defra group. We create the environment for staff to share their stories, feel proud of their work and help our culture flourish e.g. #TeamEA and Defra group ‘great place to work’ campaign.

We make our communications relevant to people by showing how it helps them to create a better place and a great place to work. 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 communications on transformation are clear, timely and accurate. We ensure that communications are two-way, seeking feedback and responding to our audience’s needs using insight/evaluation.

Priorities
- Employee survey “Your place, your views” results and actions
- Environment Agency awards
- Corporate Services transformation
- Refreshed Environment Agency Action Plan launch
- Defra group Campaign
Internal comms highlights

Supporting portfolio groups

Regulated industry
• October push across our communications channels – focusing on weekly themes – Easinet Highlights, Weekly Buzz, #TeamEA, Meet a colleague, Cascade
• November Big Picture Cascade – focus on Regulated Industry

FCRM
• Working with the team to promote to this year’s Flood Action Campaign to our staff – all channels
• Capital Programme – looking to tie up communications to tell more of a story around the projects focusing on scheme openings and innovations

Water, land and biodiversity
• Promote evidence from 3 reports to be issued later this year which focuses on the part that water companies, farmers and others can play to help protect our water environment. This work will be linked with media announcements

#TeamEAs
Continues to be a popular feature with most stories receiving more views than Easinet Highlights.
• We have the power… to enter (3,456 views): Focused on the work of our Enforcement Technical Services Team in E&B. Action plan aspiration: reduce waste and waste crime.
• Think apprenticeships are for school leavers – think again! (4,922 views)

Top Easinet Highlights
• Condeco is now live (9,135 views): launch of our new room booking and 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.

One size doesn’t fit all...

Health, Safety and Wellbeing
Defra group campaign to publicise workplace adjustments available to staff
Objectives: It’s part of our culture to Embrace difference and include everyone. We publicised the importance of workplace adjustments for staff with a disability or health condition and how staff and managers could get further help.
Outputs: Used Cascade, Managers Need to Know, Weekly Buzz, Easinet Highlights and Meet a colleague to get the message across.
Outcomes: The new guidance received 449 views in the first two weeks of publication.
Communications

We do incredible things in EA Communications. We help save lives. We deter people from harming the environment, and inspire others to improve it. We get people excited about enjoying our amazing country – their favourite beaches, rivers, places to fish.