# Board Meeting
**Wednesday 14 March 2018**

**Venue:** Red Lion Hotel, Henley  
**Time:** 11:45am – 14:35pm

<table>
<thead>
<tr>
<th>1. Apologies</th>
<th>Emma Howard Boyd</th>
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<tbody>
<tr>
<td>11.45am</td>
<td>5 mins</td>
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<table>
<thead>
<tr>
<th>2. Declarations of Interest</th>
<th>Emma Howard Boyd</th>
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<thead>
<tr>
<th>3. Minutes of the Board meeting held on 1 February 2018 and matters arising (for approval and approval)</th>
<th>Emma Howard Boyd</th>
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<thead>
<tr>
<th>4. Chair’s update (for information)</th>
<th>Emma Howard Boyd</th>
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<tr>
<td>11.50am</td>
<td>30 mins</td>
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<thead>
<tr>
<th>5. Chief Executive’s update (for information)</th>
<th>James Bevan</th>
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<tr>
<td>12.20pm</td>
<td>10 mins</td>
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| 6. Committee meetings – oral updates and forward look  
Pensions – Investment sub Committee  
Audit and Risk Assurance | Joanne Segars  
Karen Burrows |
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<td>12.30pm</td>
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| 7. Regular update items  
7.1 Schemes of Delegation (for approval)  
7.2 Finance report (for information)  
7.3 Quarter 3 Corporate Scorecard (for noting) | Pat Bolster  
(for Bob Branson) |
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<tr>
<td>13.25pm</td>
<td>20 mins</td>
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<thead>
<tr>
<th>8. EU Exit, Governance and Principles and the Environmental Scrutiny Body Consultation (for information and discussion)</th>
<th>Harvey Bradshaw</th>
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<tr>
<td>13.45pm</td>
<td>30 mins</td>
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<table>
<thead>
<tr>
<th>Lunch</th>
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<td>14.15pm</td>
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<tr>
<th>9. Defra Group Communications Strategy (for information and discussion)</th>
<th>Mark Funnell</th>
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<tr>
<td>14.20pm</td>
<td>15 mins</td>
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<tr>
<th>10. AOB and date of next meeting</th>
<th>Emma Howard Boyd</th>
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<tr>
<td>14.15pm</td>
<td>5 mins</td>
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<table>
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<tr>
<th>11. Review of meeting</th>
<th>Emma Howard Boyd</th>
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<tr>
<th>12. Welcome to Thames Area</th>
<th>Julia Simpson</th>
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<tr>
<td>14.20pm</td>
<td>15 mins</td>
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Ref: B/1803-4

Board meeting
Meeting date: 14 March 2018
Item 4

Paper by: Chair
Subject: Chair’s Update Report

<table>
<thead>
<tr>
<th>Recommendations:</th>
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<tbody>
<tr>
<td>The Board is asked to (i) approve deployment of Board Members and (ii) note Chair engagements</td>
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<table>
<thead>
<tr>
<th>Key points for information</th>
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<tr>
<td>This paper is intended to update the Board on</td>
</tr>
<tr>
<td>(i) Board deployment for 2018</td>
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<tr>
<td>(ii) the Chair’s ministerial meetings, other key meetings, appointments and area visits since the last Board meeting in addition to Board and committee meetings.</td>
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<table>
<thead>
<tr>
<th>Governance</th>
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<tr>
<td>Reviewed and approved by:</td>
</tr>
<tr>
<td>Emma Howard Boyd, Chair</td>
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<table>
<thead>
<tr>
<th>Are there any risks associated with the evidence and analysis in the paper?</th>
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<tbody>
<tr>
<td>N/A</td>
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<tr>
<th>How will the key messages/decisions be communicated?</th>
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<tr>
<td>N/A</td>
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<th>No legal annex is required</th>
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Form completed by: Sarah Wieczorek
Date: 06 March 2018
1.0 Deployment of New Board Members

1.1 During 2018 we have four new Board members joining us and two will come to the end of their second terms. I have been speaking to the new Board members, including those starting in April and consulted Executive Directors.

1.2 Each new member has committed 4 days per month which I broadly expect to be spent on:

- Board meetings and visits (c. 5 days prep, 13 days meeting attendance)
- Corporate Committee (c. 2.5 days prep, 5 days meeting attendance)
- Technical Committee (c. 2 days prep, 4 days meeting attendance)
- Time spent with Area (c. 12 days per year)
- Other meetings – e.g. annual appraisal and other agreed commitments (c. 4.5 days per year)

(Total 48 days per year = average 4 days per month).

1.3 I have agreed the following initial responsibilities to maintain resilience to the Board. I am conscious of the need to improve representation in the North of England in the longer term. I am asking the Board to formally approve the Committee membership:

1.4 John Lelliott will be a member of the Audit and Risk Assurance Committee until the end of August 2018 and then Chair of the Committee from 1 September when Karen Burrows steps down. John will sit on the FCRM Committee and be the Area Board member for East Midlands.

1.5 Robert Gould will be a member of the FCRM Committee and the Area Board member for Wessex, taking over from John Varley. Robert will be an ‘observer member’ of the Pensions Committee until a position comes up on that Committee (which is limited to 4 Board members).

1.6 Judith Batchelor will join the Board in April and has agreed to be a member of the Environment and Business Committee and the Audit and Risk Assurance Committee. Judith has agreed to take over as Area Board member for Thames and for Solent and South Downs, taking over from Peter Ainsworth and Karen Burrows respectively when they step down after the summer.

1.7 Caroline Mason will join the Board in April and has agreed to be a member of the Environment and Business Committee and an ‘observer member’ of the Pensions Committee until a position comes up on that committee. Caroline has agreed to be Area Board member for Hertfordshire and North London (including the London team) and for Devon, Cornwall and the Isles of Scilly, taking on the roles on from Peter Ainsworth and Karen Burrows respectively when they step down from the Board after the summer.

1.8 I, Emma Howard Boyd, will now step down from the Audit and Risk Assurance Committee. Initially I will remain on the Pensions Committee and as Chair of the Investment sub Committee and will keep this under review as the transfer to Brunel occurs and new members are inducted to the role.
2.0 Emma Howard Boyd engagements 25 January to 06 March 2018

### Speaking Events and Media Interviews

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>06 February</td>
<td>I appeared in front of the Environmental Audit Committee giving evidence on the subject of green finance</td>
</tr>
<tr>
<td>07 February</td>
<td>I filmed a piece on cultural encounters for the Environment Agency’s video for the Diversity Confidence Programme</td>
</tr>
<tr>
<td>19 February</td>
<td>I filmed a piece for the Civil Service Centenary of Women’s Suffrage video. Video to be showcased on International Women’s Day at Portcullis House</td>
</tr>
<tr>
<td>28 February</td>
<td>I gave the opening address at the New Energy and Water Public Interest Network</td>
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### Visits / Scheme Openings

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 January</td>
<td>Ben Thornely, Area Flood Risk Manager, Lincolnshire &amp; Northamptonshire Area and I attending a High level briefing and visit at Wisbech Garden Town hosted by Peter Simpson, Anglian Water Group CEO</td>
</tr>
<tr>
<td>02 February</td>
<td>I attended and gave an opening speech at the Salford Flood Scheme opening at Castle Irwell Flood Basin</td>
</tr>
<tr>
<td>22/23 February</td>
<td>I visited Bristol including speaking at a Town Hall event in Horizon House, newly installed re-fill point, tour of Bristol Flood Risk Sites, evening meal networking with Wessex and National Women in the Environment Agency and a visit to Wessex Water – Bristol Sewage Treatment Works</td>
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</table>

### Stakeholder meetings

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
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</thead>
<tbody>
<tr>
<td>29 January</td>
<td>I chaired the Green Finance Task Force (GFT) Risk and Resilience cross-cutting group with support from Jennie Donovan and Mark Ellis-Jones, Environment Agency</td>
</tr>
<tr>
<td>29 January</td>
<td>I had a 1:1 meeting with Lord Gardiner and presented a reusable coffee cup to Lord Gardiner</td>
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<tr>
<td>30 January</td>
<td>I met with Kevin Hollinrake MP</td>
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<tr>
<td>30 January</td>
<td>Richard Penn and I met with MP Tracey Crouch</td>
</tr>
<tr>
<td>31 January</td>
<td>I met with Baroness Young of Old Scone, Chair Woodland Trust to discuss collaborative working</td>
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## Stakeholder meetings

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
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</thead>
<tbody>
<tr>
<td>31 January</td>
<td>I met with Minister Victoria Atkins</td>
</tr>
<tr>
<td>05 February</td>
<td>I met with Allison Ogden-Newton, Chief Executive, Keep Britain Tidy to discuss collaborative working</td>
</tr>
<tr>
<td>05 February</td>
<td>I met with Amanda Mackenzie, Chief Executive, Business in the Community to discuss collaborative working</td>
</tr>
<tr>
<td>05 February</td>
<td>James and I met with Simon Fraser, Flint Global</td>
</tr>
<tr>
<td>07 February</td>
<td>I had a catch up meeting with Ben Goldsmith</td>
</tr>
<tr>
<td>12 February</td>
<td>I had a meeting call with Andy Burnham Mayor of Liverpool</td>
</tr>
<tr>
<td>19 February</td>
<td>James and I met with The Inland Waterways Association National Chairman, Ivor Caplan, and Chief Executive, Neil Edwards to discuss navigation</td>
</tr>
<tr>
<td>19 February</td>
<td>James and I met with Rachel Fletcher, CEO (appointed January 2018) and Jonson Cox, Chairman, Ofwat</td>
</tr>
<tr>
<td>19 February</td>
<td>I had a meeting with Bishop James Jones</td>
</tr>
<tr>
<td>21 February</td>
<td>I met with Sir John Parker, Chair Pennon Group, Senior Non Exec Cabinet Office</td>
</tr>
<tr>
<td>21 February</td>
<td>I attended a dinner meeting with the Water Company Chairs &amp; the Chair of Ofwat hosted by Sir Brian Bender</td>
</tr>
<tr>
<td>01 March</td>
<td>Simon Moody, Charlotte Wood and I had a meeting call with Deputy Mayor Jules Pipe to discuss the Infrastructure High Level Group</td>
</tr>
<tr>
<td>06 March</td>
<td>I met with Baroness Lucy Neville-Rolfe, Politician and Chairman of Assured Food Standard (Red Tractor)</td>
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## Events with Stakeholders

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>31 January</td>
<td>I attended the KPMG Senior Business Women's Network breakfast</td>
</tr>
<tr>
<td>02 February</td>
<td>I attended the 30% Club London Stock Exchange Market Opening event</td>
</tr>
<tr>
<td>07 February</td>
<td>I attended the Centenary of Women's Suffrage Launch event</td>
</tr>
<tr>
<td>08/09 February</td>
<td>I attended a high-level meeting on ‘Integrating Climate Change-related Factors in Institutional Investment’ at OECD Headquarters in Paris</td>
</tr>
<tr>
<td>13 February</td>
<td>I attended RSA Salon: The True Cost of Food event followed by an informal dinner hosted by Sue Pritchard, Director of the RSA Food, Farming and Countryside Commission</td>
</tr>
<tr>
<td>15 February</td>
<td>I attended a screening and panel Q&amp;A session of A Plastic Ocean</td>
</tr>
<tr>
<td>20 February</td>
<td>I attended the NFU conference and dinner on behalf of the Environment Agency</td>
</tr>
<tr>
<td>22 February</td>
<td>I attended the Chinese Year of the Dog or a Dog of a year event with speakers from The Economist, 'The World in 2018', Breaking views, and The Times</td>
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Ref: B/1803-4

Events with Stakeholders

<table>
<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
<td>26 February</td>
<td>I attended the Green Finance Taskforce Ministerial meeting with Claire Perry, Minister of State for Energy and Clean Growth and John Glenn, Economic Secretary to HMT</td>
</tr>
<tr>
<td>26 February</td>
<td>I attended the Briefing Circle discussion on &quot;Transport and energy challenges and opportunities&quot; introduced by Jesse Norman MP, Parliamentary Under Secretary of State Department for Transport</td>
</tr>
<tr>
<td>26 February</td>
<td>I joined the 2018 ABI Annual Dinner held in association with KPMG</td>
</tr>
<tr>
<td>27 February</td>
<td>I attended Fidelio Board Breakfast: &quot;Truth, Post-Truth and Board Decision Making&quot; with Ed Humpherson, Director General for Regulation, UK Statistics Authority</td>
</tr>
<tr>
<td>28 February</td>
<td>I attended the Investing In Britain Telegraph event Liz Truss, Chief Secretary to HMT</td>
</tr>
<tr>
<td>01 March</td>
<td>I attended Water UK’s City Conference where Michael Gove gave a keynote speech</td>
</tr>
<tr>
<td>01 March</td>
<td>I joined Michael Gove and the Natural Capital Committee to discuss the recently published 25 Year Environment Plan</td>
</tr>
<tr>
<td>06 March</td>
<td>I attended the 30% Club Chair &amp; CEO Reception</td>
</tr>
<tr>
<td>06 March</td>
<td>I attended and spoke at The Inland Waterways Association Parliamentarian of the Year Awards Dinner 2018</td>
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Internal / Defra Group meetings

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
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<tbody>
<tr>
<td>31 January</td>
<td>I had an introductory meeting with new Board Member John Lelliott</td>
</tr>
<tr>
<td>01 February</td>
<td>I chaired the EA Board meeting</td>
</tr>
<tr>
<td>05 / 19 February</td>
<td>Bi-Weekly Comms Meeting with James Bevan, Mark Funnell and Matt Hall</td>
</tr>
<tr>
<td>07 February</td>
<td>I held a session with 30% club Mentees and Mentors to share knowledge on career paths including non-executive roles</td>
</tr>
<tr>
<td>13 February</td>
<td>I had a catch up with Mike Rowe, private office</td>
</tr>
<tr>
<td>15 February</td>
<td>I attended the Pensions Committee training day</td>
</tr>
<tr>
<td>19 February</td>
<td>Defra group communication strategy meeting with James Bevan, Mark Funnell and Toby Nation, Defra</td>
</tr>
<tr>
<td>21 February</td>
<td>I had a 1:1 catch up with Therese Coffey</td>
</tr>
<tr>
<td>27 February</td>
<td>I chaired the Investment Sub Committee</td>
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Emma Howard Boyd
Chair
March 2018
FOR NOTING

Recommendations

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

1.0 Flood Action Campaign

1.1 The flood action campaign is now complete for 2017/18, with Phase 2 delivered from 15 to 19 February. This phase focussed on using traditional media and our partners as well as social media advertising. This complemented Phase 1 of the campaign which ran from 27 to 31 October 2017 and used “edgier” creative material on social media only to target the 18-24 age group.

1.2 Calls to action for both phases of the campaign were:

- Check your flood risk
- If you’re at risk, sign up for flood warnings
- Once you’ve signed up for flood warnings, know what they mean and what you should do. (To help with this we developed a new, succinct flood plan with the strapline ‘Prepare, Act, Survive’)

1.3 We launched with a press release warning that climate change will make flooding more frequent and intense. We worked with the Met Office on this press release.

The campaign was launched with a blog from John Curtin, ‘Why the best preparation for flooding happens on dry days’, explaining why we’re targeting young people and what we’re doing to make people more aware of their risk. We also ran a blog by Taryn Al-Mashgari, (Engagement officer in the Northeast Flood Resilience Team) about what she’s learned about flooding by working for the Environment Agency.
1.4 Headline evaluation shows:

- 33,195 visits to the Floods Destroy webpage (up from 30,794 in 2016/17) at a cost per click (CPC) of £1.37, outperforming the government communications benchmark of £1.50 CPC.
- 19,451 checked their flood risk (up from 11,968 in 2016/17).
- 731 signed up for flood warnings (up from 655 in 2016/17).
- 16,702 downloaded our ‘Prepare, Act, Survive’ flood plan (not recorded in 2016).
- More than 155 pieces of print coverage and 105 pieces of broadcast coverage across the country (up from 93 in 2016/17 and the most we have had for any proactive communications work).

1.5 We will provide a full evaluation report by mid-April, once we have received the final evaluation from our suppliers and the public ‘pulse’ survey has been carried out (currently at the fieldwork phase). This will provide the figures for the campaign objectives, include Return on Investment (ROI), message penetration in our media coverage, and insight and recommendations for future campaigns.

Legal

2.0 Body worn cameras

2.1 The first successful prosecution using Body worn cameras has taken place in the North East, where they trialled the technology. Body worn cameras are currently being rolled out nationally, providing valuable evidence and improving the safety of Environment Agency enforcement officers. Appendix 1 contains the press release following the first conviction.

3.0 Salmon Fishing – Supreme Court Judgement in Mott Case

3.1 The Supreme Court on 14 February dismissed the Environment Agency’s appeal in relation to a catch limitation condition imposed on an historic fishing installation operated by Mr Nigel Mott in the Severn estuary at Lydney. The
judgment is clear that this is an exceptional case. It does not set a general precedent for compensation claims to be made where the Environment Agency impose necessary environmental controls.

4.0 Internal Quarterly Survey results

4.1 The slides in appendix 2 show the results of our latest Internal Quarterly Survey (IQS). The IQS is a quarterly survey with a sample of 2000 staff; the December wave had 1130 responses. The results are positive - our 72% score for engagement is the highest ever. Our ‘loyalty’ measures (recommend the Environment Agency as a good place to work; being proud to tell others we work here and would like to be here in 2 years) are all high scores since 2013. In 2016 we identified the things that most contribute to motivation and engagement for EA staff; the slide ‘Working at the Environment Agency’ shows the results since 2016 – all of them have improved.

Legislation and policy

5.0 The Waste Enforcement (England and Wales) Regulations 2018

5.1 New powers to allow the Environment Agency to prevent access to sites and to require the removal of all waste, including that originally deposited legally, have been debated and agreed by both Houses of Parliament during February. These are the outstanding proposals from Defra’s 2015 consultation and are expected to come into force in April/May. The beginning of April is also when HMRC’s new powers to charge Landfill Tax for illegal waste deposits are expected to come into force. It is believed that this measure will reduce the financial incentive to operate illegally and we are liaising closely with HMRC regarding implementation.

6.0 Resource and Waste Strategy

6.1 The Environment Agency is continuing to work closely with Defra colleagues on the development of the Resources & Waste Strategy. The strategy will cover three main themes ‘Production’, ‘Consumption’ and ‘Residual Waste Management’, with an additional chapter on cross cutting themes. Defra have asked for specific input into three other related work areas that will have more emphasis in the Strategy: Food waste, Plastic waste and Waste crime. There will also be a focus on how to improve the upstream management of waste, before it arrives at waste sites. This links with developing the Waste Tracking digital service. The Secretary of State has recently approved a timetable for the Strategy, with potential publication in the autumn.
Incidents and operational issues

7.0 Chinese waste import Restrictions

7.1 The ban came into effect on 1 January and was widely reported in the national media. Sky Atlantic broadcast *A Dirty Business* on 24 January 2018. Allegations within the programme have led to Environment Agency investigations of waste exports to Poland and Hong Kong.

7.2 Plastic exports continue to go to other foreign destinations, but overall exports are 23% of levels 12 months ago. Some types of paper are still being exported to China, but these have dropped 83% in 12 months.

7.3 Over a million tonnes of recyclables collected from householders will have no place to go this year. The implications of this have been reiterated in a letter from the Environmental Services Association and others to the Minister, voicing their concerns and calling for swift action.

7.4 Environment Agency representatives have attended the International Recycled Fibre Quality Conference in Shanghai, China to provide a talk on the regulatory controls in the UK and the management of quality. They have also been supporting Minister Coffey at the Environment Audit Committee inquiry into the impact of the Chinese restrictions and the EU Energy and Environment Sub Committee, where Minister Coffey was questioned on the future of waste trade following EU Exit.

7.5 The Environment Agency continue to receive large numbers of media and information requests on exports and plastics. Guidance explaining how to manage sites that are stockpiling has been revised. Operational teams are passing on intelligence of early signs of stockpiling and liaising with Local Authorities asking them to pass on information and raise any concerns.

8.0 Abandoned waste sites

8.1 The Environment Agency continue to manage abandoned high risk waste sites. Operationally, some strong partnerships have been developed with Local Authorities in managing these sites. MPs continue to raise specific sites with Parliament, Government and in the media. Productive meetings with both the Crown Estate and Exchequer on high risk abandoned waste sites have taken place. Of these sites those that are orphaned (no legal owner) have been identified and for many sites remaining enforcement options continue to pursued. This list, which includes several high risk and high profile sites (TVR, Workshop; A Morrey; and North Killinghome) is under regular review, as are any potential new sites. We will continue to update and engage with Defra and the Minister’s team.

9.0 BEIS Consultations on Geological Disposal of Radioactive Waste

9.1 Following publication in 2014 of its policy for the geological disposal of radioactive waste, the Department for Business, Energy and Industrial Strategy (BEIS) is consulting on a draft National Policy Statement for geological disposal infrastructure as well as its draft policy on ‘Working with Communities’.
9.2 The National Policy Statement (NPS) provides guidance and the policy background against which the Planning Inspectorate provide recommendations and the BEIS Secretary of State makes decisions on applications for Development Consent Orders for geological disposal infrastructure (ie a geological disposal facility and deep investigative boreholes) for England. It is non-site specific and is accompanied by an Appraisal of Sustainability Report (to assesses the potential socio-economic and environmental impacts of the draft NPS) and a Habitats Regulations Assessment Report (an assessment of whether there are any ‘likely significant effects’ on any ‘European site’, eg special areas of conservation).

9.3 This consultation is intended to ensure that the eventual NPS will provide a sound basis for the land-use planning process, which enables geological disposal infrastructure to be developed to provide a long term, secure, safe and sustainable solution to the disposal of higher activity radioactive waste. The Environment Agency has supported the drafting of the NPS and will continue to work closely with BEIS in helping secure progress towards geological disposal.

9.4 The ‘Working With Communities’ draft policy sets out a consent-based process that allows communities to learn more about hosting a geological disposal facility. Whilst the Environment Agency has an interest in the success of the policy and in helping communities to engage in the programme, regulation of geological disposal is independent of this. Consequently the Environment Agency will not be responding on this, but will be attending a series of BEIS-led stakeholder workshops, at the request of BEIS, to support any discussions that relate the permitting of radioactive waste management facilities.

10.0 Water Resources Management Plans (WRMPs)

10.1 Most water companies have now been given permission to publish their water resources management plans, and four have started public consultation, with other companies expected to consult soon. A minority of companies were not given permission to publish, and the Environment Agency are working with those companies to ensure their plans are updated and appropriate for public consultation as soon as possible.

10.2 The Environment Agency is working to analyse the plans and prepare representations, whilst working closely with Defra and the other regulators including Ofwat, Natural England, the Drinking Water Inspectorate and Natural Resources Wales, with the hope to submit most representations by the end of April.

11.0 Price Review 2019 (PR19)

11.1 Work on the next review of Water Company prices (PR19) is gathering pace. The Environment Agency have issued the Water Industry Strategic Environmental Requirements (WISER) – with a strategic steer to water companies on the environment, resilience and flood risk that they will use for business planning purposes.
11.2 Through Water Companies’ Customer Challenge Groups we are influencing water companies to develop Outcome Deliver Incentives that go further than the statutory minimum in enhancing the environment. Indications are that this will be a tough settlement from Ofwat and that companies should not expect to make the same returns they have in the past. The Environment Agency is clear that this should not be used as a reason to scale back necessary investment in the environment and increasing resilience to floods and droughts.

11.3 The Environment Agency along with Natural England have been working to agree an investment programme for the environment with the water companies. The Water Industry National Environment Programme (WINEP) identifies the environmental measures that water companies should include in their business plans. The final version of the WINEP will be issued to water companies on 29 March 2018.

12.0 Update on formal advertising of the national salmon and sea trout byelaws (as part of the Salmon Five Point Approach).

12.1 The salmon byelaws are currently being progressed with pace to ensure these will be advertised before local election deadlines. The formal advertising is set for March 7 – April 8 2018.

12.2 Alongside the actual byelaws, the package will include: the response to the informal consultation held over the summer in 2017; a Habitats Risk Assessment approved by Natural England plus economic and technical cases supporting and justifying the measures.

12.3 There will then be one month to respond to objections and collate responses in time for submission to Defra. It is anticipated that confirmation by the Minister after the local election period (4 May) has finished in time to close the drift net fishery and require mandatory catch and release on the 10 most vulnerable rivers in time for the 2018 season. Significant correspondence is expected and communications and resources are being planned accordingly.

13.0 Prolonged dry weather

13.1 The rain during January and the start of February has improved the water resources position for the south east of England. Reservoirs across the south east have improved with Bewl reservoir in Kent rising from 33% in December to 88% at the end of February. Rivers have responded well and most are in the normal range for the time of year. However rivers are still vulnerable to periods of dry weather.

13.2 The problem is with groundwater. Aquifers across Kent, London, Buckinghamshire and Hertfordshire are still below normal. The dry start to winter has delayed recovery, although levels are rising. Groundwater levels will not recover back to normal position before the summer so we will be in a similar to position to spring 2017.

13.3 While Affinity Water and Southern Water have seen improvements in water resources, they are still at risk due to low groundwater levels. If the summer is hot and dry they may need to implement Temporary Use Bans in the July or
August but it will depend on the weather. Water companies across the south east of England are now planning for 2019 in case of another dry winter next year.

13.4 The rain has come at the right time to avoid any major environmental impacts, however, we are seeing impacts of the previous dry spring for example with changes in bird numbers that use wetlands. The current situation will be promoted to users of navigational rivers which the Environment Agency control and to fishery owners and abstractors so they can prepare.

14.0 Water Quality: State of the Environment report

14.1 The Water Quality State of the Environment report for England was published on 19 February. This describes the current state and trends in water quality across England’s natural environment. This is the first in a series of short reports on England’s environment.

14.2 Water provides people and wildlife with a wide range of services. The Office for National Statistics estimates the value of freshwaters for the whole of the UK at £39.5 billion. The Environment Agency’s ambition is to have a constantly improving water environment that supports people, wildlife and the economy because it is clean, healthy and resilient to floods and drought.

14.3 The overall statistics show improvements in water quality; however, there are still many growing pressures. Nutrients and chemicals are the major causes of water bodies being at less than good ecological status. Growing population, urban development and climate change are the main risk factors.

14.4 The report has been broadly well received, with articles in national newspapers including the Daily Mail and Financial Times.

15.0 Onshore oil and gas

15.1 Third Energy is awaiting the final consent from the Department for Business Energy and Industrial Strategy (BEIS) to hydraulic fracture at their site near Kirby Misperton, North Yorkshire. Fracking equipment has been removed from the site until the checks on the company’s financial resilience are completed by the Infrastructure and Projects Authority. This is an additional step companies must meet, following a written ministerial statement by the Secretary of State, Greg Clarke. Sub-surface monitoring information is awaited from Cuadrilla, as required under the environmental permit for the Preston New Road site in Lancashire. The company will need to satisfy the requirements from BEIS before any consent to frack is issued. A further two applications for fracking are expected imminently for sites in the North West.

15.2 High public interest affects all onshore oil and gas sites, not just shale gas. A petition asking the Environment Agency to refuse an application for an environmental permit from Europa Oil and Gas Ltd their oil site at Leigh Hill in Surrey has attracted close to 100,000 names. A public information session to meet with the community will be held in March and the permit consultation has been extended.
16.0 Water Environment Grant (WEG) Scheme

16.1 WEG is a new scheme within the Rural Development Programme for England to make payments to catchment partners and other applicants for projects that improve the water environment. The scheme is due to be launched on 19 March pending Ministerial sign off. The Environment Agency is now a Delegated Authority, a role which we share with Natural England in jointly administering delivery of the scheme.

16.2 The scheme frees up GiA to offer up as savings through the Floods & Water Outcomes Systems Group (OSG). A staggered approach to the hand back of GiA has been agreed that allowing continual support of priority objectives, such as Catchment Host funding, while contributing to the OSG savings targets.

16.3 The scheme has been developed jointly with Natural England, Defra and the Rural Payments Agency (RPA). Working with Natural England on delivery of the scheme will improve joint working at both Area and National levels, as well as providing efficiencies for the cost of running the scheme.

16.4 The scheme will not fully replace all of the outcomes currently provided through GiA, however provision is being made for this. WEG will be able to offer multi-year funding of projects and partners have been consulted. Feedback has been cautiously positive, with many partners expressing concern over the additional administration that comes with accessing RDPE funding.

16.5 Following the launch on 19 March a series of Area workshops will be held with catchment partners to explain the detail of the scheme. Environment Agency Catchment Co-ordinators and NE staff will provide support to partners as they develop and submit their project bids. The application window will run until 11 May 2018 and we anticipate the first grants to be awarded in August.

17.0 Health and Harmony: The future for food, farming and the environment in a green Brexit

17.1 Defra’s consultation on a new domestic settlement for agriculture outside of the EU was launched on the 27 February. This is of national significance, informing future agriculture policy for the next 50 years through the introduction of the Agriculture Bill in June 2018.

17.2 The consultation sets out Government’s aim for a more dynamic, self-reliant and productive agriculture industry, supplying high standard British products in a global market whilst delivering a better and richer environment. The Common Agriculture Policy (CAP): cross compliance, greening and Countryside Stewardship will be replaced with a new environmental land management (ELM) system and strong regulatory baseline, backed by an integrated inspection and enforcement regime. Industry will be encouraged to invest, raise standards and improve self-reliance and farmers and land managers will be rewarded for delivering environmental goods that benefit all.

17.3 The same cash funding will be provided until the end of this parliament whilst the existing system will be made as simple and efficient as possible. After leaving the EU, reductions will be applied to basic payments over a 5 year
transition period, freeing up money to pilot ELM schemes and help farmers move towards sustainable production.

17.4 Key roles for the Environment Agency have been suggested such as helping to define the new environmental baseline to underpin future funding and ensuring an effective system for compliance and enforcement, whether that is Government-led or market-led.

17.5 The consultation runs for 10 weeks, closing on 8 May. During April, approval from the EU Exit Programme Board, Executive Directors Team, Chief Executive, Chair and Board members will be sought.
First conviction for body worn cameras

Body worn camera footage captured by Environment Agency officers on patrol has been used to support a conviction for the first time.

Callum Bell, 26, of Lyndsey Street in Houghton-Le-Spring, was fined for obstructing Fisheries Enforcement officers during an incident at Ouston near Chester-le-Street in June last year.

The footage shows Bell using insulting and threatening behaviour towards the two officers as they investigated an illegal fishing offence.

He appeared at Newton Aycliffe Magistrates’ Court on Wednesday, 31 January, where he pleaded guilty to two offences of wilfully obstructing the officers in the execution of their duty, and two offences of using threatening, abusive or insulting behaviour towards the two officers. He was fined £534 and ordered to pay costs of £530.

In a separate offence from the same incident, David Daniel Bilverstone, of Northlands in Chester-le-Street was charged with fishing without a licence. He failed to appear and the case was proved in his absence. He was fined £110 and ordered to pay costs of £180.

Acting on behalf of the Environment Agency, Chris Bunting told the court that on 18 June last year, the enforcement officers were carrying out a patrol of the freshwater lake Ouston Springs. They saw Bilverstone fishing with a rod and Bell seemingly asleep on the banks.

One of the enforcement officers took Bilverstone aside to fill in an offence report form. He said he goes sea fishing and claimed he didn’t know he needed a licence.

At this point Bell awoke and walked towards where the officers were standing by the lake side. It was apparent he was affected by alcohol. He quickly became aggressive and threatening towards the two officers.

He tried to grab the offence report book, threatened to push them in the lake and twice lunged towards one of the officers, trying to grab the officer’s baton from its holster. Over the course of several minutes he continued to be verbally abusive, repeatedly swearing and making threats.

Even after the officers had finished dealing with the illegal fishing offence, he continued to shout abuse towards them from across the lake.

When interviewed, Bell said he was drunk and hadn’t meant to obstruct the officers. In court, he offered an unreserved apology for his actions.
Appendix 1: First conviction for body worn cameras news release

Rachael Caldwell, Environment Agency Enforcement Team Leader for the north east, said: “Bell was told on more than one occasion that he was being recorded by the cameras but he continued to be threatening and abusive.

“Our officers are doing an important job to ensure people are fishing legally and taking action against those that aren’t. The safety of our staff is paramount and they shouldn’t have to put up with any kind of abusive or threatening behaviour.

“This is the first time cameras worn by our officers have been used to support a conviction. Our preference is to prevent hostility in the first place and I hope this serves as a warning to others that their actions are being recorded and will be used in future court proceedings. Hopefully people will think twice before acting in such a way.”

Environment Agency enforcement officers in the north east first trialled the use of body worn cameras last year to help reduce incidents of anti-social behaviour, assaults and threats against staff. It’s expected they will be rolled out to teams elsewhere in the country in the coming months.

The cameras – which are the norm among many enforcement agencies – can be used in a variety of ways, including at visits to poor performing waste sites, illegal waste sites, during fisheries and navigation patrols and even during incident response.

Officers must follow clear guidelines on use of the cameras, including telling people they are being filmed, and deleting any footage after a month unless it is used for evidential purposes.

Fishing is free for children under 16, although those aged between 12 and 16 still need a junior licence. For anyone over 16, a full annual licence costs from just £30, with some short term and concessionary licences also available. You can buy your rod licence online at https://www.gov.uk/fishing-licences

[ends]

Notes for editors

Full charges:

Callum Bell:

1 On 18 June 2017 at Ouston you wilfully obstructed a Fisheries Enforcement Officer in the execution of his duty

Contrary to s.89(2) Police Act 1996

2 On 18 June 2017 at Ouston you wilfully obstructed a Fisheries Enforcement Officer in the execution of his duty

Contrary to s.89(2) Police Act 1996

3 On 18 June 2017 you used threatening, abusive or insulting words or behaviour, with intent to cause (fisheries enforcement officer) to believe that immediate unlawful violence would be used against him or another by any person, or to provoke the
immediate use of unlawful violence by that person or another, or whereby that person is likely to believe that such violence would be used or it is likely that such violence would be provoked.

Contrary to ss.4(1) and (4) Public order Act 1986

4 On 18 June 2017 you used threatening, abusive or insulting words or behaviour, with intent to cause (fisheries enforcement officer) to believe that immediate unlawful violence would be used against him or another by any person, or to provoke the immediate use of unlawful violence by that person or another, or whereby that person is likely to believe that such violence would be used or it is likely that such violence would be provoked.

Contrary to ss.4(1) and (4) Public order Act 1986

David Bilverstone:

1 On 18 June 2017 at Ouston you fished using a rod & line otherwise than in accordance with a rod licence authorising you to fish using such means.

Contrary to s.27(1)(a) Salmon and Freshwater Fisheries Act 1975

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www.gov.uk/environment-agency
Employee engagement
Research update 2017

Sam Lumb, Deputy Director Governance & Engagement
December 2017
Engagement overall

<table>
<thead>
<tr>
<th></th>
<th>September 2013 (9,799)</th>
<th>September 2016 (8,464)</th>
<th>March 2017 (1,211)</th>
<th>June 2017 (1,094)</th>
<th>September 2017 (1,128)</th>
<th>December 2017 (1,130)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement overall</td>
<td>71% 66% 66% 71% 71% 72%</td>
<td>66% 61% 64% 69% 66% 69%</td>
<td>73% 66% 62% 69% 70% 69%</td>
<td>75% 72% 73% 76% 76% 79%</td>
<td>71% 66% 66% 71% 71% 72%</td>
<td>66% 61% 64% 69% 66% 69%</td>
</tr>
</tbody>
</table>
Involvement

<table>
<thead>
<tr>
<th>Net agree (%)</th>
<th>September 2013 (9,799)</th>
<th>September 2016 (8,464)</th>
<th>March 2017 (1,211)</th>
<th>June 2017 (1,094)</th>
<th>September 2017 (1,128)</th>
<th>December 2017 (1,130)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied with present job</td>
<td>71% 66% 69% 74% 71% 73%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Able to make the best use of skills and abilities</td>
<td>62% 58% 60% 67% 63% 67%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivated in present job</td>
<td>65% 59% 63% 67% 65% 68%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

September 2013 (9,799) - September 2016 (8,464) - March 2017 (1,211) - June 2017 (1,094) - September 2017 (1,128) - December 2017 (1,130)
Alignment

- Understand the EA’s Action Plan: Net agree (%)
  - September 2013: 64%
  - September 2016: 81%
  - March 2017: 73%
  - June 2017: 66%
  - September 2017: 70%
  - December 2017: 75%

- Understand how team contributes to the EA’s Action Plan:
  - Net agree (%)
  - September 2013: 55%
  - September 2016: 58%
  - March 2017: 57%
  - June 2017: 58%
  - September 2017: 62%
  - December 2017: 66%

- Understand personal objectives and development actions:
  - Net agree (%)
  - September 2013: 73%
  - September 2016: 70%
  - March 2017: 66%
  - June 2017: 75%
  - September 2017: 75%
  - December 2017: 76%
Loyalty

Net agree (%)

Recommend EA as a good place to work

- September 2013 (9,799)
- September 2016 (8,464)
- March 2017 (1,211)
- June 2017 (1,094)
- September 2017 (1,128)
- December 2017 (1,130)

Proud to tell others work for the EA

- September 2013 (9,799)
- September 2016 (8,464)
- March 2017 (1,211)
- June 2017 (1,094)
- September 2017 (1,128)
- December 2017 (1,130)

Would like to be working here in two years’ time

- September 2013 (9,799)
- September 2016 (8,464)
- March 2017 (1,211)
- June 2017 (1,094)
- September 2017 (1,128)
- December 2017 (1,130)
‘How we do things’ questions

Net agree (%)

- 65% 64% 64% 63% 64%
- 76% 75% 73% 76%
- 69%
- 67%
- 67%
- 66% 64%
- 76%
- 60%
- 36%
- 73%
- 51%
- 69%
- 64%
- 75%
- 62%
- 35%
- 76%
- 54%
- 71%
- 64%
- 76%
- 62%
- 36%
- 76%
- 71%
- 66%

Yes, if: we will take this approach in all that we do
Think big, act early, be visible
Seek partnership, show leadership
Focus on outcomes not processes
Embrace difference: include everyone
One team: support and trust each other to do the right thing
Stay safe and grow: we will invest in the wellbeing and development of all our staff

September 2016 (8,464)  March 2017 (1,211)  June 2017 (1,094)  Sept 2017 (1,128)  Dec 2017 (1,130)
### Drivers for engagement

<table>
<thead>
<tr>
<th></th>
<th>Sept 2016 (8,464) %</th>
<th>March 2017 (1,211) %</th>
<th>June 2017 (1,094) %</th>
<th>Sept 2017 (1,128) %</th>
<th>Dec 2017 (1,130)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel I achieve something worthwhile at work</td>
<td>67</td>
<td>69</td>
<td>73</td>
<td>67</td>
<td>73</td>
</tr>
<tr>
<td>I feel valued and recognised</td>
<td>57</td>
<td>61</td>
<td>62</td>
<td>57</td>
<td>59</td>
</tr>
<tr>
<td>My work is interesting</td>
<td>75</td>
<td>78</td>
<td>79</td>
<td>77</td>
<td>80</td>
</tr>
<tr>
<td>I am motivated to help the EA achieve its objectives</td>
<td>78</td>
<td>*</td>
<td>81</td>
<td>78</td>
<td>83</td>
</tr>
<tr>
<td>My opinion at work counts</td>
<td>60</td>
<td>65</td>
<td>63</td>
<td>60</td>
<td>62</td>
</tr>
<tr>
<td>My work is challenging</td>
<td>72</td>
<td>75</td>
<td>76</td>
<td>75</td>
<td>77</td>
</tr>
<tr>
<td>The ability to develop your career</td>
<td>42</td>
<td>*</td>
<td>48</td>
<td>46</td>
<td>49</td>
</tr>
<tr>
<td>I feel listened to when I make suggestions</td>
<td>44</td>
<td>36</td>
<td>47</td>
<td>45</td>
<td>47</td>
</tr>
</tbody>
</table>

* These questions were not asked for this wave
Please clearly state what decision you are seeking from the meeting

The Board is asked to note:

Substantive agenda items discussed at Audit and Risk Assurance, Flood and Coastal Risk Management, Remuneration, Pensions and Investment Sub Committee and the Environment and Business Committees since February 2018.

Key points for discussion

Committee Chairs will highlight particular areas of note for the Board in their oral updates.

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.
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 1 February 2018.

2.0 Audit and Risk Assurance Committee

2.1 The Audit and Risk Assurance Committee met on 6 March 2018, substantive items discussed were:
   - Health Safety and Wellbeing update including an annual assurance plan
   - Internal Audit progress and reports, for EA and Defra
   - Quarterly risk review
   - UNITY performance update
   - Update on Business Continuity Management and security (including key risks, eg cyber security)
   - Update following transformation and ongoing monitoring
   - Report on current financial position
   - Assurance of FCRM’s 6 Year capital programme
   - Annual Whistleblowing update
   - Update on fraud risk
   - Report on compliance on staff and non-executive’s Declarations of Interest
   - An update from the National Audit Office on the current financial Audit 2016-17 and other relevant reviews

3.0 Flood and Coastal Risk Management Committee

3.1 The Flood and Coastal Risk Management Committee have not met since the last Board meeting on 1 February 2018.

4.0 Environment and Business Committee

4.1 The Environment and Business Committee have not met since the last Board meeting on 1 February 2018.

5.0 Remuneration Committee

5.1 The Remuneration Committee have not met since the last Board meeting on 1 February 2018.

6.0 Pensions Committee and Investment Sub Committee

6.1 The Pensions Committee have not met since the last Board meeting on 1 February 2018.
6.2 The Investment Sub Committee met on 27 February 2018, substantive items discussed were:

- Pension fund strategic monitoring report
- Fund manager performance report
- Investment strategy review
- Brunel Pension Partnership Responsible Investment Strategy and custodian transfer update
- Mapping Environment Agency Pension Fund assets to Brunel Pension Partnership portfolios

Beth Axtell
Board and Executive Secretariat Adviser

March 2018
Appendix 1: Corporate Scorecard Quarter 3 October 2017 to December 2017
Appendix 2: Quarter 1 Year to date

Sponsor: Director of Finance

Title: Environment Agency Corporate Scorecard
Financial Year April 2017 to March 2018 - Year to date quarter 3

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 3
   b) the actions indicated in the corporate scorecard report (Appendix 1)

The Board is asked to comment on and approve:
   c) the proposed corporate scorecard for use in 2018/19 (Appendix 2)

Key points for discussion

The corporate scorecard (CSC) has been updated to track performance of the Environment Agency Action Plan. The CSC 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 3 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 20 February 2018

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 scorecard document will be published on the gov.uk website

Form completed by: Weston Herran-Young
Date: 22 February 2018
1.0 Background

1.1 The 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 3 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 3 performance and key issues

2.1 At the end of quarter 3, 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 adds up to 14.

3.0 Corporate Scorecard Measures

*NB. Measures in bold in this paper are reported quarterly to the Defra Board via the Defra Scorecard.*

<table>
<thead>
<tr>
<th>Measure</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 EA 1: The water environment is healthier</strong></td>
<td><strong>GREEN</strong> – We continue to enhance the water environment to meet the challenging target of 1,500km enhanced in the 2017/18 financial year. Work on diffuse sources of pollution make up one third of the actual report this quarter, with physical modification, point sources and invasive species making up the rest. Progress has been mainly from regulatory efforts in agriculture, the water industry and domestic properties. Other partners have also had a large contribution, specifically in agriculture and the mining industry. Thanks to these contributions we have recorded a further 185km of enhancements this quarter, taking the total for the year so far to 1,156km and 2,386km since we updated the river basin management plans in December 2015.</td>
</tr>
</tbody>
</table>
**Measure** | **Comment**
--- | ---
1 EA 2: We protect people, the environment and wildlife by reducing serious pollution incidents  
Performance 79%;  
Actual 394;  
Ceiling Target 496 | **GREEN** – Serious and significant pollution incidents have dropped from 99 in quarter two to 78 in quarter three. This downward trend is driven by a reduction in pollution incidents in the ‘other’ regulated and non-regulated sectors. Incidents in the 3 priority sectors remain similar in number to quarter two.  
Incidents caused by regulated sectors (other than the 3 priority sectors) have dropped this quarter from 21 to 11 incidents.  
Other non-regulated incidents have dropped from 22 in quarter two to 9 in quarter three, showing no overall trend of premise types causing the incidents.

1 EA 3: We create new habitat  
This measure reports in the fourth quarter; Target 530 hectares.  
The year-end forecast is **Green**

**GREEN Forecast** – This measure will report at the end of March 2018. During the year we monitor the 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.  
The area teams are predicting that we will achieve the 530 hectare target. The target each year varies, being higher in some years and lower in others, as it tracks the Flood and Coastal Risk Management (FCRM) delivery programme.

1 EA 4: We reduce the number of high risk illegal waste sites  
Performance 114%;  
Actual 263;  
Ceiling Target 230  
The year end forecast is **Red**

**RED** – We continue to treat illegal waste sites as a high priority. As planned, operational resource in quarter 3 focused more on stopping illegal waste sites after having assessed a backlog of historic reports of illegal activity in quarter 1 and quarter 2. We also continue to work with partners to develop strategies and interventions to disrupt illegal waste operations and support major investigations to close down well-organised criminal operations.  
The number of high risk sites stopped (55) significantly exceeded the number of new high risk sites found (23) in quarter 3. This resulted in the total number of active high risk sites reducing to 263, although nationally we remain RED against the KPI target. In part this was due to 20 existing sites becoming high risk in quarter 3, mostly because of reputational risk increasing as a result of the length of time the sites have continued to operate illegally. We are reviewing procedures to flag when this is about to happen to enable us to intervene earlier if appropriate.  
From next year extra funding and HMRC’s new powers should also improve performance.
**Measure**  | **Comment**
--- | ---
**4 EA 5: We reduce the risk of flooding for more households**  | **GREEN** – 31 separate completed projects have better protected a further 6,620 homes this quarter bringing the cumulative total since April 2015 to 107,834. The project which better protected the largest number of homes this quarter was the Dawlish Warren and Exmouth Beach Management Scheme in Devon, which better protected 2,881 homes from sea flooding. The majority of 2017/18 delivery will be during quarter 4. The current forecast for year end 2017/18 is to achieve 148,000 homes better protected since April 2015.

Performance Green 106%;  
Actual 107,834;  
Target 101,000 households.  
The year end forecast is Green

**4 EA 6: We maintain our flood and coastal risk management assets at or above the target condition**  | **AMBER** – We are forecasting to achieve the year end target of 97.5%. We have seen a 1% improvement during quarter 3 as repairs are being completed and inspection data is updated, and we expect this improvement to continue in quarter 4. There is a risk that extreme weather in quarter 4 will both increase the need for repairs and hamper ongoing repair work. We are closely monitoring the situation to ensure achievable repairs are delivered and we will focus resources onto completion of repairs and re-inspection of repaired assets during quarter 4.

Actual 96.7%;  
Quarter 3 Target 97.3%  
The year end forecast is Green

**4 EA 7: We have a first class incident response capability**

**a) Number of staff who are trained and ready to respond to incidents**

Performance 102%  
Actual 6,626;  
Target 6,500 people  
The year end forecast is Green

**b) Percentage of staff who respond that they feel confident in the role**

Actual 69%;  
Target 74%  
The year-end target is 80%  
The year end forecast is Amber

<table>
<thead>
<tr>
<th>Measure</th>
<th>Comment</th>
</tr>
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<tr>
<td>4 EA 5: We reduce the risk of flooding for more households</td>
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</tr>
<tr>
<td>4 EA 6: We maintain our flood and coastal risk management assets at or above the target condition</td>
<td>AMBER – We are forecasting to achieve the year end target of 97.5%. We have seen a 1% improvement during quarter 3 as repairs are being completed and inspection data is updated, and we expect this improvement to continue in quarter 4. There is a risk that extreme weather in quarter 4 will both increase the need for repairs and hamper ongoing repair work. We are closely monitoring the situation to ensure achievable repairs are delivered and we will focus resources onto completion of repairs and re-inspection of repaired assets during quarter 4.</td>
</tr>
<tr>
<td>4 EA 7: We have a first class incident response capability</td>
<td>GREEN – We continue to embed the new incident response capability standards for Environment Agency staff since they were introduced in quarter 1. Numbers have increased further during this quarter as expected now that the standards have been embedded consistently. We expect this trend to continue as more staff complete their training. The number of fully trained staff ready to respond to incidents is now 6,626. Figures show 2,026 are in training, not all in addition to the 6,626 because some will be people training for secondary and tertiary roles. We expect figures to increase slightly in quarter 4 but are mindful that there may be some reduction from changes to corporate services staff and response roles that have transitioned to Defra (e.g. Corporate Information Services and facilities roles).</td>
</tr>
<tr>
<td><strong>RED – The employee survey was not conducted during quarter 3, so there is no change in the numbers feeling confident to respond to incidents or the percentage of staff who have been involved in responding to an incident. The survey will be run in quarter 4 as will an Incident Management Survey, which will explore capability and confidence questions in more depth. We will continue to measure this metric in 2018/19 but will not report it as a Corporate Scorecard measure.</strong></td>
<td></td>
</tr>
</tbody>
</table>
5 EA 8: We manage our money efficiently
Actual 93%;
Target 100%
The year end forecast is Green

5 EA 9: We respond to planning consultations within 21 days
Performance Amber 94.8%;
Actual 3,890 enquiries responded to within 21 days out of 4,122 enquiries received for quarter 3.
The year to date number for enquiries responded to within 21 days is 11,502 out of a total of 12,131.
Target: 95%
The year end forecast is Green

5 EA 10: We reduce our carbon footprint
Performance Green 90%;
Actual 20,176, ceiling target 22,339 tonnes of Carbon Dioxide

Ref: B/1803-7.3

AMBER – The Environment Agency has invested 68% of full year budget in the first 3 quarters of 2017/18, a slightly higher proportion than achieved at this point last year (66%). Following on from a mid year financial review presented to Executive Directors in October, the Environment Agency and Defra have agreed a re-profiling of the Flood and Coastal Erosion Risk Management (FCERM) six year capital programme budget with HM Treasury back to the original profile, which represents a more appropriate funding profile to meet the target of better protecting 300,000 households in that period.

During quarter 4, budget managers, Business Boards and the Executive Directors Team will continue to review our forecasts, and we are confident of full investment of our full year funding.

AMBER – Areas remain focused on maintaining performance at or above target. During quarter 3 we have seen increased turnover in experienced staff which has resulted in a slight dip in performance. To get back to green we will discuss performance with Area team leaders and work together to identify solutions, escalating issues where necessary.

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.

GREEN – We have seen a 20% reduction for the year to date in carbon emissions from our buildings (including national labs) compared to last year. A significant proportion of this is as a result of the additional renewable energy in the UK national grid mix resulting in a change to the conversion factors being applied in quarter 3.

Our carbon emissions from travel have increased by 6% compared to last year. Leaders across the business can help improve this performance by encouraging alternatives and leading by example on use of technology like video conferencing.

Our operational carbon emissions have increased by almost a third compared to last year. This is in response to the weather and the decision to use water resources pumps like the Ely Ouse and Shropshire ground water schemes, due to the prolonged dry weather conditions throughout most of this year.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 EA 8</td>
<td>We manage our money efficiently</td>
</tr>
<tr>
<td>Actual 93%;</td>
<td></td>
</tr>
<tr>
<td>Target 100%</td>
<td></td>
</tr>
<tr>
<td>The year end</td>
<td></td>
</tr>
<tr>
<td>forecast is</td>
<td></td>
</tr>
<tr>
<td>Amber</td>
<td></td>
</tr>
<tr>
<td>5 EA 9</td>
<td>We respond to planning consultations within 21 days</td>
</tr>
<tr>
<td>Performance Amber</td>
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<tr>
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<td>enquiries responded to within 21 days out of 4,122 enquiries received</td>
</tr>
<tr>
<td>for quarter 3.</td>
<td></td>
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<tr>
<td>The year to date</td>
<td></td>
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<tr>
<td>number for</td>
<td></td>
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<tr>
<td>enquiries</td>
<td></td>
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<tr>
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<td></td>
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<tr>
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<td></td>
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<tr>
<td>a total of 12,131</td>
<td></td>
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<tr>
<td>Target: 95%</td>
<td></td>
</tr>
<tr>
<td>The year end</td>
<td></td>
</tr>
<tr>
<td>forecast is</td>
<td></td>
</tr>
<tr>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>5 EA 10</td>
<td>We reduce our carbon footprint</td>
</tr>
<tr>
<td>Performance Green</td>
<td>90%;</td>
</tr>
<tr>
<td>Actual 20,176</td>
<td>ceiling target 22,339 tonnes of Carbon Dioxide</td>
</tr>
</tbody>
</table>
7 EA 11: We have a diverse workforce:
a) proportion of staff from a Black and Minority Ethnic (BAME) background
   Actual 3.8%;
   Target 14%
   The year end forecast is Red

RED – There were 12 new BAME recruits this quarter out of 204 new starters, which represents 5.9% of all external recruits, close to the mean value of 6.5% for the period beginning quarter 1 2016/17. The percentage of BAME staff across the EA is now 3.8% (381) against the 2016/20 target of 14%.

A suite of initiatives is 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, the EA equality objectives and associated Equality, Diversity and Inclusion (EDI) delivery plan 2018/20, 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.

The fall in number of BAME employees from 433 (4.0%) to 381 (3.8%) reflects the transfer of Corporate Services employees from the Environment Agency to Defra group on 1st November 2017.

b) proportion of our executive managers who are female
   Actual 35%;
   Target 50%
   The year end forecast is Red

RED – The percentage of female Executive Managers (EMs) is 35.2% (31), close to the average in year 2016/17 (35.5%) but less than in quarter 2 2017/18 (36.8%). The equivalent figure for the UK Civil Service is 38%. The fall in number of female EMs from 42 to 31 since quarter 2 2017/18 reflects the transfer of Corporate Services Staff from the Environment Agency to Defra group on 1st November 2017.

7 EA 12: We provide a safe place to work

Lost Time Frequency Incident Rate per 100,000 hours worked
   Actual 0.14;
   ceiling target 0.11The year end forecast is Green

RED – Our Lost Time Incident (LTI) frequency rate has remained close to historically low levels and, compared with similar organisations, is class leading. Nonetheless, our ceiling of 0.11 is particularly low as it is based on our position at the end of quarter 4 2016/17, when we had gone several months with very low numbers of LTIs. It therefore only requires a relatively small increase in injuries for this ceiling to be exceeded. It is to be expected that we will continue to move just above and below this ceiling for the foreseeable future, although this should not be viewed as complacency.

We continue to improve our processes for learning from LTIs and Safety Critical Incidents and to refresh key aspects of our Health Safety & Wellbeing (HSW) risk management instructions, training and communications. We have provided a new, compulsory ‘Managing Health, Safety and Wellbeing’ course for all line managers. In the same definition of an LTI as the water company’s use, we would have had a LTI frequency rate of 0.04. We should also note that our headcount has reduced by approximately 1,000 due to the movement of Corporate Services colleagues to Defra. This group historically reported few LTIs, and so the change will not influence the frequency rate.
4.0 Proposed 18/19 CSC

As part of the annual planning round Business Boards have reviewed their suite of measures for both the CSC and the internal National Scorecard, to ensure we have the right measures in place to track plans and provide business intelligence. Appendix 2 shows the proposal for the 2018/19 Corporate Scorecard. Only modest changes to 17/18 measures are proposed. In summary these include:

- A new outcome focussed sustainable places measure (5 EA 9) to monitor our success in influencing local authority planning decisions. 21 day response rates will continue to be tracked internally and reported externally when required

- Removal of the incident response staff confidence measure (currently 4 EA 7 part b) – we will trial the use of more outward facing measures internally, which will be more compatible with the new response model

Targets will continue to be ambitious, allowing us to build on the success of this year’s delivery. The corporate scorecard will ensure we track our progress against the penultimate year of our creating a better place action plan.

The Board are asked to approve the proposed CSC for use from April 2018.

Bob Branson
Director of Finance

26 February 2018
### Objective 1: A cleaner, healthier environment, benefiting people and the economy

<table>
<thead>
<tr>
<th>EA</th>
<th>Objective</th>
<th>Units</th>
<th>Q3 year to date</th>
<th>Q3 year to date Target</th>
<th>Year end target</th>
<th>Year end status</th>
<th>Status</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>EA 1 The water environment is healthier</td>
<td>Kilometres</td>
<td>1,156</td>
<td>1,156</td>
<td>1,500</td>
<td>Green</td>
<td>Green</td>
<td>2</td>
</tr>
<tr>
<td>1</td>
<td>EA 2 We protect people, the environment and wildlife by reducing serious pollution incidents</td>
<td>Number of incidents in the last 12 months</td>
<td>394</td>
<td>496</td>
<td>496</td>
<td>Green</td>
<td>Green</td>
<td>3a 3b 3c</td>
</tr>
<tr>
<td>1</td>
<td>EA 3 We create new habitats</td>
<td>Hectares created</td>
<td>Reports in Q4</td>
<td>Reports in Q4</td>
<td>530 hectares</td>
<td>Annual Q4</td>
<td>Green</td>
<td>4</td>
</tr>
<tr>
<td>1</td>
<td>EA 4 We reduce the number of high risk illegal waste sites</td>
<td>Number of high risk illegal waste sites</td>
<td>263</td>
<td>230</td>
<td>223</td>
<td>Red</td>
<td>Red</td>
<td>5</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>EA</th>
<th>Objective</th>
<th>Units</th>
<th>Q3 year to date</th>
<th>Q3 year to date Target</th>
<th>Year end target</th>
<th>Year end status</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>EA 5 We reduce the risk of flooding for more households</td>
<td>Number of households better protected</td>
<td>107,834</td>
<td>101,000</td>
<td>140,000</td>
<td>Green</td>
<td>Green</td>
</tr>
<tr>
<td>4</td>
<td>EA 6 We maintain our flood and coastal risk management assets at or above the target condition</td>
<td>% of high risk assets at target condition</td>
<td>96.7%</td>
<td>97.3%</td>
<td>97.5%</td>
<td>Amber</td>
<td>Green</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>EA</th>
<th>Objective</th>
<th>Units</th>
<th>Q3 year to date</th>
<th>Q3 year to date Target</th>
<th>Year end target</th>
<th>Year end status</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>EA 8 We manage our money efficiently to deliver our outcomes</td>
<td>% spend to budget</td>
<td>93%</td>
<td>100%</td>
<td>100%</td>
<td>Amber</td>
<td>Green</td>
</tr>
<tr>
<td>5</td>
<td>EA 9 We respond to planning application consultations within 21 days</td>
<td>% responded to within target time</td>
<td>94.8%</td>
<td>95%</td>
<td>95%</td>
<td>Amber</td>
<td>Green</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>EA</th>
<th>Objective</th>
<th>Units</th>
<th>Q3 year to date</th>
<th>Q3 year to date Target</th>
<th>Year end target</th>
<th>Year end status</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>EA 10 We reduce our carbon footprint</td>
<td>Tonnes of carbon dioxide</td>
<td>20,176</td>
<td>22,339</td>
<td>34,520</td>
<td>Green</td>
<td>Green</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>EA</th>
<th>Objective</th>
<th>Units</th>
<th>Q3 year to date</th>
<th>Q3 year to date Target</th>
<th>Year end target</th>
<th>Year end status</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>EA 11 We have a diverse workforce:</td>
<td>% of workforce</td>
<td>3.8%</td>
<td>14.0%</td>
<td>14.0%</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>% of executive manager workforce</td>
<td>35%</td>
<td>50%</td>
<td>50%</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>LTI frequency rate per 100,000 hours</td>
<td>0.14</td>
<td>0.11</td>
<td>0.11</td>
<td>Red</td>
<td>Green</td>
</tr>
</tbody>
</table>
We continue to enhance the water environment to meet the new challenging target of 1,500km enhanced in the 2017/18 financial year. Work on diffuse sources of pollution make up one third of the report this quarter, with physical modification, point sources and invasive species making up the rest. Progress has been mainly from regulatory efforts in agriculture, the water industry and domestic properties. Other partners have also had a large contribution specifically in agriculture and the mining industry. Thanks to these contributions we have recorded a further 185km of enhancements this quarter, taking the total for the year so far to 1,156km and 2,386km since we updated the river basin management plans in December 2015.

The environment does not stand still, and we will continue to put effort into reversing and preventing deterioration to maintain the quality of the water environment. We have started a trial to collect information on what is being done and aim to report this regularly from the start of the next financial year. As an example, we have used regulatory approaches to contribute to reversing deterioration in 20km of river in Cumbria and Lancashire and West Midlands. Deterioration has been prevented along 25km of rivers and canals through the area environment programme and by working with other partners in Lincolnshire, Northamptonshire and in the north east.

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 we are confident that the work we are doing will lead to securing good status.
Objective 1 A cleaner, healthier environment, benefiting people and the economy
1 EA 2 We protect people, the environment and wildlife by reducing serious pollution incidents, Part 1 of 3
Q3 2017-18 Owners: Executive Directors of Environment and Business and Operations

<table>
<thead>
<tr>
<th>Q3 Status</th>
<th>Q3 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 496</td>
</tr>
</tbody>
</table>

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

#### Insight - breakdown by media impacted

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

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

#### Category 1 and 2 incidents from illegal waste management by main contributor

- Fly-tipping
- Illegal waste site
- Burning of waste
- Unauthorised waste management activity

#### Category 1 and 2 incidents from the water company sector

- Foul sewer
- Water distribution system
- Sewage treatment works
- Pumping station
A cleaner, healthier environment, benefiting people and the economy

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

Q3 2017-18 Owners: Executive Directors of Environment and Business and Operations

Number of Category 1 & 2 pollution incidents by sector

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

Insight - breakdown by media impacted

Category 1 and 2 incidents from agriculture

Category 1 and 2 incidents from the main contributors to agriculture

Category 1 and 2 incidents from other non regulated industry sectors

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

Number of Category 1 & 2 pollution incidents by sector

Insight - breakdown by media impacted

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

Insight - breakdown by media impacted
Commentary Insight

1. Serious and significant pollution incidents have dropped this quarter from 99 in quarter two to 78 in quarter three. This downward trend is driven by a reduction in the other regulated and non-regulated sectors, the 3 priority sectors remain similar in number to quarter two.

2. Incidents caused by regulated sectors (other than the 3 priority sectors) have dropped this quarter from 21 to 11 incidents.

3. Other non-regulated incidents have dropped from 22 in quarter two to 9 in quarter three, showing no overall trend of premise types causing the incidents.

**Agriculture**: Livestock incidents account for all 15 category 1&2 incidents in quarter three, with 14 in quarter two. Two are related to noise and odour at regulated poultry units. The remaining 13 are all related to water pollution by slurry or silage liquor with 85% coming from the dairy sector and the remainder from the beef sector. Half of these incidents were from spreading of slurry to land (waterlogged or spread prior to heavy rain) and half were from discharge and run off from stores and yard areas. Proactive inspections of farms likely to produce and manage slurry are a priority for agriculture delivery at an area level. We are delivering a national communications campaign to change farming behaviours and continuing Director level engagement with representative sector organisations.

**Water Company**: The number of incidents for water companies has remained unchanged from quarter two, at 19 incidents. The trend is of a slight decrease in incidents in the longer term, looking at types of assets responsible for causing incidents. There has been a steady decrease in incidents from the foul sewers and sewage treatment assets. There has been a recent increase from the clean water assets of the water distribution network. In quarter three we will continue to examine this trend more closely by working with specialists from the water companies (see action below). Overall the trend of reducing incidents from the sewage assets reflects continued improvement due to improved technical liaison on incidents, and installation by companies of additional telemetry which enables quicker responses. We continue to engage the senior management of the companies to reduce incident numbers further. We met the companies for a joint workshop in December 2017 in which best practices were shared and discussed.

**Illegal waste**: quarter three follows the trend to date for 2017/18 with a further downturn in incidents which reveals the lowest number of category 1/2 illegal waste management incidents per quarter for almost 5 years. There are 8 separate incidents this quarter, 4 are now closed due to no offender being known while the remainder are the subject of ongoing criminal investigation. We continue to tackle illegal waste sites (IWS) as a corporate priority with a target to reduce the number of high risk sites by 3% per quarter.

**Other non-regulated sectors**: There is an overall decline in incidents from the non-regulated sector dropping from 22 in quarter two to 9 in quarter three. These incidents are from a mix of premise types, 3 from the service sector (2 from construction and demolition and 1 from recreation), 2 from natural causes, 2 from residential properties and 1 each for manufacturing and power generation. We had 16 ‘not identified’ incidents in quarter three, an increase of 1 compared to quarter two.

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detailed analysis of IWS data from National Incident Report System (NIRS) and Case Management System (CMS) to understand discrepancies in reported trends and further review of the use of sub-sector fields to improve clarity, consistency and value of this measure.</td>
<td>Enforcement and Waste Crime Manager</td>
<td>31/03/2018</td>
</tr>
<tr>
<td>Work to be undertaken throughout 2017/18 to understand data and evidence to make meaningful, challenging targets for this Corporate Scorecard measure, ready for financial year 2018/19. Current Corporate Scorecard target to remain static for financial year 2017/18.</td>
<td>Deputy Director Radioactive Substances and Installations Regulation</td>
<td>31/03/2018</td>
</tr>
<tr>
<td>Water companies: the decrease in this sector has slowed and is of concern if we are to meet the target for no more than 25 incidents by 2020. Actions are ongoing to reduce incidents in key areas, such as water distribution which has seen a rise, but more work is needed to influence the companies at a cultural level and to encourage them to share best practice to reduce incidents for the sector.</td>
<td>Water, Land and Biodiversity Manager</td>
<td>31/03/2018</td>
</tr>
</tbody>
</table>
Objective 1 A cleaner, healthier environment, benefiting people and the economy

1 EA 3 We create new habitats

Q3 2017-18 Owners: Executive Directors of Environment and Business and Operations

Hectares created (hectares)

This measure will report at the end of March 2018. During the year we monitor the overall programme for slippage or other issues that may have an adverse impact on delivery, such as unavoidable delays to projects or slower than expected establishment of planned habitat type. The area teams are predicting to meet the 530 hectare target. This has been confirmed through discussions with Area contacts who are indicating a Green forecast for year end. The target is higher in some years as it follows the Flood and Coastal Risk Management (FCRM) delivery programme.

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

Actions
We continue to treat illegal waste sites as a high priority. As planned, operational resource in quarter 3 focused more on stopping illegal waste sites after having assessed a backlog of historic reports of illegal activity in quarter 1 and quarter 2. We also continue to work with partners to develop strategies and interventions to disrupt illegal waste operations and support major investigations to close down well-organised criminal operations.

The number of high risk sites stopped (55) significantly exceeded the number of new high risk sites found (23) in quarter 3. This resulted in the total number of active high risk sites reducing to 263, although nationally we remain RED against the KPI target. In part this was due to 20 existing sites becoming high risk in quarter 3, as a result of the length of time the sites have continued to operate illegally. We are reviewing procedures to flag when this is about to happen to enable us to intervene earlier if appropriate.

### Actions

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>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>Review allocation of Waste Enforcement Programme money as an option for increasing front-line resource</td>
<td>Deputy Director for Waste Regulation</td>
<td>Complete</td>
</tr>
<tr>
<td>Deliver actions from Enforcement Review</td>
<td>Deputy Director for Northumbria, Durham &amp; Tees</td>
<td>31/03/2018</td>
</tr>
<tr>
<td>Develop plans for use of the additional £30m for waste crime announced in the November budget.</td>
<td>Deputy Director for Waste Regulation</td>
<td>31/03/2018</td>
</tr>
</tbody>
</table>
### Objective 4 A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities

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

<table>
<thead>
<tr>
<th>Q3 2017-18 Owners: Executive Directors of FCRM and Operations</th>
</tr>
</thead>
</table>

#### Q3 status

<table>
<thead>
<tr>
<th>Q3 actual</th>
<th>2017/18 - Q3 cumulative target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>107,834</td>
<td>101,000</td>
<td>Green</td>
</tr>
</tbody>
</table>

#### Houses protected

- 31 separate projects have better protected a further 6,620 homes this quarter bringing the cumulative total since April 2015 to 107,834.

- The project which better protected the largest number of homes this quarter was the Dawlish Warren and Exmouth Beach Management Scheme in Devon, which better protected 2,881 homes from sea flooding.

- The majority of 2017/18 delivery will be during quarter 4. The current forecast for year end 2017/18 is to achieve 148,000 homes better protected since April 2015.

### Actions

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

- 6 year target to be met by the end of the financial year 2020/21
- 17/18 programme cumulative target (140,000)
Objective 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

Q3 2017-18 Owners: Executive Directors of FCRM and Operations

<table>
<thead>
<tr>
<th>Q3 status</th>
<th>Q3 actual</th>
<th>Q3 target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amber</td>
<td>96.7%</td>
<td>97.3%</td>
<td>Green</td>
<td>97.5%</td>
</tr>
</tbody>
</table>

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

We are forecasting to achieve the year end target of 97.5%. We have seen a 1% improvement during quarter 3 as repairs are being completed and inspection data is updated. We expect this improvement to continue in February and/or March. There is a risk that extreme weather in April and/or March will both increase the need for repairs and hamper ongoing repair work. We are closely monitoring the situation to ensure achievable repairs are delivered and we will focus resources onto completion of repairs and re-inspection of repaired assets during quarter 4.

Number of high consequence assets at or below target condition

Where assets are below the required condition this means that work is required, this does not mean that they have structurally failed or that performance in a flood would be 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.

Actions

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure Area Delivery Board retains tight focus on fixing and updating Below Required Condition (BRC) assets in line with Area agreed targets</td>
<td>Asset Performance &amp; Engineering team</td>
<td>31/03/2018</td>
</tr>
<tr>
<td>Asset Network Group provides support and monitoring of the national BRC position monthly</td>
<td>National Operations Manager</td>
<td>31/03/2018</td>
</tr>
<tr>
<td>Programme the March asset condition inspections to be completed ahead of March wherever possible to maximise repair time</td>
<td>Area Managers</td>
<td>31/03/2018</td>
</tr>
</tbody>
</table>
Objective 4 A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities

4 EA 7 We have a first class incident response capability

Q3 2017-18 Owners: Executive Directors of FCRM and Operations

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

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual</th>
<th>Target</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>6,626</td>
<td>6,500</td>
<td>Green</td>
</tr>
</tbody>
</table>

Year end target 6,500

b) Percentage of staff who respond that they feel confident in the role

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual</th>
<th>Target</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>69%</td>
<td>74%</td>
<td>Amber</td>
</tr>
</tbody>
</table>

Year end target 80%

We continue to embed new incident response capability standards for Environment Agency staff since they were introduced in quarter 1. Numbers have increased further during this quarter as expected now that the standards have been embedded, consistently. We expect this trend to continue as more staff complete their training. The number of fully trained staff ready to respond to incidents is now 6,626. Figures show 2,026 are in training, not all in addition to the 6,626 because some will be people training for secondary and tertiary roles. We expect figures to increase slightly in quarter 4 but are mindful that there may be some reduction from changes to corporate services staff and response roles that have transitioned to Defra (e.g. Corporate Information Services and facilities roles).

The next employee survey is in quarter 4, so there is no reported change in the numbers feeling confident to respond to incidents or the percentage of staff who have been involved in responding to an incident. The incident management survey in quarter 4 will explore capability and confidence questions in more depth.

Actions

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>We continue to embed capability assessments through our work on the Major Incident Ready programme, to show staff are trained and have sufficient experience to respond. Prioritisation of training and exercising by Areas and National directorates to maintain capability and incidence. We will use the results from the 2018 Incident Management survey to understand impacts of changes to ways of working. Future changes to our response model - begin implementing in 2018/19 - will impact on these figures. Measure will be reviewed to accommodate these changes in 2018/19.</td>
<td>Deputy Director Incident Management &amp; Resilience</td>
<td>30/04/2018</td>
</tr>
<tr>
<td></td>
<td>Deputy Director Incident Management &amp; Resilience</td>
<td>30/04/2018</td>
</tr>
<tr>
<td></td>
<td>Deputy Director Incident Management &amp; Resilience</td>
<td>30/04/2018</td>
</tr>
<tr>
<td></td>
<td>Deputy Director Corporate Incident Management</td>
<td>31/04/2019</td>
</tr>
</tbody>
</table>
Objective 5 Excellent delivery, on time and to budget and with outstanding value for money

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

Q3 2017-18 Owner: Executive Director of Finance

<table>
<thead>
<tr>
<th>Q3 status</th>
<th>Q3 actual (£m)</th>
<th>Q3 budget (£m)</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amber</td>
<td>£ 795 m</td>
<td>£ 854 m</td>
<td>Green</td>
<td>100%</td>
</tr>
</tbody>
</table>

Expenditure against YTD budget (%)

- Q1 17/18: 104%
- Q2 17/18: 90%
- Q3 17/18: 93%

Expenditure against YTD budget (£m)

- £242, £251, £256, £510, £854, £795

The Environment Agency has invested 68% of full year budget in the first 3 quarters of 2017/18, a slightly higher proportion than achieved at this point last year (66%). Following on from a mid year financial review presented to Executive Directors in October, the Environment Agency and Defra have agreed a reprofiling of the Flood and Coastal Erosion Risk Management (FCERM) six year capital programme budget with HM Treasury. This represents a more appropriate funding profile to meet the target of better protecting 300,000 households in that period.

During quarter 4, budget managers, Business Boards and the Executive Directors Team will continue to review our forecasts, and we are confident of full investment of our full year funding.

Actions

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highlight any risks and issues affecting ability to deliver within available funding to Executive Directors and Defra and support the organisation to make best use of funding.</td>
<td>Director of Finance</td>
<td>31/03/2018</td>
</tr>
</tbody>
</table>
Areas remain focused on maintaining performance at or above target. During quarter 3 we have seen increased turnover in experienced staff, which has resulted in a slight dip in performance. To get back to green we will discuss performance with Area team leaders and work together to identify solutions, escalating issues where necessary.

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.

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

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

<table>
<thead>
<tr>
<th>Q3 status</th>
<th>Q3 actual</th>
<th>Q3 target</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amber</td>
<td>94.8%</td>
<td>95%</td>
<td>Green</td>
<td>95%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% within 21 days (or longer with agreement) - Year to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>95.7% 95.8% 95.6% 95.0% 95.0% 94.8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action(s)</th>
<th>Owner(s)</th>
<th>Deadline(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to implement performance improvement action plan, monitor &amp; review.</td>
<td>Executive Director, E&amp;B &amp; Executive Director, Operations</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
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
Q3 2017-18  Owner: Executive Director of Operations

Quarter 3 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>20,176</td>
<td>22,339</td>
<td>34,520</td>
<td>Green</td>
</tr>
</tbody>
</table>

Quarter 3 YTD carbon dioxide emissions by type (tonnes)

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>Green</td>
<td>20,176</td>
</tr>
<tr>
<td>Operational fuel</td>
<td>Green</td>
<td>1,765</td>
</tr>
<tr>
<td>Travel</td>
<td>Amber</td>
<td>6,706</td>
</tr>
<tr>
<td>Buildings (inc Labs)</td>
<td>Green</td>
<td>3,603</td>
</tr>
<tr>
<td>Pumping</td>
<td>Green</td>
<td>8,102</td>
</tr>
</tbody>
</table>

Performance is good at 90% of our profiled target at the end of quarter 3.

We have seen a 20% reduction year to date in carbon emissions from our buildings compared to last year. A significant proportion of this is as a result of the additional renewable energy in the UK grid mix resulting in a change to the conversion factors being applied in quarter 3.

Our underlying performance in terms of energy used in our buildings shows a 5% reduction in Kilowatt hours. Continued investment in our buildings, such as boiler replacement, additional biomass boiler use, light emitting diode lighting at Ghyll Mount in the North West, and solar photo voltaic at Alverdiscott depot in the South West, is having a positive impact.

Our carbon emissions from travel have increased by 6% compared to last year. Leaders across the business are encouraging alternatives and leading by example on technology like video conferencing (VC). The new London Office, 2 Marsham Street, has half of its meeting rooms equipped with VC equipment.

Our operational carbon emissions have increased by almost a third compared to last year. This is in response to the weather and the decision to use water resources pumps like the Ely Ouse and Shropshire ground water schemes, due to the prolonged dry weather conditions throughout most of this year.

Actions

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

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

Owner(s) | Due date
---|---
Executive Directors, Directors and Deputy Directors | Ongoing
Executive Director of Operations | Ongoing
Objective 7 An inclusive, professional workforce where leaders recognise the contribution of people, and build capability to deliver better outcomes

Q3 2017-18 Owner: Chief Executive

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

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual</th>
<th>Target</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>3.8%</td>
<td>14.0%</td>
<td>Red</td>
</tr>
</tbody>
</table>

Year end target 14.0%

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>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>35%</td>
<td>50%</td>
<td>Red</td>
</tr>
</tbody>
</table>

Year end target 50%

<table>
<thead>
<tr>
<th>BAME staff as % of all staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual number of BAME staff is shown above each column</td>
</tr>
<tr>
<td>2020 target = 14%</td>
</tr>
<tr>
<td>14.0% 14.0% 14.0% 14.0% 14.0% 14.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Proportion of Executive Managers (EMs) who are female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual number of Female EMs is shown above each column</td>
</tr>
<tr>
<td>2020 target = 50%</td>
</tr>
<tr>
<td>50% 50% 50% 50% 50% 50%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action(s)</td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td>Unconscious bias training for interviews</td>
</tr>
<tr>
<td>Development programmes and coaching for BAME staff</td>
</tr>
<tr>
<td>Development programmes and coaching for female staff</td>
</tr>
<tr>
<td>Active support for Brunel and associated engagement initiatives</td>
</tr>
</tbody>
</table>

There were 12 new BAME recruits this quarter out of 204 new starters, which represents 5.9% of all external recruits, close to the mean value of 6.5% for the period beginning quarter 1 2016/17. The percentage of BAME staff across the EA is now 3.8% (381) against the 2016/20 target of 14%.

A suite of initiatives is 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. We are reviewing exit interviews, looking at EA equality objectives and associated Equality, Diversity and Inclusion (EDI) delivery plan 2018/20, 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.

The percentage of female Executive Managers (EMs) is 35.2% (31), close to the average in year 2016/17 (35.5%) but less than in quarter 2 2017/18 (36.8%). This compares to a target of 50%. The equivalent figure for the UK Civil Service is 38%. The fall in number of female EMs from 42 to 31 since quarter 2 2017/18 reflects the transfer of Corporate Services employees from the Environment Agency to Defra group on 1st November 2017.
Objective 7 An inclusive, professional workforce where leaders recognise the contribution of people, and build capability to deliver better outcomes

7 EA 12 We provide a safe place to work: lost time incident (LTI) frequency rate
Q3 2017-18 Owner: Executive Director of Operations

<table>
<thead>
<tr>
<th>Status</th>
<th>Actual</th>
<th>Ceiling rate</th>
<th>Forecast</th>
<th>Year end target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>0.14</td>
<td>0.11</td>
<td>Green</td>
<td>0.11</td>
</tr>
</tbody>
</table>

Our Lost Time Incident Frequency Rate (LTIFR) has remained close to historically low levels and, compared with similar organisations, this is class leading. Nonetheless, our ceiling of 0.11 is particularly low as it is based on our position at the end quarter 4 2016/17, when we had gone several months with very low numbers of LTIs. It therefore only requires a relatively small increase in injuries for this ceiling to be exceeded. It is to be expected that we will continue to move just above and below this ceiling for the foreseeable future, although this should not be viewed as complacency. We continue to improve our processes for learning from LTIs and Safety Critical Incidents (SCIs) and to refresh key aspects of our HSW risk management instructions, training and communications. We have provided a new, compulsory ‘Managing Health, Safety and Wellbeing’ course for all line managers. In the same period, if we had used the same definition of an LTI as the water companies used, we would have had a LTI frequency rate of 0.04. Our headcount has reduced by approximately 1,000 due to the movement of Corporate Services colleagues to Defra. This group historically reported few LTIs, and so the change will not influence the frequency rate.

### No. of LTIs

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Actual</th>
<th>Average</th>
<th>Upper control limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2 15/16</td>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3 15/16</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4 15/16</td>
<td>12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q1 16/17</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2 16/17</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3 16/17</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4 16/17</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q1 17/18</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2 17/18</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3 17/18</td>
<td>11</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Actions

- **Action(s)**: Implement the Health, Safety and Wellbeing plan for 2017/18
- **Owner(s)**: Executive Director of Operations
- **Deadline(s)**: Q4 17/18
### Objective 1: A cleaner, healthier environment, benefiting people and the economy

<table>
<thead>
<tr>
<th>Business Reference and measure Name</th>
<th>Units</th>
<th>Proposed Targets for 2018/19</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WLB</strong> 1 EA 1 The water environment is healthier</td>
<td>Kilometres</td>
<td>1,600 km of enhancements for 2018/19. Cumulatively this would be 4,331 kilometres since 2016/17.</td>
<td>We will measure the kilometres of waters enhanced each year in England. The enhancements include investments in water bodies to improve chemical and/or physical quality, e.g. reducing pollution, restoring habitats.</td>
</tr>
<tr>
<td><strong>RI</strong> 1 EA 2 We protect people, the environment and wildlife by reducing serious pollution incidents</td>
<td>Number of category 1 and 2 pollution incidents in the last 12 months (rolling 12 month total)</td>
<td>The overall ceiling target will be set by using a rolling two year average at each reporting quarter. At financial year end the performance of specific priority sectors will be considered against bespoke ambitious reduction targets for that sector.</td>
<td>Number of Category 1 &amp; 2 pollution incidents reported as a rolling 12 month total - There is a 3 month time lag for complete data for any quarter due to the close down of incidents reported too close to quarter end which were not fully assessed, responded to and inputted on NIRS at the time of quarter end data extraction.</td>
</tr>
<tr>
<td><strong>WLB</strong> 1 EA 3 We create new habitats</td>
<td>Hectares created</td>
<td>410 ha of habitat to be created in 2018/19</td>
<td>Hectares of new priority habitat created. Reports in Q4 each year.</td>
</tr>
<tr>
<td><strong>RI</strong> 1 EA 4 We reduce the number of high risk illegal waste sites</td>
<td>Number of high risk illegal waste sites</td>
<td>The target is to reduce the number of high risk illegal waste sites as determined at the end of 2017/18 by 12% i.e. this is roughly a 3% reduction to be achieved each quarter in 2018/19.</td>
<td>Reports the number of active high risk illegal waste sites at the close of each quarter compared with a ceiling target.</td>
</tr>
</tbody>
</table>

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

| **FCRM** 4 EA 5 We reduce the risk of flooding for more households | Number of households better protected | Provisional figure of an additional 50,000 to 60,000 houses subject to confirmation by FCRM capital programme | Reports the number of houses benefiting from reduced flood risk due to improvement schemes. |
| **FCRM** 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 | 98% | This measure reports on the percentage of EA maintained high risk assets that are meeting the required target condition. |
| **FCRM** 4 EA 7 We have a first class incident response capability - Number of staff who are trained and ready to respond to incidents | Number of people | 6,500 | Reports on the number of staff trained and ready to respond to Incidents compared with target. |

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

| **CBF** 5 EA 8 We manage our money efficiently to deliver our outcomes | % spend to budget | 100% | Measures actual spend against budget limits expressed as a percentage. |
| **WLB** 5 EA 9 We successfully influence planning decisions by local planning authorities | % decision notices successfully influenced | 93% | Uptake of our advice – measures proportion of planning consents granted in line with our advice. |

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

| **CBF** 6 EA 10 We reduce our carbon footprint | Tonnes of carbon dioxide | 33,630 | Tones of CO2 emitted from our activities (e.g. transport, buildings, pumping and etc.) compared with a ceiling target. |

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

| **CBF** 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 | 14% | Measure the percentage rate of Black, Asian and Minority Ethnic employees as a proportion of the total workforce. |
| | b) The proportion of our executive managers who are female | % of executive manager workforce | 50% | Measure the percentage rate of female executive managers as a proportion of the total executive manager workforce. |
Business Reference and measure Name | Units | Proposed Targets for 2018/19 | Metric  
--- | --- | --- | ---  
**CBF** | CBF 7 EA 12 We provide a safe place to work | **LTI frequency rate per 100,000 hours** | **2017/18 year end LTI frequency rate to be used as the target ceiling rate** | The number of lost time incidents there are per one-hundred thousand hours worked.
Sponsor: Chief of Staff

Title: Communications update

<table>
<thead>
<tr>
<th>Recommendations:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Board is asked to note and comment on (if applicable):</td>
</tr>
<tr>
<td>- Communications activity from January 2018</td>
</tr>
<tr>
<td>- Discuss progress on the Defra group communications strategy and the Environment Agency Communications plan and agree next year’s priorities.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reviewed and approved by:</td>
</tr>
<tr>
<td>• Sam Lumb, Deputy Director, Governance and Engagement – 20 February</td>
</tr>
<tr>
<td>• Mark Funnell, Deputy Director of Communications – 16 February</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>How will the key messages/decisions be communicated?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Via a ‘For Information’ paper and a presentation / discussion at the meeting on the Defra Communications Strategy 2018/19 and Environment Agency Communications Plan.</td>
</tr>
</tbody>
</table>

| No legal annex is required |

Form completed by: Jonathan Fitzgerald  
Date: 20 February 2018
1.0 Background

1.1 This paper provides a review of communications activities from January 2018, with more detailed evaluation set out in Appendix 1.

1.2 Following conversations with the business about next year’s priorities, we are well underway in the development of the Defra Group Communications Strategy for 2018/19, the Communications Offer and the Environment Agency Communications Plan, which will sit under the strategy. During the communication agenda item at the meeting, there will be an opportunity to discuss progress with the strategy in more detail.

2.0 Review of communications from January 2018

Corporate / Our culture ‘How we do things’

Embedding, promoting and celebrating the culture in our organisation – creating the environment for our staff to share their stories, feel proud of their work and help our culture flourish.

- To ensure change is managed and communicated as well as possible, we continue to support post corporate services transfer communications. We have evaluated the communications around the transfer and identified lessons learned for future stages of transformation.

- Our internal communications have focused on two corporate priorities: the 25-year Environment Plan and 300,000 homes better protected from flooding. Both saw high viewing figures of related content, helping towards achieving our objectives, which include enabling staff to contribute to the outcomes.

- We continued to focus on Health, Safety and Wellbeing. This included a Mind Workplace Wellbeing survey following an internal campaign. The survey had 2,523 responses. Our Safe and Well slides were downloaded 1,500 times.

- Following government making it mandatory to publish gender pay gaps, we took the opportunity to review ours for other factors too, including race, sexual orientation, disability and religion/belief. The objective was to get across to staff that we’ve improved in some areas, but there’s more to do. Comms to all staff generated good conversation on Yammer and 246 Easinet page visits. The report on .gov.uk saw 1,123 views.

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

Flood and coastal risk management

- We delivered communications supporting plans, launches and completions of various flood schemes. Events in Cumbria and York achieved good coverage and public interaction, as did the beginning of consultation on the Saltfleet to Gibraltar Point strategy. The start of work in Blyth, Salford and the Boston Barrier in Lincolnshire saw our protection messages carried extensively. The conclusion of flood defences in Selly Park, Lower Don Valley, Salford and Warrington resulted in widespread coverage featuring our voice on flood
prevention, plus positive public and partner reaction.

- During periods of unsettled weather, we prepared reactive lines on flood risk and Environment Agency actions to prepare for possible flooding. During Storm Eleanor, we ensured our lines were carried by the PA and as part of a Met Office release, resulting in factual coverage across The Guardian, The Mirror, The Times and regional media.

- A lead piece in Guardian Cities and the Hull Daily Mail commended EA work on flood solutions in Hull, with positive public responses to the online article.

- We told the story of how winter storms collapsed a tunnel linking a pool and the sea in Cornwall, raising flood risk - and how we’re working to resolve it.

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

**Water, land and biodiversity**

- In response to continued dry weather, we invited media to a briefing to secure informed coverage ahead of a water company advertising a drought permit application. Supportive quotes appeared in the media, mirroring the explanation about risk and drought likelihood. Coverage was balanced, with great key message penetration. We also received positive feedback from partners.

- Our £750,000 team to fight plastic pollution was part of a significant story on combatting plastic waste, after the Prime Minister praised work on a beach in Bude, Cornwall. This saw Michael Gove, and then other cabinet members, involved in publicity with reusable coffee cups, within a week of the 25-year Environment Plan launch.

- Messages on a consultation to protect salmon and sea trout numbers on the Solway Firth and in the Rivers Border Esk and Eden reached a combined audience of approximately 86,000.

- The release of 9,000 fish into the River Skerne was used as a hook to release the total fish stocking figures for the North East since 2017. The widespread coverage carrying all our messages contributed towards the objectives of supporting river recovery and encouraging people to go fishing. Meanwhile, the Turning Tides partnership and LOVEmyBEACH campaign in Cumbria and Lancashire saw a successful digital campaign to raise awareness about how people can improve bathing water quality.

**Regulated industry**

- Our voice on waste crime saw significant reach this month. Environment Agency and Defra press offices worked together on the announcement to launch a consultation on tackling waste crime in England, including supportive quotes from Therese Coffey and Emma Howard Boyd. The Environment Agency was quoted in a high number of praiseworthy articles including the Guardian, Daily Mail, The I and CIWM.

- Two prosecutions in the North East (an illegal waste site and a permit breach) landed our key messages in the media about our role in tackling waste crime and our effectiveness in ensuring operators abide by the law.
• We gained important positive or neutral coverage in relation to the ongoing management of an illegal waste site in Lancashire, helping to maintain public trust and confidence. Likewise, we were able to clearly demonstrate the steps we had taken as a regulator, following a resident’s march against a composting site. The closure of a site in Lincolnshire also conveyed our deterrent messages in extensive BBC coverage.

• Our regulation of energy from waste facilities has generated some interest. We answered enquiries on our permitting of a site in Bedfordshire and clarified a consultation on one in Cambridgeshire.

**Incident management – thinking big, acting early, being visible**

• Over the last 2 months, our priorities have been:
  - Informing the incident response model review and continuing to advise / provide communications to the business for the ongoing Major Incident Ready programme.
  - Embedding local comms Concept of Operations incident response
  - Continue delivering the planned media spokespeople training programme

• Defra surge training in Worcester and Newcastle is building our resilience for incident response in both the Environment Agency and across Defra Group.

• Local incident response and warning and informing messages were well promoted during storms Eleanor and Georgina, the paint factory fire in Thames/HNL, and East Coast spring tides.

• LAN’s ‘Preparing For Incidents’ week saw momentous support with over 300 individuals taking part in training, due to promotion through the Weekly Buzz, all-staff emails and a video recorded with Sir James Bevan.

**3.0 Conclusion and recommendations**

The Board is asked to note and comment on the communications activity from January 2018, discuss progress on the Defra group communications strategy and the Environment Agency Communications plan and agree next year’s priorities.

Mark Funnell - Deputy Director
January 2018
FCRM Highlights

Launch & Completion: Comms Teamwork Promotes Flood Work

Events: Area Comms, EA & Defra promoted the start of the £100m Boston Barrier works, attended by the floods minister, & completion of the £34m Warrington flood defence.

Objective: Spread the word of our flood protection work.

Outcomes: Boston positively covered across regional media & New Civil Engineer, +17K Twitter impressions. Warrington secured Press Association pick-up & positive coverage in the Daily Mail, which carried both James Bevan’s & Minister Coffey’s quotes in full.

Event: Blyth flood alleviation scheme launch

Objectives: Land messages on joint work for efficient, cost-effective scheme & protecting people from flooding

Comms: Invited media & issued partnership release

Outcome: All messages landed in all coverage

Learning: Comms not told of site works delay, so no activity in background. Carry out checks in future.

Event: Saltfleet - Gibraltar Point Strategy Review launch

Objective: Promote the review as positive work; signpost to the consultation; promote national FCRM messages.

Comms: Proactive media, briefed spokespeople & set up BBC interviews.

Outcome: Positive, on-message coverage over several weeks with the BBC. Good consultation engagement.

Voice on Protection Hits Headlines

We attended & promoted completion of the £10m Salford flood defence on World Wetlands Day, highlighting the scheme’s 5 ha of urban wetland. We achieved positive coverage in The Daily Mail, The Sun, Lancashire Evening Telegraph & regional media, with Emma Howard Boyd’s quote carried extensively. We promoted on the Defra media blog & social media, with 15K Twitter impressions & 13K on Facebook.

Event: Drop-ins on Cumbria flood management options

Objectives: Public engagement. No adverse coverage

Comms: Widespread media & Twitter campaign

Outcome: Good attendance & positive PR

IN BRIEF... Tweet Becomes Widespread Media: We told the story of how winter storms collapsed a tunnel linking a pool and the sea in Cornwall, raising flood risk - & how we’re solving it. Promoting action in Yorkshire: Positive coverage on York Flood Alleviation Scheme plans, & announcement not to progress with Rodley Nature Reserve as an option for water storage as part of Leeds FAS.

National Profile for Flood Work: Lead article in Guardian Cities & Hull Daily Mail commending EA flood solution work in the city.

Positive public responses to online article. Storm Messages Received: During periods of unsettled weather, we prepared reactive lines on flood risk & EA actions. During Storm Eleanor, we ensured our lines were in PA copy & a Met Office release, resulting in factual coverage across The Guardian, The Mirror, The Times & regional media.
FCRM Spotlight: Selly Park South FAS Opening

A new, £2.7 million flood scheme to reduce risk to over 200 residential & commercial properties in south Birmingham.

**Business Objective:** A nation better protected against natural threats and hazards, and commitment to work in partnership.

**Comms Objectives:** Gold Scheme communications... Reputation enhancement/Positive community sentiment

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**Outcomes:** Positive community sentiment – Advocacy. Reputation Enhancement – Anecdotal & Messages Landed

**Learning:** Using a lead community member as an advocate saw overwhelmingly positive interviews. Partnership work with Birmingham City Council meant much wider reach than we could achieve alone. Sending release to selected media in advance worked. Should have posted our own interview with spokesperson – greater opportunity to share our own voice.
FCRM Spotlight: Lower Don Valley Flood Defence

Capital investment partnership programme to deliver a £21m scheme to better protect 500 businesses, safeguard 5,000 jobs + homes/roads

Business Objective: A nation better protected against natural threats and hazards, and commitment to work in partnership.

Business Objective: A nation better protected against natural threats and hazards, and commitment to work in partnership.


Learning: What worked well: Early planning / regular conversations with media. Case studies created advocacy for partners, presenting messages with an authentic voice. Written case studies allowed better control of messages about benefits/impact. A UK-first, the scheme’s uniqueness made it more newsworthy in all media.

Areas for improvement: Ensure all organisations mention partnership working to add weight / context to our work Double-check media have full details of spokesperson interviewed for captioning/introductions
WLB Highlights

**Event: The release of 9,000 fish into the River Skerne** was used as a hook to release the total fish stocking figures for the NE from 2017.

**Objectives:** Promote our work to support river recovery. Encourage people to go fishing

**Outcomes:** Widespread coverage; 12 pieces of newspaper coverage, images & video on social media performed well.

Our messages landed in almost all of the coverage.

**Learning:** Stats release worked well & should be issued at the same time annually.

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Plastic beach: A small movement in Bude, Cornwall, got a plug from the PM & put a plastic mug into the hands of Michael Gove and then each cabinet member. Praise from the PM became a MailOnline story, days before the 25 Year Environment Plan launch. News of a £750,000 EA team being put together by the EA to fight plastic pollution was well received in radio and print.

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**Event: The Turning Tides partnership & LOVEmyBEACH campaign in C&L.**

**Objectives:** Raise awareness about how people can improve bathing water quality.

**Outcomes:** 5 tweets seen by 10K+ customers & signposted 120 to online resources. Monthly e-newsletter highlighting a case study on our work to stop a faulty outfall seen by 20K.

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**Objective:** Closer working in GMMC between Environment Programme Team & Comms.

**Outcomes:** We’ve produced a calendar of projects, which encouraged project managers to send photos. We worked together on a Press Release about Peatland restoration funding.

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Consultation to protect salmon and sea trout numbers on the Solway Firth and in the Rivers Border Esk and Eden. 22 items of print and broadcast. Including online, messages reached a combined audience of approx. 86k. Video interview of fisheries officer had 1,219 views. Tweets had 16,913 impressions & 238 engagements.

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Successful prosecution of W Mids angler fined £2.5k. Social media coverage raised profile of fishing licences & gained successful local media coverage.
WLB Spotlight: Drought Risk

**Comms invited media to a briefing to secure sensible media coverage ahead of a water company advertising a drought permit application**

**Business Objective:** Explain what EA is doing & what water sector / public can do. Protect environment by allowing more water to remain in rivers. Increase public understanding of increasing risk of drought risk as hosepipe bans look likely.

**Comms Objectives:** Influence media to be balanced, reassuring & not misleading. Increase understanding of technical topic. Maintain trust in EA & avoid unfounded criticism/ridicule.

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**Outcomes:** Supportive quotes appeared in the media coverage, mirroring the explanation about risk and likelihood of drought. Coverage was balanced and had great key message penetration. We also received positive feedback from partners.

**Learning: What worked well:** Links with partners to keep the story from breaking over Christmas. Updating Ministers and Private Office fortnightly. EA press officer briefing the Media SpAd directly. Bringing other press officers in for a mini project that week. Commissioning graphs and extra data from hydrology team to give to journalists, by keeping them in the loop on the objectives.

**What can be improved:** Tricky timing with four-day week in early Jan. Sign off process could get agreement locked down earlier. This was lead by the EA news team; other EA comms teams (local, national client services, design) could have a role or task ahead of the next announcement.
WLB Update: Agriculture

Our aim is to see a clear structure around farming, and a professional, modern, world-leading sector. We will do this by...

Business Objectives: 1. Achieving Better Regulation  2. Improved self assurance by the Agri-Food supply chains  3. Funding for farmers which improves delivery of environmental benefits

Communications and agriculture

Comms Objective: Maximising the comms & media opportunities for new policy announcements, partnership working & prosecutions
1. Agriculture – business requests vs comms prioritisation
2. Farming rules for water – (Nov – Jan) Developing comms plan, comms materials – core script, press activity, co-ordination, graphics, visuals, stakeholder presentations
3. General agriculture pollution in media

Behaviour change – Dairy farmers

Comms Objective: Scope, develop & deliver year 1 of a longer term segmented behaviour change campaign
Discovery phase
• Researching dairy farmers & behaviour change principles / aspects in relation to barriers & motivations for dairy Farmers. Also key metrics that measure the impact of dairy farmers
• Contacting key stakeholders (EA internal, Defra, RPA, ADHB, NFU and others) and generating support in principle for a behaviour change campaign for dairy farmers

Social norming

Comms Objective: Scope, develop & deliver year 1 of a longer term social norming campaign for good environmental protection (mainly via the supply chain – support for the market led approach)
• Start of update of key actions for farmers with business (after farming rules for water becomes regulation)
• Scoping – Link to - Farming rules for water - key element for delivery of this (developing the information for supply chain)
Regulated Industry Highlights

Waste Crime Stance Well-Publicised
EA & Defra press office worked together on the announcement to launch a consultation on tackling waste crime in England including supportive quotes from Therese Coffey & from Emma Howard Boyd.

There was widespread positive coverage across broadcast national and regional/local and trade media (32 items in total), praising the announcement, and featuring the comments. EA was quoted in a high number of articles including, the Guardian, Daily Mail, The I & CIWM.

Social media saw a high engagement rate with a reach of 33k people, & over 400 engagements.

Prosecution & Deterrent Messages Aired
NE had two prosecutions that worked well in the media this month, one about an illegal waste site, and another about a fine for a large company for breaching environmental permits. Both saw widespread media coverage, landing our key messages about talking waste crime & ensuring operators abide by the law.

Learning: Prosecutions always get coverage so we should ensure each one is promoted. A short video from the team leader was well received on social media.

Event: Closedown of an illegal waste site in Lincs.
Objectives: Convey how EA Enforcement team achieved this working with the new Prevention & Disruption team. Convey deterrent messages.
Outcome: One of our newly trained media spokespeople delivered an excellent interview with the BBC Radio Lincolnshire through which our key messages reached a large audience at several points throughout the day. Also hit local press.

Event: TH Smiths, illegal waste site, Lancs
Objective: Ongoing reputational management; Managing public trust & confidence
Comms: Following Gold and Silver command meetings, we set up and Chaired a comms multi-agency group.
Outcomes: This has ensured positive or neutral coverage of developments
Learning: A collective multi-agency approach working alongside the overall operational response was effective

Our regulation of energy from waste facilities has generated interest. We answered enquiries on our permitting of a site in Bedfordshire and clarified a consultation on one in Cambs.

HNL prepared a strong reactive statement to demonstrate steps taken as regulator, as residents marched against a “health hazard” composting site.
Incident Management Highlights

Recent Priorities...

• Contribute to informing the incident response model review & continue to advise / provide comms to the business for the ongoing Major Incident Ready programme.
• Embed local comms Concept of Operations incident response cell
• Continue delivering the planned media spokespeople training programme

Internal Comms Boosts Incident-readiness
LAN’s Preparing For Incidents week saw momentous support with over 300 individuals taking part in training. This was thanks to promotion through the Buzz, all-staff emails and a video recorded with Sir James Bevan.

Digital Collaboration Warns & Informs
Wessex social media spread important messages during storms Eleanor & Georgina. Partners’ assets took the brunt of damage but the comms cell, which operated for most of the month, took ‘seek partnership, show leadership’ to heart, reaching 30k.

Stormy weather in EAN & higher East Coast spring tides saw 14 tweets & 5 media enquires over 3 days, resulting in 28 media outlets covering our warning & informing.

The paint factory fire saw Thames/HNL achieve favourable BBC London TV & local coverage in local media, with messages on our incident response role & hotline promoted.

Defra surge training in Worcester & Newcastle ensured more resilience for incident response in both EA & other teams in Defra Group.
Internal Comms Highlights

**Top #TeamEAs**

**What does technical leadership mean to you?** – 2,322 views
East Mids Technical Leadership Team annual training day

**Checking river flow together** – 1,800 views
Looking at how our hydrologists use river flow data

**Setting our 5 year direction for Radioactive Substances Regulation** – 1,715 views
How the RSR team will contribute to the Regulated Industry business plan (pictured)

**A Winter Warmer for Wessex Colleagues** – 1,626 views
Ground Water, Hydrology & Contaminated Land team’s day in Bath, experiencing the history & geology of the hot springs, & learning how we help protect this special environment.

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Health, Safety and Wellbeing

Downloads of Safe & Well monthly slide pack during January: **1500**

Number of staff who took place in Mind Workplace Wellbeing survey following internal comms campaign (25.6% of staff): **2,523**

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**Easinet Highlights**

Queen’s New Year’s Honours – 3,567 views
Quotes & stories from 3 EA staff who received honours.


Environment Agency Awards return for their 2nd year – 2,029 views

Leading the fight against plastic pollution – 1,342 views
Internal Comms Spotlight: Corporate Priorities

25-Year Environment Plan

Comms Objectives:
- Top Defra Group priority. We want staff to think about how they can share the 25 YEP across the business & engage stakeholders.
- Staff feel they have the information & resources they need to actively & positively, contribute to achieving the aims.
- Staff capitalise on opportunities presented & share their stories.

- All-staff message recipients. Linked Highlight saw 2,338 views. Article in Buzzes.
- Views of the plan on gov.uk from our link. 1,705 downloads from the EA network.
- Views of related Big Picture Cascade on what it means for our work in 2 days.

300,000 homes better protected from flooding

Comms Objectives:
- The protection of homes & communities is a top priority for the organisation. Staff contribute to this, directly or indirectly, and can help us achieve this target.
- Staff act as ambassadors.
- Staff share successes with the wider business as we move towards the target.

- Received launch message sent from Toby Willison.
- Views of #TeamEA to mark exceeding the 100,000 homes milestone.
- Total views of Toby’s video on Easinet/Yammer, and Meet a Colleague piece on John Russon leading the work.

National news

A green future - our 25 Year Plan to improve the environment

The Prime Minister, Theresa May, and Environment Secretary Michael Gove launched the government’s landmark 25 Year Environment Plan last week. The plan sets the direction for protecting and enhancing the environment over the next quarter-of-a-century. It includes a pledge to eliminate avoidable waste, introduce new safeguards for wildlife and connect more children with nature.

Find out more in our Linked Highlights.
Focus on pay gap reporting

**Business Objective:** In April 2017 the government amended the Equality Act 2010 making it mandatory for every organisation with over 250 employees to publish their gender pay gap. As part of our culture is to embrace difference: include everyone we reviewed our pay gap for other characteristics too including race, sexual orientation, disability and religion and belief.

**Comms Objectives:** Although our pay gap is small there is still work to be done. The objective was to get across to staff that although we had improved in some areas, such as having more women in senior posts now than 5 years ago, there is still more to do.

**Inputs**
- Capture what you did before & during the activity
  - Made sure our communications were in line with core Defra’s.
  - Lined up external and internal communications
  - Made sure Executive champions for each of the characteristics were briefed on the data and agreed key messages

**Outputs**
- Record what is delivered against the objectives & what audience is reached
  - Report published on GOV.UK
  - Joint all staff message from Executive Champions for each of the characteristics we reported on
  - Easinet Highlight – linked from all staff message and Easinet home page
  - Yammer posts where all staff could voice their opinions on the report

**Outtakess**
- Include metrics on what the target audience think, feel or do to make a decision
  - We published our pay gap report on GOV.UK. This has received 1,123 views since 16 January.
  - All staff message to 10,000 staff received 10 responses
  - Easinet Highlight – 884 views
  - 48 interactions on Yammer

**Outcomes**
- Track & report the result of your activity on the target audience
  - Quite a few staff had an opinion and were active on Yammer. Some were asking why we didn’t include data for other characteristics, e.g. age.
  - We had 246 visits to the Easinet page where our equality objectives and EDI delivery plan sit, proving people wanted to find out more about the EA’s EDI aspirations.

**Organisational Impact**
- Where relevant, note the quantifiable impact on the organisational goals/ KPIs
  - This will take time. Hopefully we will see more women in senior posts and Field Operations roles and we will see an increase in BAME staff in the organisation but these are changes that will take time and won’t happen overnight.

**Actionable Insights... What worked well:** Using the Executive Champions so there were different voices to tell the story, rather than coming out from one person. **What can be improved:** It’s difficult to see if it has had an impact as it will take a while to see if there is a change in culture. We should maybe invite more feedback future around actions people are going to take as a result in future comms.
Focus on Corporate Services Transfer Review

**Business Objective:** to support the transfer of 976 corporate services personnel from the Environment Agency to Defra

**Comms Objectives:**
1. Corporate Services staff know what to expect and when from the programme, and what they need to do pre-transfer via good communication.
2. Leaders feel equipped and confident to lead change in their own teams.
3. Staff feel there are safe spaces to have open and honest conversations, and share their concerns around change.

### Inputs
- A strong working relationship with the EA Change Implementation Team (governance for comms and engagement)
- A flexible comms plan including a strong strategic narrative for the programme and dynamic plans pre-transfer
- Content for prog communications
- An EA perspective in planning and editing cross cutting comms with Defra programme team
- Insight and evaluation for Corporate Service Programme Board (CSPB) meetings

### Outputs
- 8 editions of the Rolling Brief (latest news and headlines) for Corporate Services (CS) managers
- 10 emails from executive managers on project milestones and issues
- 30 cross cutting briefings for CS staff
- 3 slido polls for all CS staff on how they were finding project comms
- 2 Pension Webinars for all CS staff
- 6 CS pages on the Easinet which were frequently updated in response to feedback
- 10 monthly updates for Executive Managers

### Outtакes
- 12,225 hits on the CS transformation Easinet pages
- 380 people (40% of those transferring) submitted 1416 questions to the CIT mailbox*
- 93% of CS managers received the Rolling Brief and 80% used it to brief their teams
- 83% of CS managers understood what was required of them as a team leader during the programme
- 82% of CS staff knew where to get information or support about change

### Outcomes
- 976 CS staff successfully transferred on 1 November
- The Change Implementation Team received feedback that comms was effective, and the products were fit for purpose
- A series of Executive Director’s Team visits were well attended across the country with over 300 people attending
- 240 people fed back on the comms of the programme and how it could be improved for the next change project

### Organisational Impact
- EA Corporate Services teams are now fully operational across the Defra Group and awaiting the next stage of transformation
- Early examples of the group working closer together include the comms plan for drought and the launch of the 25 year Environment Plan

**Actionable Insights... What worked well:** Having a dedicated change team for communications working closely with those involved with the governance of the programme highlighted issues early and could be acted upon quickly.

**What can be improved:** Better alignment of communications messages from different sources and formats.
Digital Highlights

Highest-performing national tweet
Storm Eleanor - shared 88 times, received 57 likes & reached 79.7K

High-performing local tweets
• Partnership work on London paint factory fire + fisheries licence checking (HNL)
• New Community Flood Group cameras (E Anglia)
• Tweets relating to Guardian article on our partnerships helping protect Hull from flooding saw 17,512 impressions & 177 engagements

Photo & Video Training: Instant Results
NE delivered training to 6 RI team members in Darlington, with immediate results. Attendees sent photos & stories for Twitter, for 4 consecutive days, with new ones now coming each week.

New Influential Followers
Yorkshire’s Twitter account gained: @TrevorLeWoof (150k followers), The Deep aquarium (15k) and Tyne & Wear Fire and Rescue (15k).

Influential Retweets
Several of LAN’s RI tweets were retweeted by the Senior Environmental Crime Officer, which was highly appreciated by the new Enforcement team leader, and convinced him to be more proactive in working with our team. Also, Matt Warman MP helped promote the start of our SGPS consultation.

Learning: Above was E.Mids’ most popular tweet, despite seeming ‘general’. People like to share local images & safety messages with each other.
Learning: Incident posts perform well on social media in terms of number of people who see them, but waste posts do better engagement-wise i.e. number of comments & retweets.
Digital Highlights

Facebook: 34,971 page likes (+2.3%), 4,333 page views (+56%), 30,988 post engagements (+67%)

The most visited EA pages were Checking Your Flood Risk and Buying a Fishing Licence. Various pages on waste management charted too.

Top news stories were laser mapping and tackling single-use plastics. Strong local stories included a successful EA case against a Devon company for dumping waste, and our improvement programme/investment into Anglian Waterways.

The early Jan spike was due to more flood risk checks & the laser mapping story. Most people arrived via Google, followed by directly to us.

Two consultation pages received well over 1,000 views: Demaining and charging proposals.

Visitors reached us via the BBC, Easinet, flood warning and fishing pages, Facebook and newsletters.
And Finally…

We’re often positively associated with some of the more light-hearted news, boosting our image. This month, our credited photo, comments, and role in an exciting discovery went viral…

Iron Age skull found in Somerset

A dog-walker along the River Sowy found the 2,000-year-old skull. The EA lowered river levels & sent its own archaeologist to investigate.

£70k
Kantar monetary value on coverage received.

202
Number of newspapers and websites that carried the story

2.6m
Kantar reach of publications that covered the story.