## Board Meeting
**Thursday 1 February 2018**

### Venue:
S3.41 (New Boardroom), 3rd floor, Seacole building, 2 Marsham Street, SW1P 4DF

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Chair/Signatory</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.00am</td>
<td>Board breakfast</td>
<td></td>
<td>75 mins</td>
</tr>
<tr>
<td>10.15am</td>
<td>Water Resources pre Stakeholder event informative session with Peter Simpson CEO of Anglian Water</td>
<td>Harvey Bradshaw</td>
<td>75 mins</td>
</tr>
<tr>
<td>11.30am</td>
<td>Apologies</td>
<td>Emma Howard Boyd</td>
<td></td>
</tr>
<tr>
<td>11.35am</td>
<td>Topical Update items</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.1 Chief Executive’s update</td>
<td>James Bevan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.2 25 Year Environment Plan and EU Exit</td>
<td>Harvey Bradshaw</td>
<td>40 mins</td>
</tr>
<tr>
<td>12.15pm</td>
<td>Committee meetings – oral updates and forward look</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.1 Pensions</td>
<td>Joanne Segars</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.2 E&amp;B including annual review</td>
<td>Gill Weeks</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.3 FCRM</td>
<td>Lynne Frostick</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.4 Audit and Risk Assurance including annual review</td>
<td>Gill Weeks (for Karen Burrows)</td>
<td></td>
</tr>
<tr>
<td>12.35pm</td>
<td>Regular update items</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.1 Schemes of Delegation <em>(for approval)</em></td>
<td>Joanne Segars</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.2 Finance report <em>(for information)</em></td>
<td>Bob Branson</td>
<td>10 mins</td>
</tr>
<tr>
<td></td>
<td>Lunch</td>
<td></td>
<td>30 mins</td>
</tr>
<tr>
<td>1.15pm</td>
<td>Defra head of function guests – Jac Broughton, HR Head of Function for the Defra Group and John Seglias, DDTS Head of Function for the Defra Group</td>
<td>Emma Howard Boyd</td>
<td>60 mins</td>
</tr>
<tr>
<td>2.15pm</td>
<td>Break</td>
<td></td>
<td>10 mins</td>
</tr>
</tbody>
</table>
8. **FCRM GiA final indicative allocation for 2018/19 (for approval)**  
   John Curtin  
   2.25pm  
   20 mins

9. **Charges items**  
   9.1 **Levies and Charges (for approval)**  
   Bob Branson  
   2.45pm  
   45 mins

9. **Strategic Review of Charges (for information)**  
   Harvey Bradshaw  
   2.45pm  
   45 mins

9.3 **Mobilising More Money**  
   Harvey Bradshaw

10. **AOB and date of next meeting – 14-15 March**  
    Emma Howard Boyd  
    3.30pm  
    5 mins

11. **Review of meeting**  
    Emma Howard Boyd  
    3.35pm  
    5 mins

**Information papers -**

1. Chair’s Update – Emma Howard Boyd
2. Communications Forward look – Mark Funnell
3. Environment and Business Committee hot topics paper – Harvey Bradshaw
4. Flood and Coastal Risk Management Committee hot topics paper – John Curtin
FOR NOTING
Recommendations

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

1.0 Multi Agency Flood Plan (MAFP) Review

1.1 On 3 November 2017 the Secretary of State announced that Defra and the Environment Agency would review multi-agency flood plans (MAFPs) produced by Local Resilience Forums (LRFs) in England. This is to look into the effectiveness and consistency of current flood plans as they are paramount in responding to incidents locally.

1.2 The assessment of MAFPs is ahead of schedule. By the end of December 2017, 82% of plans had been reviewed for 34 of the 38 LRFs in England. We had committed to reviewing 16 LRFs plans by this point. Information on our findings is being shared with Defra in order to inform their thinking on the new guidance.

1.3 Major General Tim Cross was appointed as the external reviewer. Visits with LRFs have started. The Major General, along with Defra, the Department for Communities and Local Government (DCLG) and Environment Agency staff met with a range of partners from LRFs in the South West of the country on 10/11 December. Further visits to York, Peterborough, Manchester, Birmingham, Reading and Nottingham are scheduled for late January and early February to meet with all LRFs and seek their views.

1.4 An Advisory Panel is being established to help shape the revised guidance to LRFs. The Panel includes representatives from the Environment Agency (Caroline Douglass), Police, Fire & Rescue Service, Ministry of Defence and local authorities in Humberside, Suffolk, Staffordshire and Lancashire. Additionally, a consultation group of wider contacts will be used to help advise on best practice and the content of the new guidance.

1.5 On 2 January, James Bevan, John Curtin and Caroline Douglass met with Major General Tim Cross to receive an update on the review process and to share their views.

1.6 The review is due to be completed by summer 2018, culminating in the publication of revised guidance and a report of findings.
2.0 Autumn Budget announcements

2.1 The Chancellor of the Exchequer presented his Autumn Budget to Parliament on 22 November 2017. He announced that an additional £76 million will be spent on flood and coastal defence schemes over the next 3 years. This funding will better protect 7,500 households and boost flood defence investment to over £2.6 billion between 2015-16 and 2020-21.

2.2 The Autumn Budget allocated an additional £36m of funding to bring new schemes into the capital programme that will contribute approximately 4,000 homes towards the 300,000 target. These schemes had been put forward by the Environment Agency and were selected from a list of identified ‘pipeline’ projects that had not yet been allocated funding. The projects (a mix of Environment Agency and Risk Management Authority projects) were endorsed by Environment Agency Area Managers and already on the Regional Flood and Coastal Committee (RFCC) future programme. RFCC Chairs have been provided with an update on the Budget announcements and their implications for FCRM.

2.3 Minister Coffey announced on a visit to Cumbria on 15 December that 11 schemes would receive an extra £0.6m to better protect 300 homes in the county. The Secretary of State Michael Gove announced on a visit to Devon on 21 December that 2 schemes would receive an extra £1.6m to better protect 200 homes in the county. We are expecting the remainder of the schemes to be announced in January 2018.

2.4 The Autumn Budget also allocated £40m to be focussed on deprived communities at high flood risk, boosting local regeneration. We are working closely with Defra colleagues and are expecting to share a long list of opportunities from the current programme for discussion with Minister Coffey by the end of January. This list of provisional opportunities is currently being reviewed and discussions are taking place at RFCC meetings during January. The proposals will then be consolidated and discussed with the Minister before decisions are made on the allocation of the funding. The Minister will make the final decision on the criteria used and the schemes that will benefit. The timescales for this decision have not yet been confirmed.

3.0 Demaining

3.1 The Rationalising the Main River Network (RMRN) project is testing the approach to re-designate several sections of selected ‘Main Rivers’ as ‘Ordinary Watercourses,’ (a process we call ‘demaining’). We are doing this in locations where local partners such as Internal Drainage Boards (IDBs) or lead local flood authorities (LLFAs) are keen to take on the day to day maintenance/regulation of the watercourses.

3.2 Following a series of successful public drop in events in October we will be running a formal consultation on GOV.UK in January 2018 for 3 of the pilot locations. The consultation will seek views on the demainment proposals in Suffolk Rivers, East Anglia; South Forty Foot, Lincolnshire and Stour Marshes, Kent and will run from 15 January for 4 weeks.

3.3 Pre-consultation material was made available in December on our Citizenspace consultation site through GOV.UK. We have sent letters to our
national stakeholders to let them know and are sending the local communications along with the social media/press releases in early January.

3.4 We continue to work with partners in the other pilot locations and plan to consult on Norfolk Rivers, East Anglia and the Isle of Axholme, East Midlands later in 2018.

4.0 Regulated Business Forum

4.1 January saw the New Year’s first meeting of our Regulated Business Forum, which brings together key representatives from the various industry trade bodies covering the sectors we regulate. There was extensive discussion covering EU Exit, the development of a revised regulatory strategy, digital developments in regulation, review of charges and the 25 Year Environment plan. It was a good opportunity to hear feedback from business representatives on our regulation and issues effecting their sectors. Overall the relationship we have with business remains positive and we work together whenever we can as exemplified by our partnership agreement with the Environmental Services Association.

5.0 Defra’s second waste crime consultation

5.1 Following three years of close working between our waste teams and Defra, the second consultation on waste crime was launched on Monday 15 January. Together with this announcement came the news that we have been given new powers to physically close illegal waste sites, powers to remove all waste from abandoned sites and more funding. The consultation seeks views on:

- Raising the standard of operator competence across all permitted waste sites by strengthening the regulator’s assessment and enforcement abilities. This includes the requirement for financial checks on permit applicants and suitable financial provision.
- Reforming waste exemptions within the waste permitting regime.
- Introducing a Fixed Penalty Notice for household Duty of Care offences for fly-tipping.

We have supported the drafting of these proposals and view them as a critical step towards raising the bar in the waste sector. A previous Call for Evidence in 2015 suggests the proposals will enjoy widespread support. The consultation closes on 26 March.

6.0 China import restrictions

6.1 The ban that restricts the import of certain waste types into China came into effect on 1 January. It was widely reported by national media and we have received additional information requests from national news outlets. We have used our new partnership approach with the Environmental Services Association to work in collaboration in anticipating and managing the impacts. Several meetings with industry and Defra suggest that companies expect to find alternative outlets for their plastic wastes without a serious risk of inadequate capacity, although we are keeping this under review. We have been assessing the new destinations for plastic waste to confirm they meet
international requirements. We have also sent our national plastics lead officer to China to work with the Authorities to ensure a smooth transition. We have provided Defra with details of landfill and energy from waste capacity and have issued guidance. We have attended meetings with Waste and Resources Action Programme (WRAP), the Association of Directors of Environment, Economy, Planning and Transport (local authorities) and packaging schemes to highlight Chinese restrictions and the potential impact. The Environment Agency and Defra jointly hosted an industry meeting on 23 January.

7.0 House of Lords EU Energy and Environment Sub-Committee

7.1 Marie Fallon, Director of Regulated Industry supported the Minister Therese Coffey during an oral evidence session of above sub-committee on trade in waste. The session focused mainly on Defra’s preparedness following EU exit and the arrangements for International Waste Shipments.

8.0 Plastics in the Environment

8.1 There has been an increased focus on plastics in the environment over the last few months. Plastics featured in the launch of the 25 Year Environment Plan and we provided the Secretary of State with some radical proposals to reduce plastic pollution which have been circulated to the E&B Committee. We are working nationally to fill gaps in our knowledge on how most plastics enter the environment and how best to stop them. We have announced funding of £750,000 for a new, dedicated team to tackle the problem of plastics pollution in the South West of England. The announcement follows the government’s pledge to eliminate avoidable waste and crack down on plastics. The pioneer project will see the creation of a new Plastics and Sustainability team across Devon and Cornwall working with businesses, local councils, charities and community action groups, such as the Bude Cleaner Seas Partnership. The team will aim to reduce the amount of plastic pollution across land, rivers and the coastline. It will promote better environmental practices across industry, including a reduction in plastic waste from manufacturing, along with community campaigns to clean up pollution locally.

9.0 Generic Design Assessment

9.1 We completed Generic Design Assessment (GDA) of Hitachi-GE’s UK Advanced Boiling Water Reactor (ABWR) and announced our decision on the reactor’s environmental acceptability in December. This is a major step forward for Horizon Nuclear Power’s plans to deploy this design at its sites at Wylfa Newydd and Oldbury. It marks the end of a 4 year period of intensive scrutiny by us and the Office for Nuclear Regulation (ONR). We are providing support to NRW on its assessment work for Wylfa Newydd, the lead site for deployment of the UK ABWR. In October Horizon made its first operational permit application for the site, to discharge and dispose of radioactive wastes. Consultation on this application has begun.

9.2 It looks increasingly likely that we will be called upon to carry out GDA for the South Korea Electric Power Company’s (KEPCO) ‘APR1400’, a pressurised
water reactor. This follows the well-publicised financial problems of Westinghouse and its parent company Toshiba's decision to sell Westinghouse together with its subsidiary NuGen, who were proposing to build reactors at Moorside in Cumbria. KEPCO has been announced as the preferred bidder and intends to complete negotiations early this year, subject to the agreement of the UK and South Korean governments. We will consider how we might resource this GDA alongside that of the Chinese designed UK HPR1000 currently ongoing and our other new build work.

9.3 We and ONR are supporting BEIS on a BEIS-funded programme of work on 'small modular reactors' (SMRs). This concerns both enabling assessment and implementation of 'mature technology' SMRs and looking at the feasibility of 'Advanced Modular Reactors', employing novel designs. Our work over the next two years will cover assessment criteria and processes; providing advice to vendors and to BEIS; upskilling our staff; and discussions with overseas regulators that are currently involved with SMRs.

10.0 Water Resources Management Plans (WRMPs)

10.1 All water companies submitted a draft WRMP to Defra by 1 December. Dwr Cymru and Dee Valley Water submitted plans to the Welsh Government deadline of 31 December. Defra is now completing its security checks before allowing the companies to go out to public consultation probably in late January or early February.

10.2 Defra allows the Environment Agency and Ofwat early access to these plans. We have started our analysis and have produced a headline report for each company.

11.0 Price Review 2019 (PR19)

11.1 Our Water Industry Strategic Environmental Requirements (WISER) is a strategic steer to water companies on the environment, resilience and flood risk for business planning purposes. It is a joint document between the Environment Agency and Natural England and was released on 5 October 2017. It identifies 3 priorities for the industry: enhance the environment, increase resilience, and deliver excellent regulatory performance. The extent to which water companies have considered WISER will be considered by Ofwat when it assesses water company business plans.

11.2 Ofwat published its PR19 methodology on 13 December 2017. We are pleased that it requires companies to set performance commitments for pollution incidents, permit compliance, leakage and per capita consumption along with two new metrics for flood and drought resilience. It also requires water companies to set at least one commitment relating to the environment. We will be influencing water companies to adopt ones that incentivise them to 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. We are clear that this should not be used as a reason to scale back necessary investment in the environment and resilience to floods and droughts.
11.3 We have been working across the Environment Agency and with Natural England to agree an investment programme for the environment with the water companies. The Water Industry National Environment Programme (WINEP) identifies the environmental measures that water companies should include in their business plans. It is a key way in which we can realise our ambitions. We will provide the latest iteration to water companies in September 2017 and the final release will be in March 2018.

12.0 Update on the launch of the salmon consultation (as part of the Salmon Five Point Approach).

12.1 The consultation on the exploitation of salmon closed on 9 October with over 1100 responses. This led to a set of preferred options being tabled at both E&B Committee and Executive Directors Team in November and December. We have sought to act in alignment with the Government’s 25 Year Environment Plan and protect unsustainable salmon stocks for future generations. We recognise that people rely on fishing for their livelihoods and are in the process of communicating our decision with appropriate sensitivity. Where salmon fisheries have to be closed we will do all we can to allow sea trout fishing to continue. We are currently working on the necessary byelaws.

13.0 Prolonged dry weather

13.1 A dry winter in 2016-17 and a very dry October and November in 2017 meant we started this winter with below average groundwater and reservoir levels across south east England. The wet weather in December has allowed some groundwater recharge to occur although in most areas ground water levels are still low. River flows and reservoir levels have increased.

13.2 Despite the recent wet weather there is a risk of drought in spring. We require above average rainfall to continue through to March to reverse the position.

13.3 On 16 January, we granted Southern Water a winter drought permit to increase abstraction to allow them to refill Bewl Reservoir in Kent. Four companies are looking at introducing temporary use bans for their customers in the spring or early summer. These would require a 2 week public consultation. However this is subject to rainfall we receive between now and the end of March.

13.4 Our internal and external communications have been stepped up and our drought team met with the press in advance of the drought permit being issued. Our local areas have linked up their external communications with water companies and we have held some successful high profile media interviews.

13.5 We are preparing a Dry Weather Prospects report for mid-March which will include water company updated projections.

13.6 We continue to work with Defra and a range of stakeholders to ensure that we actively consider potential scenarios and the risks that they pose, and we coordinate our actions and communications.
14.0 Anti-microbial resistance in the environment

14.1 AMR (Anti-Microbial Resistance) is a global health problem with AMR genes increasingly found in bacteria in the environment. However, our understanding is still limited. We need to learn much more about the development and spread of these genes, and the risks posed via the environment.

14.2 We monitor the aquatic environment and regulate many activities that may affect the spread of antibiotic resistant genes e.g. sewage discharges. We are working with Defra to understand the role we might play going forward, balancing our desire to show environmental leadership with realism over resources. This is likely to be a subject of growing public awareness and we want to do what we can to slow the spread of antimicrobial resistance.

15.0 Water Quality: State of the Environment report

15.1 We have produced a Water Quality State of the Environment report for England which describes the current state and trends in water quality across England’s natural environment. We are expecting the report to be published at the end of January subject to final approval. We expect this to be the first in a series of short reports on England’s environment.

15.2 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. Our 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.

15.3 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.

15.4 Publication of the report will provide an opportunity to raise the profile of the need to protect our water bodies from pollution.

16.0 25 Year Environment Plan

16.1 The Prime Minister (PM), Theresa May, and Environment Secretary, Michael Gove, launched the Government’s 25 Year Environment Plan at the London Wetland Centre on 11 January. Both Emma Howard Boyd and Sir James Bevan attended the launch.

16.2 We have communicated this to the business via an all staff message from James Bevan and Emma Howard Boyd

16.3 The 25 Year Environment Plan is to be expanded upon further in a separate item.
Sponsor: Board Governance Team
Title: Board Committee Meetings

Please clearly state what decision you are seeking from the meeting

The Board is asked to note:


Key points for discussion

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.

Form completed by: Toby Mortby
Date: January 2018
Ref: B/1802-05

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 5 December 2017.

2.0 Audit and Risk Assurance Committee

2.1 The Audit and Risk Assurance Committee met on 6 December 2017. The substantive items discussed were:
- Health Safety and Wellbeing update
- The Committee’s annual effectiveness review
- Annual review of the Committee’s terms of reference
- Internal Audit progress and reports
- Annual risk review
- Transformation update
- Financial position and strategy
- Annual FSoD update
- NAO Audit Planning
- NAO update on 2016/17 value for money reviews
- Defra Internal Audit update including GIAA and reports

3.0 Flood and Coastal Risk Management Committee

3.1 The Flood and Coastal Risk Management Committee met on the 23 January. Items discussed were as follows;
- 6 Year Programme update
- GiA Allocation
- 25 Year Environment Plan
- Visit proposed for after April meeting. Probably to Thames project with theme of funding of big project

4.0 Environment and Business Committee

4.1 The Environment and Business Committee met on 10 January 2018. Substantive items discussed were:
- Plastics
- Strategic Review of Charges
- Navigation
- People Planning

5.0 Remuneration Committee

5.1 The Remuneration Committee have not met since the last Board meeting on 5 December 2017.
6.0 Pensions Committee and Investment Sub Committee

6.1 The Pensions Committee met on 14 December, substantive items discussed were:
- Brunel Pension Partnership update and business case review
- Approving the audit strategy
- Governance review and proposed membership changes for the Committee
- Communications strategy and update on beneficiaries engagement and communication
- Benefits administration and change management update
- Report by the Investment Sub Committee

6.2 The Investment Sub Committee have not met since the last Board meeting on 5 December 2017.

Toby Mortby
Governance and Engagement Advisor

January 2018
Sponsor: Chair of Pensions Committee

Title: Pension Funds Scheme of Delegation

Please clearly state what decision you are seeking from the meeting

The Board is asked to:

Following recommendation from the 14 December 2017 Pensions Committee and to comply with Pensions Committee, Investment Sub-Committee and Pension Board Terms of Reference and Standing orders, the Board is asked to approve:

(a) the appointment of Peter Kellett, Director of Legal Services, as a new Executive Member on the Pensions Committee.
(b) the change of appointment for Hywel Tudor to a Pensioner Member representative for a further 3 year period.
(c) the appointment of Danielle Ashton for a 3 year period as the new Active Member Representative.
(d) the minor updates to the Pensions Committee and Pension Board Terms of Reference and Standing Orders as shown in Annex 1.

Key points for discussion

Following approval at the 14 December 2017 Pensions Committee meeting, we require Board approval to formally update membership of the Pensions Committee and our governance documents.

Governance

What meetings/groups have already reviewed this item?
Pensions Committee 14 December 2017

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

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

How will the key messages/decisions be communicated?
Our Pensions Committee Terms of Reference and Standing Orders will be updated on www.eapf.org.uk.

Legal Services have been consulted.

Form completed by: Craig Martin, Chief Pensions Officer.
1.0 Appointment and extension of representatives to the Pensions Committee following Pension Committee approval

1.1 We have seen some recent change in our Environment Agency Executive membership on Pensions Committee. Mark McLaughlin has now left the Defra group and Ian Randall has transferred to Defra as part of the corporate services project and is unable to remain as an Environment Agency Executive member on the Committee.

1.2 We recommend that Peter Kellett, Director of Legal Services, is appointed as one of the new Executive Members on Pensions Committee. Peter has supported the Committee for some time and we are delighted to bring him on to the Committee as a permanent member. We expect to be able to recommend a further Executive appointment following our March 2018 Pensions Committee meeting.

1.3 Hywel Tudor, who has been a Deferred Member Representative on the Committee, has now retired from his employment. Our Standing Orders permit this position to be a Pensioner Representative and we recommend that Hywel continues in the capacity of a Pensioner Representative for a further 3 year period to 13 May 2021.

1.4 Active member representative Dot Holding has also been transferred to Defra as part of the corporate services project and has now resigned from Pensions Committee. We recommend that Danielle Ashton is appointed as the new Active Member representative for a 3 year period to 31 January 2021. Danielle has been a shadow Active Member representative for the last year.

1.5 Our Pensions Committee and Pension Board Terms of Reference in Annex 1 have been updated slightly to incorporate the Executive member changes and other minor updates and we approved these at the December Pensions Committee meeting.

2.0 Recommendations

2.1 The Pensions Committee recommend approval of:

(a) The appointment of Peter Kellett, Director of Legal Services, as a new Executive Member on Pensions Committee.
(b) The change of appointment for Hywel Tudor to a Pensioner Member representative for a further 3 year period.
(c) The appointment of Danielle Ashton for a 3 year period as the new Active Member Representative.
(d) Updates to the Terms of Reference and Standing Orders as shown in Annex 1.

Joanne Segars
Chair of Pensions Committee
16 January 2018
Environment Agency Pensions Committee, Pension Board and Investment Sub-Committee

Terms of Reference

1.1 The Pensions Committee (PC) and its Investment Sub-Committee (ISC) are appointed as a Committee and Sub-Committee of the Environment Agency Board and all Committee Members are appointed by the Environment Agency Board. The Environment Agency is the administering authority for the Environment Agency Active and Closed Funds (the Funds). In its role as the administering authority, the Environment Agency owes fiduciary duties to the employers and members of the EAPF and must not compromise this with its own particular interests.

1.2 The PC’s principal aim is to consider pensions matters with a view to safeguarding the interests of all pension fund members. The specific responsibilities of the PC are:

a) Approving the Funds’ objectives and strategies. Ensuring the Funds are managed and pension payments are made in compliance with the extant Local Government Pension Scheme Regulations, Her Majesty’s Revenue & Customs requirements for UK registered pension schemes, all other relevant legislation and have regard to best practice guidance.

b) Agreeing the Funds’ business plans, risk management arrangements and monitoring progress against them.

c) Recommending the fund’s annual reports and accounts for approval by the Environment Agency Board.

d) Recommending the employer contribution to the Environment Agency Board.

e) Receiving internal and external audit reports and implementing necessary changes, and approving external audit strategy.

f) Agreeing appointment, monitoring and dismissal of professional advisors and service providers.

g) Agreeing the administering authority responses to consultations on LGPS matters and other matters where they may impact on the Funds or their stakeholders.

h) Establishing temporary working groups to examine particular issues.

i) Advising the Environment Agency Board on wider pensions issues.

Governance specific matters

j) Approving the Funds’ Governance Policy and Compliance Statement within the framework (Terms of Reference, Standing Orders and Scheme of Delegation) as determined by the Environment Agency Board and making recommendations to the Environment Agency Board about any changes to that framework.

k) Agreeing the Funds’ Training Policy for all Pension Committee members and for all officers of the Funds.
l) Formulating, approving and regularly reviewing the Funds’ investment strategies; Investment Strategy Statements; Responsible Investment Policy and related strategies; and Myners Compliance Statement.

m) Setting investment targets and ensuring these are aligned with the Funds’ specific liability profile and risk appetite, taking into account advice from the independent professional advisors, investment consultant and the views of investment managers.

n) Receiving minutes and updates from ISC.

Funding specific matters

o) Approving and monitoring the Funds’ Funding Strategy Statements, overseeing the triennial valuation and inter-valuation funding assessments, and working with the actuary in recommending the appropriate level of employer contributions and consulting with each employer.

p) Approving and implementing the Funds’ Admission and Bulk Transfer Policies including approval of Active Fund entry into an Admission Agreement with an appropriate Admission Body in line with these published policies including terms of admission agreement, the allocation of any assets and appropriate termination provisions.

Administration specific matters

q) Approving and monitoring the Funds’ Administration Strategy determining how the Funds will be administered including collecting payments due, calculating and paying benefits, gathering information from and providing information to scheme members and employers.

r) Determining how the various administering authority discretions are operated for the Funds.

Communication specific matters

s) Approving and monitoring the Funds’ Communication Strategy, determining the methods of communication with the various stakeholders including scheme members and employers.

t) Any other responsibilities delegated to it by the Environment Agency Board.

Pooling of Investments specific matters

u) Undertaking the role of Shareholder in relation to the Shareholders Agreement relating to the Brunel Pensions Partnership, including but not limited to:
   - Determining any Reserved Matters and Special Reserved Matters (see Appendix 1)
   - Determining who will be the nominated persons for voting on behalf of the EAPF for the following purposes:
     - Shareholder
     - Special Reserved Matter / veto and consent
     - Services Agreement

recognising that this responsibility relates to communicating the wishes of the Pensions Committee on any such matters.

   - Determining who will be the nominated representatives for the following purposes:
     - Oversight Board attendee
     - Client Group attendee

v) Undertaking the role of Client in relation to the Services Agreement, including but not limited to:
   - Requesting additional (referred to as “Elective”) services from BPP Ltd
   - Requesting to enter a Single Client Portfolio
   - Issuing other Instructions as permitted by the Service Agreement to BPP Ltd
   - Determining authorised persons to issue Instructions on behalf of the EAPF Pensions Committee where appropriate
   - Terminating the Service Agreement

w) Monitoring of the performance of the Brunel Pensions Partnership and its Operator (BPP Ltd) and recommending actions to the Oversight Board, The Chair of the Pensions Committee (in his/her role as the nominated person to exercise Shareholder rights and responsibilities), Officers Groups or BPP Ltd, as appropriate.

1.3 The Pension Board is a non-decision making body responsible for assisting the administering authority in:

   a) Securing compliance with the LGPS Regulations and any other legislation relating to the governance and administration of the Scheme, and requirements imposed in relation to the LGPS by the Pensions Regulator.
   b) Ensuring the effective and efficient governance and administration of the LGPS by the Environment Agency Pension Funds.

The PC and Pension Board will be supported in achieving best governance through the appointment of expert independent advisors covering governance, administration and investment matters.

1.4 The specific responsibility of the ISC is implementing the Funds’ investment strategies including but not limited to the following:

   a) Reviewing and maintaining the detailed asset allocation of the Funds.
   b) Setting benchmarks and targets for the Funds’ investments.
   c) Monitoring the implementation of all key investment related policies and strategies on an ongoing basis, determining appropriate action in relation to risks and the agreed business plan and agreeing appropriate variations.
   d) Undertaking appropriate assessments required to make recommendations to the PC on the Funds’ investment strategies and Investment Strategy Statements.
   e) Ensuring secure custody of the Funds’ assets.
   f) Any other responsibilities delegated to it by the Environment Agency Board or PC.

1.5 The PC, Pension Board and ISC will act on behalf of, and with the authority of, the Environment Agency Board, in accordance with the above Terms of Reference. Decisions and issues can be referred to or called up to the Environment Agency Board.
Environment Agency Pensions Committee, Pension Board and Investment Sub-Committee

Standing orders

1 Responsibilities

1.1 The Pensions Committee (PC) and Investment Sub-Committee (ISC) can take decisions on behalf of the Environment Agency Board within their delegated authority.

1.2 The PC, Pension Board and ISC will act on behalf of and with the authority of the Environment Agency Board in accordance with their Terms of Reference.

2 Membership

2.1 Membership of the PC will normally be 14 including the Chair of the PC.

2.2 Members of the PC will comprise:

- 4 Non-executive Board members of the Environment Agency, one of whom will be the Chair.
- 2 Executive members of the Environment Agency, being the Environment Agency Executive Director of Finance and the Executive Director of Resources and Legal Services.
- 1 Non-Environment Agency Employer Representative member.
- 5 Active Scheme Member Representatives.
- 2 Pensioner and/or Deferred Member Representatives.

The Chief Executive of the Environment Agency will be invited to attend meetings as a non-member. The Chair of the Environment Agency has the right to attend any PC or ISC meeting and to speak at such meetings but not to vote.

2.3 Appointments to the PC will be made as follows:

- Non-executive Environment Agency Board members of the Committee, including the Chair, will be appointed by the Environment Agency Board.
- Executive members of the Environment Agency will be appointed by the Environment Agency Board, based on recommendation by the PC.
- Non-Environment Agency Employer Representative member – proposed by Natural Resources Wales or such other process as agreed by the PC and appointed by the Environment Agency Board.
- Active Member Representatives – proposed by the trade unions relating to the Environment Agency or such other process as agreed by the PC and appointed by the Environment Agency Board.
- Pensioner and/or Deferred Member Representatives – process agreed by the PC and appointed by the Environment Agency Board.

2.4 The non-executive Environment Agency Board members, Employer Representative member, Active, Pensioner and Deferred member Representative appointments will be initially for a three-year term of office, after which they should be eligible for reappointment if the Environment Agency Board so determines. The Secretariat will maintain a record of the current membership of the PC and ISC. The maximum period of tenure will be 10 years for all non-executive members of the PC or ISC, unless exceptional circumstances require an extension of no more than 1 year.

2.5 Executive Environment Agency members and Employer Representative member may, with approval from the Chair, nominate a deputy to attend a meeting of the PC or ISC in their absence and invite other appropriate officers to attend.

2.6 Active Member Representatives must be current employees and members of the Active Pension Fund. Pensioner or Deferred Member Representatives must either be pensioners or deferred members in either the Active or Closed Pension Fund.

2.7 Where an individual ceases to meet the eligibility criteria in these Standing Orders, they will automatically cease to be a member of the PC (or ISC if appropriate) and that position will be subject to a further appointment process.
2.8. Membership of the Pension Board will normally be the members of the Pensions Committee plus the 2 Executive Directors members of the Environment Agency and 2 Active Scheme Members, so the Pension Board will normally be 10 remaining Pensions Committee Members as follows:

- 4 Non-Executive Environment Agency Board members (the Chair of the PC would normally be the Chair of the Pension Board otherwise another Non-Executive Environment Agency Board member).
- 3 Non-Environment Agency Employer Representative (or deputies).

2.9. The Active Scheme Member Representatives on the Pension Board will be nominated by the Chair of PC based on member’s knowledge and experience and as such will normally be the longest serving members of the PC.

2.10. All employers and members within a Fund must have equal opportunity to be nominated for the role of employer or member representative on the Pension Board and PC through an open and transparent process.

2.11. Membership of the ISC will be appointed by the Environment Agency Board and will normally be 7 Committee Members as follows:

- 2 Non-Executive Environment Agency Board members (one of whom should be nominated as Chair of the ISC by the PC).
- 2 from the Executive Environment Agency and Employer Representative members (or deputies).
- 3 Scheme Member Representatives (active, pensioner or deferred).

3.0 Training

3.1. The administering authority will provide and fund PC, Pension Board and ISC members with training to enable them to carry out their fiduciary and other responsibilities effectively.

3.2. All PC and ISC members and nominated deputies will be expected to adhere to the requirements of the Fund’s Training Policy.

4.0 Advice

4.1. In carrying out their duties, members of the PC, Pension Board and ISC should seek appropriate, and have regard, to advice from professional advisers and Environment Agency officers with relevant expertise. Accordingly, the Chair may agree to attendance at the PC, ISC and Board as appropriate to officers and advisers invited by PC, ISC and Board members or the Chief Pensions Officer.

4.2. Independent professional advisers will be appointed by the PC via competitive and qualitative selection processes. These specialist advisers will be appointed to advise the PC, Pension Board and ISC on matters including pensions, investment and financial services law, actuarial matters, and investment strategy.

4.3. The term of appointment of advisers will be fixed for a period of time in line with best practice though may be renewable for subsequent terms as appropriate, based on an assessment of performance and value for money.

4.4. Advisers will not be associated with any of the Funds’ investment managers.

4.5. Internal expert advice from Environment Agency officers will be provided to the PC, Pension Board and ISC on an ongoing basis.

5.0 Quorum

5.1. 8 members (including at least 1 non-executive Environment Agency Board member, 1 Executive Environment Agency member and 1 Scheme Member Representative) will constitute a quorum for PC meetings.

5.2. 4 members (including at least 1 non-executive Environment Agency Board Member, 1 Executive Environment Agency member and 1 Scheme Member Representative) will constitute a quorum for ISC meetings.

5.3. 4 members (including at least 2 employer representatives, one of which should be the Chair or delegate Chair, and 2 member representatives) will constitute a quorum for Pension Board meetings.

5.4. No business will be transacted at any PC, Pension Board or ISC meeting which is not quorate.

6.0 Conduct of business between meetings

6.1. The Chairs of the PC or ISC (or in their absence, another member delegated by them) have delegated authority to conduct urgent business between meetings. In doing so they must act in conjunction with one Executive Environment Agency PC or ISC member and on the advice of other appropriate officers (in particular the (Deputy Director) Head of Pension Fund Management), taking independent professional advice or advice of other appropriate officers if necessary. Any business conducted in this manner must be reported to the next full meeting of the PC or ISC as appropriate.

7.0 Voting rights

7.1. Subject to Standing Order 8 concerning declarations of interest, each Member will have the right to vote on a particular resolution.

7.2. In the event of no majority decision, the Chair will have a second or casting vote, whether or not he/she has previously voted on the matter.

8.0 Declarations of Interest

8.1. Each Member will make a declaration, in accordance with the Environment Agency Board Code of Practice of pecuniary or non pecuniary interests, which will be held on a Register available for public inspection. The Register will be updated biannually by the Secretariat. The Register will include the declared interests of all members of the PC and ISC.

8.2. Members of PC, Pension Board or ISC who are Environment Agency Board members and either are members of the LGPS and/or who may in any way have a direct or indirect interest in any matter brought up for consideration at the meeting must make a declaration to that effect at the start of each meeting but may be permitted to take part in deliberation or discussion on that matter at the absolute discretion of the Chair of the meeting.

8.3. A member who is in any way has a direct or indirect interest in any agenda item or matter that is brought up for consideration at a meeting of the PC, Pension Board or ISC shall disclose the nature of his/her interest to the meeting and, where such a disclosure is made:

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

b) Where the Chair of PC, Pension Board or ISC consider there is an actual conflict of interest, the member will not take part in any deliberation or decision with respect to that matter and if necessary will excuse themselves from the meeting for the duration of that matter.
8.4. For the purposes of paragraph 8.2 above, a general notification given at a meeting of the PC, Pension Board or ISC by a Member (in person or by means of a notice which is read and considered at the meeting) to the effect that she/he:

a) is a member of, a specified company or firm,
b) is to be regarded as interested in any matter involving that company or firm,

will be regarded as a sufficient disclosure of his interest in relation to any such matter.

8.5 When meeting the requirements of this Standing Order, all members of the PC, Pension Board or ISC must have regard to any EAPF Conflicts of Interest policy and relevant guidance and comply with legislation relating to the management of conflicts of interest in public service pension schemes and/or the LGPS including but not limited to the Pension Regulator’s Code of Practice and the LGPS Scheme Advisory Board’s Guidance.

9.0 Expenses and conduct

9.1. Reimbursement of expenses will be paid whilst on PC/Pension Board or ISC business, including taking part in training directly related to that business, in accordance with prescribed procedures. Expenses will include, in the case of the Pensioner and Deferred member representatives, a nominal allowance for time spent on committee and Pension Board matters. The PC will set the allowance rate annually.

9.2. All members except those who are employees of the Environment Agency are expected to comply with the terms of the Environment Agency Board Code of Conduct.

9.3. All members who are employees of the Environment Agency are expected to comply with the employee Code of Conduct.

10.0 Meetings

10.1 The Secretariat has responsibility for the agenda and arrangement of the meetings.

10.2 The Secretariat will take responsibility for the oversight of the PC/Pension Board and, ISC including preparation for meetings.

10.3 A forward meeting schedule will be produced by the Secretariat prior to the start of the calendar year.

10.4 PC and ISC meetings will be scheduled quarterly but may be cancelled if there is not sufficient information available for an agenda at that time, or if it transpires the meeting will be inquorate. Additional meetings may be scheduled with the agreement of the Chair.

10.5 The Pension Board will normally meet concurrently with the PC but may choose to hold fewer meetings as long as it meets at least once a year, i.e. hold at least one meeting a year which is not concurrent with a PC meeting.

11.0 Order and conduct of business

11.1 The Chair of the PC, Pension Board and ISC may nominate another Environment Agency Board member to chair a meeting in his/her absence. The PC, Pension Board or ISC may elect a member to chair a meeting in the absence of the PC, Pension Board or ISC Chair or any nominated deputy. In either case, the member who chairs the meeting will exercise any powers or duty of the Chair of the PC, Pension Board or ISC in relation to the conduct of the meeting.

11.2 The order of business for all meetings is:

a) Apologies for absence and introductions of all who are present.
b) Declarations of interest.
c) The election of a Chair if the usual Chair is absent and has nominated no deputy (paragraph 11.1 above).
d) The approval of the minutes as a correct record of the meeting, and matters arising.
e) Other business as on the agenda, for discussion, for decision and for noting.
f) Urgent items and any other business items as the Chair of the meeting determines.
g) A review of the effectiveness of the meeting.
h) The date, location and time of next meeting.

11.3 All business at PC, Pension Board or ISC meetings will be conducted through the Chair by members speaking only when invited to do so by the Chair of the meeting.

11.4 The Chair will decide on attendance by any non-committee members, including any pension fund members, who may ask to attend as observers.

11.5 The Chair will decide on attendance by any non-Pension Board members, including any pension fund members, who may ask to attend as observers of the Pension Board.

12.0 Committee papers

12.1 All PC, Pension Board or ISC papers will be managed and distributed according to current security guidance.

12.2 PC, Pension Board or ISC papers may be submitted by any member, the Accounting Officer or the Secretariat. Any other person, with the approval of the Chair of the PC, Pension Board or ISC may also submit papers.

13.0 Minutes

13.1 The Environment Agency Board Secretariat will minute the meetings of the Pension Committee, Pension Board and the Investment Sub-Committee.

13.2 The Committee or Sub-Committee Chair, or in his/her absence the appointed Chair of the meeting, will sign the previous meeting’s Minutes and initial each page, once approved by the Committee or Sub-Committee at the subsequent meeting.

13.3 A signed copy of the minutes will be retained securely by the Secretariat, for a period of ten years; thereafter the Minutes will be stored electronically. These Minutes will be evidence of the proceedings if they are signed by the person who was Chair of that meeting.
14.0 Reporting arrangements

14.1. The Chair of the PC or nominated non-executive Environment Agency Board member will report to the Environment Agency Board at the subsequent Environment Agency Board meeting. Non-executive Environment Agency Board members are entitled to request further information or ask any appropriate questions of the Chair of the PC or ISC at that Environment Agency Board meeting. The papers and minutes of the PC, Pension Board and ISC’s meetings will be made available to any Environment Agency Board member on request.

14.2. The Chair of the Pension Board will provide a report at least annually to the Environment Agency Board and Environment Agency Audit Risk and Assurance Committee on its responsibility for assisting the administering authority on securing compliance and ensuring effective and efficient governance and administration.

14.3. The Chair of the ISC will report to the PC using a summary report or draft minutes to the next PC meeting, and by circulation of the minutes of meetings to all Members of the PC upon request.

15.0 Variations to Terms of Reference & Standing Orders

15.1. Any variations to the Terms of Reference & Standing Orders require the approval of the Environment Agency Board following initial approval by the Pensions Committee.

Appendix 1 – Reserved and Special Reserved Matters

Extract from Shareholders Agreement in relation to the Brunel Pensions Partnership as at July 2017

Schedule 5

Part 1

Special Reserved Matters

1. The provision of commercial services to any other party other than the parties to this Agreement (for the avoidance of doubt including the provision of services to any pension fund administering authorities other than the other parties to this Agreement) and/or the entry of any new parties to the pool or as a party to this Agreement.

2. The extension of the Company’s business to include an internal investment management service.

3. The conducting of business other than that of the Business pursuant to the Services Agreement from time to time.

4. The adoption or amendment of the Business Plan or Operating Model.

5. The lending of any money or the granting of security (including the granting of any encumbrance over any of the Company's assets or undertaking) or the entry into guarantee or indemnity in respect of the obligations of any person (excluding, for the avoidance of doubt, any indemnities given in the ordinary course as part of contracts required to be entered into in accordance with the Services Agreement, the Business Plan or the Operating Model).

6. The amendment or variation of the Services Agreement, or the entry into any new agreement or arrangement with any of the Shareholders, save in each case to the extent that such amendment, variation, or entry into new agreement or arrangement is required to effect the provision of services to any Shareholder not covered by the Services Agreement.

7. The amendment, variation or waiver of any provision of the Articles or adoption of new articles of association by the Company.

8. Any act that would have a materially adverse impact on any Shareholder. For the avoidance of doubt, this shall be assessed on an objective basis.

9. The application for, varying of or relinquishing of any FCA permissions or authorities of the Company (which for avoidance of doubt will not prevent the application for the initial FCA permissions or authorities sought by the Company as envisaged in the Operating Model).

10. The registration of the transfer of any of the Shares (except in accordance with this Agreement).

11. The allotment of any shares or other equity securities (within the meaning of section 560(1) of the CA 2006) to any person except pursuant to this Agreement.

12. Amending the Remuneration Policy or adopting any new or replacement policy, and / or remuneration of new and / or existing Directors and / or employees of the Company outside or in excess of the Remuneration Policy.

13. The agreement of the terms of Exit for any Shareholder to the extent that they differ from that set out in this Agreement (which for the avoidance of doubt will not require the consent of the Exiting Shareholder in accordance with Clause 17.3(c)).

14. Significant changes to investment principles, Responsible Investment policy or pooling principles.

15. Amending or agreeing to the amendment of the terms of reference of the Client Group or Oversight Board in such a manner as would result in such a body becoming a joint committee under the Local Government Act 1972 or formally taking on any other decision making powers.
Part 2
Reserved Matters
1. Enter into capital expenditure commitments, hire purchase, leasing, rental or conditional sale agreements or arrangements for an aggregate amount in excess of £200,000 and a cumulative amount of £500,000 per Financial Year.
2. Approving the appointment of any new Directors to the Board, including the Shareholder NED.
3. Approving the removal of the Shareholder NED from the Board.
4. The change of the name of the Company.
5. The sub-contracting or delegation of decision-making and/or discretion relating to the performance of any part of the Company's operations or responsibilities (save where expressly permitted by this Agreement or the Services Agreement).
6. The borrowing of any money or the other creation of any indebtedness except in relation to the operation of bank overdrafts within existing limits as required in the ordinary course of business, or otherwise amending the terms of any indebtedness (except as expressly permitted under the Services Agreement).
7. The change of the Financial Year of the Company.
8. The entry into any agreement with an administrator or custodian, provided that where any such agreement is subject to a public procurement process in accordance with the Procurement Legislation, the Reserved Matter shall be the approval of the issue of the invitation to tender (or equivalent) and evaluation criteria, rather than entry into the agreement itself.
9. The entry into any contract which:
   (a) individually requires the payment by the Company of £200,000 or more in any Financial Year;
   (b) when taking into account all other payments by the Company, requires the payment of more than £500,000 in aggregate in any Financial Year;
   (c) contains an uncapped indemnity or any other obligation where the liability of the Company is unlimited in amount.
10. Declaring, making or paying any dividend or other distribution grant of any options over, redeem, purchase, consolidate, convert, reclassify, sub-divide or reduce or otherwise reorganise or change any share capital or issue any share warrants or securities convertible into shares.
11. Commencing any litigation or compromise or settle any claim, dispute or other matter in which it is involved which has a claim value in excess of £50,000.
12. Cancelling, compromising, waiving or releasing any debt of the Company where the value of such cancellation, compromise, waiver or release exceeds £50,000.
13. Approving the appointment of the Company's external auditor where the proposed auditor is a new auditor (i.e. not a reappointment of the existing auditor) or the reappointment of the external auditor each year after that auditor has served five years as auditor.
14. The sale, transfer or other disposal of the whole or any part of the Company's undertaking or material assets or the making of any other material change to the Company's business structure or organisation in excess of £50,000 and a cumulative amount of £250,000 per Financial Year.
15. The making of any decision by the Board or the taking of any action by the Company which is not in accordance with any recommendation of a committee which is within that Committee's terms of reference, save to the extent that such recommendation has been withdrawn and/or modified by the relevant Committee.
16. The change of the centre of operations of the Company beyond the Bristol and Bath area, including (for the avoidance of doubt):
   (a) the entry into any lease or licence in respect of any property outside the Bristol and Bath area;
   (b) the employment of any person on terms other than that the principal place of employment is the Bristol and Bath area.
17. Amending or agreeing to the amendment of the RemCo, ARC, Client Group or Oversight Board committee terms of reference.
18. Approval of the Chairperson's remuneration.
Paper by: Chair

Subject: Chair’s Update Report

Recommendations:
The Board is asked to note the report.

Key points for information
This paper is intended to update the Board on the Chair’s ministerial meetings, other key meetings, appointments and area visits since the last Board meeting in addition to Board and committee meetings.

Governance
Reviewed and approved by:
Emma Howard Boyd, Chair

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

How will the key messages/decisions be communicated?
N/A

No legal annex is required

Form completed by: Sarah Wieczorek
Date: 24 January 2018
1.0 Emma Howard Boyd engagements to 24 January 2018

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>29 November</td>
<td>I spoke on Environmental Regulation at the Green Alliance event with Claire Perry MP - Trade in a decarbonising world: where the UK can lead</td>
</tr>
<tr>
<td>11 to 13 December</td>
<td>Participant at OECD High-Level Breakfast Event, OECD Paris; attended a high-level dinner hosted by President Macron, Paris; attended One Planet Summit, Paris Climate Finance Day 2017; met with Jane Russell, Comgest; Panel Speaker and Participant at Novethic Annual event, Paris</td>
</tr>
<tr>
<td>12 January</td>
<td>I visited Bude to announce the pioneer project to crack down on plastics as part of the 25 Year Environment Plan. During my visit to Cornwall I also spent time at Bude Haven school speaking to children about their passion for protecting their coastline and met local business owners</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 December</td>
<td>Julie Foley and I hosted Cllr Matthew Balfour, Tom Tugendhat MP, Helen Grant MP and other guests at the Medway flood action plan launch</td>
</tr>
<tr>
<td>15 December</td>
<td>Minister Coffey and I visited Carlisle to see key flood impacts in the city and potential future actions. We also met the chair of the Carlisle Flood Action Group and some of the residents who were recently affected by surface water flooding</td>
</tr>
<tr>
<td>18 December</td>
<td>Bewl Reservoir site visit with Julie Foley accompanied by Bill Tame, Chair of the Southern Water</td>
</tr>
<tr>
<td>21 December</td>
<td>I joined the Secretary of State on a visit to Devon to open a new £12 million flood defence scheme in Dawlish Warren. Following the opening I visited the National Laboratory Service at Starcross</td>
</tr>
<tr>
<td>17 January</td>
<td>James Humphrys hosted me in Solent and South Downs area. I talked to staff during a town hall event, visited Shoreham Adur Tidal Walls Scheme and Teville Stream Restoration</td>
</tr>
<tr>
<td>Date</td>
<td>Meeting</td>
</tr>
<tr>
<td>------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>30 November</td>
<td>I met with Ruth Cairnie and Simon Fanshawe of POWERful Women to discuss investor angle on diversity</td>
</tr>
<tr>
<td>30 November</td>
<td>Catch up with Dawn Turner, Chief Executive Officer, Brunel Pension Partnership</td>
</tr>
<tr>
<td>30 November</td>
<td>Catch up with Pam Alexander OBE, Chair of Covent Garden Market Authority</td>
</tr>
<tr>
<td>05 November</td>
<td>I met with Caroline Saunders, British Consul General in Calgary during her visit to London</td>
</tr>
<tr>
<td>06 December</td>
<td>Ken Allison and I met with Carolyn Fairbairn and Hannah Richmond, CBI to discuss our work on flooding and resilience and environmental regulation</td>
</tr>
<tr>
<td>07 December</td>
<td>I met with Michael Wade, Cabinet Office</td>
</tr>
<tr>
<td>07 December</td>
<td>Alison Baptise and I met with Kirsten Bodley, Chief Executive of WES (The Women's Engineering Society) to discuss how we can work together</td>
</tr>
<tr>
<td>09 January</td>
<td>I met with Shuan Kingsbury to discuss sustainable investment</td>
</tr>
<tr>
<td>09 January</td>
<td>Bi-annual catch up with Andrew Sells, Natural England</td>
</tr>
<tr>
<td>10 January</td>
<td>I met with Peter Bonfield, BRE to discuss property level resilience</td>
</tr>
<tr>
<td>11 January</td>
<td>Denise Le Gal and I chaired a roundtable discussion on climate risk and social impact investing</td>
</tr>
<tr>
<td>15 January</td>
<td>Harvey and I met with Jethro Smith, RGEP - Head of Department, Environment &amp; Prevention Europe North - Michelin Truck Tyre Remanufacturing</td>
</tr>
<tr>
<td>16 January</td>
<td>I had a meeting with Heather Hancock, Chair, Food Standards Agency</td>
</tr>
<tr>
<td>18 January</td>
<td>I met with Mark Hoban, Flood Re to discuss collaborative working</td>
</tr>
<tr>
<td>18 January</td>
<td>I has an informal meeting with Geoffrey Lean, consultant and former journalist</td>
</tr>
<tr>
<td>22 January</td>
<td>I met with Baroness Brown of Cambridge, Professor Dame Julia King, Chair of the Committee on Climate Change’s Adaptation Sub-Committee (ASC) and Kathryn Brown, Head of Adaptation, Committee on Climate Change. James joined briefly to introduce himself to Baroness Brown</td>
</tr>
<tr>
<td>22 January</td>
<td>Kevin Austin and I met with Sue Pritchard, Director, Food, Farming &amp; Countryside Commission</td>
</tr>
</tbody>
</table>
### Events with Stakeholders

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>29 November</td>
<td>I attended the Professional Boards Forum</td>
</tr>
<tr>
<td>29 November</td>
<td>I attended The Sunday Times Business reception</td>
</tr>
<tr>
<td>06 December</td>
<td>I attended Woodland Trust Parliamentary reception</td>
</tr>
<tr>
<td>07 December</td>
<td>I attended the Secretary of State for the Environment, Food and Rural Affairs Christmas reception</td>
</tr>
<tr>
<td>14 December</td>
<td>I attended Business in the Community's AGM and Leadership Summit</td>
</tr>
<tr>
<td>15 December &amp; 11 January</td>
<td>UK Green Finance Taskforce: pre-ministerial meeting and Institutional Investor stakeholder event</td>
</tr>
<tr>
<td>10 January</td>
<td>I attended the Royal Yachting Association Annual Lunch with sailing and maritime stakeholders</td>
</tr>
<tr>
<td>11 January</td>
<td>I attended the 25 YEP Launch and the Prime minister’s speech on the Environment</td>
</tr>
<tr>
<td>18 January</td>
<td>I attended the Queen’s Awards for Enterprise - Sustainable Development panel meeting</td>
</tr>
<tr>
<td>18 January</td>
<td>I attended the City of London Corporation reception to thank contributors to the report on Growing a Culture of Social Impact Investing in the UK published by the Advisory Group on Social Impact Investment</td>
</tr>
<tr>
<td>22 January</td>
<td>I attended the Great British Spring Clean launch event at the Upper Waiting Hall exhibition</td>
</tr>
<tr>
<td>22 January</td>
<td>I attended the Prime Minister’s reception for Non-Executive Directors</td>
</tr>
<tr>
<td>22 January</td>
<td>I attended Leading and learning: Scotland’s low carbon transition, Green Alliance event</td>
</tr>
<tr>
<td>23 January</td>
<td>I attended the conference for all non-executive board members across central government - joined on the day by Sir Jeremy Heywood and John Manzoni</td>
</tr>
<tr>
<td>23 January</td>
<td>I attended the London launch of the Principles on Climate Obligations of Enterprises hosted by ClientEarth and Hausfeld &amp; Co</td>
</tr>
</tbody>
</table>

### Internal / Defra Group meetings

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>05 December</td>
<td>Chaired our Board meeting</td>
</tr>
<tr>
<td>06 December</td>
<td>James and I had an introductory meeting with Alexandra Cran-McGreehin, Accountability and Governance, Defra</td>
</tr>
<tr>
<td>06 December</td>
<td>I had a catch up with Dan Barwick, Defra on innovative finance</td>
</tr>
<tr>
<td>07 December</td>
<td>I had a phone meeting with the Secretary of State to discuss Board recruitment</td>
</tr>
<tr>
<td>Date</td>
<td>Meeting</td>
</tr>
<tr>
<td>-----------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>14 December &amp;</td>
<td>I met with Clare Moriarty, Permanent Secretary, Defra</td>
</tr>
<tr>
<td>18 January</td>
<td></td>
</tr>
<tr>
<td>10 January</td>
<td>I met with Toby Willison, Executive Director of Operations to discuss upcoming Board visits area responsibilities</td>
</tr>
<tr>
<td>11 January</td>
<td>I met with James and the Executive Directors team to discuss Board membership</td>
</tr>
<tr>
<td>16 January</td>
<td>Suzanne Hamblin-Boone and Gemma Sweet gave James and I a Briefing on the flood action campaign</td>
</tr>
<tr>
<td>18 January</td>
<td>I had a catch up meeting with Thérèse Coffey MP</td>
</tr>
<tr>
<td>22 &amp; 23 January</td>
<td>Introductory meeting with new Board Members Caroline Mason, Judith Batchelor and Robert Gould</td>
</tr>
<tr>
<td>06 December &amp;</td>
<td>Bi-Weekly Comms Meeting with James, Mark Funnell and Matt Hall</td>
</tr>
<tr>
<td>22 January</td>
<td></td>
</tr>
</tbody>
</table>

Emma Howard Boyd  
Chair  
January 2018
Appendix 1: November - December Communications highlights and forward-looks

**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 November – December 2017</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>- John Leyland, Chief of Staff – 4/1/18</td>
</tr>
<tr>
<td>- Mark Funnell, Deputy Director of Communications – 3/1/18</td>
</tr>
</tbody>
</table>

| Are there any risks associated with the evidence and analysis in the paper? | N/A |  
| How will the key messages/decisions be communicated? | Via a ‘For Information’ paper |  
| No legal annex is required |  

Form completed by: Jonathan Fitzgerald  
Date: 4 January 2018
1.0 Background

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

2.0 Awards Update

2.1 Since the last Board, our Flood Recovery Communications entry was announced as the winner at the Public Relations & Communications Association National Awards. We won Gold in the Crisis Management Category, adding to all 5 of our other entries finishing as shortlisted finalists in other national and regional awards.

3.0 Review of communications from November to December 2017

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.

3.1 To ensure change is managed and communicated as well as possible, we continued to support post corporate services transfer communications. We have started to evaluate the communications around the transfer and apply lessons learned for future stages of transformation.

3.2 Our internal communications have been focusing on Health, Safety and Wellbeing. This has included promoting our network of respect at work advisors during anti bullying and harassment week, addressing issues that were identified in the staff survey. Our #TeamEA article which promoted our respect at work network, received 2,654 views.

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

Flood and coastal risk management

3.3 We promoted a positive story of EA staff using 4x4s to help rural residents stranded by snow, to attend medical appointments. This secured great coverage on BBC Breakfast and national news bulletins throughout the day including News at Six and Ten. Our blog featured in The Guardian’s live blog, the Countryfile Magazine blog and was promoted across social media. We also secured Sky News coverage which looked at monitoring of melting snow.

3.4 Local and national communications teams worked together to promote the £70m Ipswich barrier open-day and media event, attended by Sir James Bevan, which included the installation of its 200-tonne tidal gate. We received positive coverage from regional media, including BBC Look East and the Ipswich Star, and New Civil Engineer magazine, demonstrating our action to reduce flood risk and support regeneration in Ipswich.

3.5 We promoted the Secretary of State’s and HM Treasury’s sign-off on plans for the £100m Boston Barrier, which was covered on local radio stations and BBC Look North, and across print media and online including BBC, The Lincolnshire Reporter, Lincolnshire Live, and in trade press, with widespread
use of Emma Howard Boyd’s quote.

3.6 We worked closely with Defra and our local EA team to support the Minister and Emma Howard Boyd’s visit to flood-affected communities in Carlisle, which was positively covered by local and regional outlets including ITV Border, the Carlisle News and Star, the Barrow North West Evening Mail.

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

Water, land and biodiversity

3.7 In response to continued dry weather we are working closely with partners, to align messages that reassure the public, clearly explain the issue and its causes, and share any planned announcements. We posted an operational blog to explain the current situation, provide context to the monthly statistics and reinforce the water company’s water saving messages.

3.8 As part of our fishing licence marketing campaign, we distributed 475,506 e-newsletters to lapsed and current rod licence buyers. As well as encouraging people to buy licences, we highlighted the case of an angler fined £1,800 for fishing without a licence. Preparations for the 2018-2019 season are ongoing.

3.9 We secured a great item on BBC One’s Countryfile which featured our work with the Hertfordshire Wildlife Trust and local anglers to develop a sustainable Barbel population on the River Lea, with a demonstration of electrofishing. The programme is watched by more than 8 million viewers.

3.10 We had a proactive media push to explain how we are tackling the problem of Floating Pennywort in East Anglia. This involved inviting broadcasters to view our harvesting machines in action and interview our local expert. We secured widespread print and radio coverage, and local TV. This also resulted in a reduction in enquiries and phone calls from those who use the waterways.

Regulated industry

3.11 We secured positive media coverage which warned of waste scammers, educated the public about their duty of care, and householders, businesses and landowners of their responsibility for disposal of waste. This helped reinforce our role, and that of the local community, in combatting waste crime.

3.12 To strengthen confidence in our role as an effective regulator, we continue to highlight prosecutions, including coverage of the £80,000 fine Firth Rixson Metals received for a river pollution in 2015. As well as tweets, which were seen over 5,000 times, the story was picked up by local media, online trade sites and the ENDS report.

3.13 We launched a consultation on our regulatory charging proposals, which has been extended to 26 January 2018. Media interest is so far limited to trade press. Farming trades are particularly vocal and we are continuing our engagement with these stakeholder groups to further explain the proposals.

Incident management – thinking big, acting early, being visible

3.14 We provided effective communications support during flooding in Cumbria and Lancashire in November. We contacted partners and media early, and made great use of images and videos. This resulted in largely positive local
and national media coverage. Our warning and informing messages were seen by over 191,000 customers, signposted customers to our online resources 2,488 times and we received 419 retweets.

3.15 On 4 November, BBC Countryfile Diaries ran a feature on the Environment Agency being ready to respond to wet weather, which featured the test of the self-raising barriers at Cockermouth. We are also working with our partners on a joint #WinterReady campaign in Cumbria.

3.16 We are working with the Defra communications group to ensure that roles, accountabilities and lines of communications are clarified during an incident. We also brought senior communications leaders together in December to talk through our new ConOps structure.

4.0 Conclusion and recommendations

The Board is asked to note and comment on the communications activity from November - December 2017.

John Leyland
Chief of Staff
January 2018
Communications

Highlights: November – December 2017

Mark Funnell
Deputy Director, Communications
FCRM Highlights

EA business objective
Better protection for people & businesses against flooding & coastal erosion

Reducing Ipswich flood risk
Local & national comms worked together to promote the £70m Ipswich barrier open-day & media event, which included installing a 200-tonne tidal gate, attended by Sir James Bevan. Result: great regional & trade coverage of our work reducing flood risk and regenerating Ipswich.

More support for NW communities
We supported the Minister & Emma Howard Boyd’s visit to flood-affected communities in Carlisle, which was positively covered by local and regional outlets. She announced that, on top of the £72 million invested across Cumbria, the county has been allocated an extra half a million from the Budget.

Huge publicity on Barrier
We promoted the Secretary of State & HM Treasury’s sign-off on plans for the £100m Boston Barrier. Our press release was covered in on local radio & BBC Look North, +across print media & online including BBC, The Lincolnshire Reporter, & Lincolnshire Live, and trade press, with widespread use of Emma Howard Boyd’s quote

Thames Work to Air in America
We carried out interviews / filming with US channel PBS for an hour-long programme featuring the Thames Barrier, as part of a series on how major cities are preparing for flood risk & climate change. How the EA is reducing risk now & in the future will air on primetime TV in the states, reaching up to 4.5 million viewers.
FCRM Spotlight: Cumbria & Lancs Flooding


Outputs: Contacted all media outlets with where to find info on flood warnings, river levels etc.
- Shared images & worked with Flood Support Officers on quality photos/videos.
- Targeted independent media to reach local 18-35-year-olds with pre-recorded interviews.
- Used 7 local fantastic spokespeople. Jim Ratcliffe wins a special award for doing 8 interviews in one day!

Outtakes: We dealt with 36 media enquires over the incident, resulting in widespread coverage, including all local target outlets, plus national media including ITN, Good Morning Britain, Channel 5 news, Guardian, The Sun, Sky Live and the Press Association.

Outcomes: Media / online sentiment has been broadly positive/neutral towards the EA.
- On social media, our warning and informing messages were seen by over 191,000 people, signposting to our online resources 2,488 times, and we received 419 retweets.
- Key to our increased engagement was use of photos from the ground, partner support & use of video. A 30-second clip has been viewed 4,500+ times.
Enhanced Reputation of Winter Support
We promoted a positive story of EA staff using 4x4s to help rural residents stranded by snow attend medical appointments. This secured great coverage on BBC Breakfast & national news throughout the day, including News at Six & Ten. We successfully pitched our blog into The Guardian’s live blog, Countryfile Magazine blog & across social media. We also secured Sky News coverage on monitoring melting snow & how we predict potential flood risk.

Our new flood warnings – widespread, positive coverage
We provided a template press release & media handling guidance for area teams to promote the automatic registration of O2 customers for flood warnings. Countrywide coverage followed, including local titles in Lincs, Yorkshire, Lancs, Norfolk, Essex, & N.East.

Objectives
- Manage EA’s reputation as taking positive actions to protect people
- Raise awareness of risks & prep/actions that the public can take

BBC Countryfile Diaries ran a feature on the EA being ready for wet weather, featuring the self-raising barriers at Cockermouth being tested & an interview with Andy Brown.

Snowed in: how volunteers are keeping rural Britain connected
Environment Agency staff have been helping vulnerable people in snow-logged areas get to medical appointments by using their 4x4s.
FCRM: Spotlight on…
Flood Action Campaign: Phase 1

Business objectives… Delivered against: Defra’s strategy to 2020; Defra Group Comms plan; Government Comms Plan.
‘A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities’.

EA Business Objectives…
- Better protection for people/businesses against flooding & coastal erosion
- Strong preparedness to emergency response

Campaign Objectives…
- Increase the number of 18-34-year-olds who know if they’re at risk of flooding – and what action to take – from 54% to 58% by April 2018.
- Increase their understanding of:
  a) personal risk from 45% to 48%.
  b) actions to take in a flood from 67% to 70%.
- Increase number of 18-34-year-olds taking at least ONE effective action to prepare for flooding from 36% to 39%. Of those who have taken one action, 15% have viewed, saved or shared the flood plan by April 2018.

Top-line results & outcomes
Compared with a similar 5-day period from last year’s campaign.
- Overall 544% increase in social media actions
- 12% increase in campaign page visits (12,323)
- 205% increase in the number who checked their flood risk (13,041)
- 80% increase in the number who went on to sign up for flood warnings (422)

Social media performance:
- 3m impressions (12% increase on 16/17) with a click-through rate of 1.15% - outperforming 1% industry benchmark
- 34,941 clicks (a 46% increase on 16/17) with a cost-per-click of £1 - outperforming £1.50 government campaigns benchmark
- Media buying agency CARAT advised that we engaged effectively with young males at a rate of 3:1 – a particularly hard to reach audience.

Return on investment
Comparison of 2017 £35k spend with 5-day period last year

<table>
<thead>
<tr>
<th>Activity</th>
<th>2017 Halloween campaign (35k)</th>
<th>2015/16</th>
<th>% increase from ‘16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impressions (BM 1%)</td>
<td>3,000,000</td>
<td>2,214,286</td>
<td>12%</td>
</tr>
<tr>
<td>CTR 1.15%</td>
<td>86</td>
<td>0.68%</td>
<td></td>
</tr>
<tr>
<td>Clicks (BM £1.50)</td>
<td>34,941</td>
<td>15,264</td>
<td>46%</td>
</tr>
<tr>
<td>CPC £1.00</td>
<td>8,726</td>
<td>0.65</td>
<td></td>
</tr>
<tr>
<td>Actions</td>
<td>141,702</td>
<td>8,726</td>
<td>544%</td>
</tr>
<tr>
<td>CPA £0.25</td>
<td>13,257</td>
<td>0.14</td>
<td></td>
</tr>
<tr>
<td>Clicks to campaign site</td>
<td>23,250</td>
<td>13,257</td>
<td>26%</td>
</tr>
<tr>
<td>CPW £1.50</td>
<td>22,142</td>
<td>0.95</td>
<td></td>
</tr>
</tbody>
</table>

BM = Industry benchmark  CTR = click-through rate  CPC = cost per click  CPL = cost per land on website  CPA = cost per action
Fishing Licence Marketing Reaches Huge Audiences...

November’s message to licence buyers again included the option to share on Facebook / Twitter, further increasing audiences. We suggested anglers consider licences as a Christmas gift and signposted to Angling Trust events to learn winter fishing skills. We highlighted the angler fined £1,800 for fishing without a licence. December’s newsletter featured a “Fishmass” message focusing on huge improvements we’ve made to licence structures.

We’ve now completed all planned marketing, until we send reminder comms as licences expire.

Floating Pennywort Interest Met
East Anglia saw a larger than expected increase in Floating Pennywort, generating significant media & customer interest.

Objective: Help audiences understand what the invasive plant is & how we’re tackling it.

Outputs: A proactive push, inviting broadcasters to view our harvesting machines in action and interview our expert.

Outcomes: Coverage on local BBC TV & widespread print / radio coverage. A reduction in enquiries / phonecalls from waterway users.

Sustaining fish population work demoed
We secured a great item on BBC One’s Countryfile on our work with Herts Wildlife Trust & local anglers to develop a sustainable Barbel population on the River Lea, with a demo of electrofishing. The show is seen by 8m+ viewers.

Biosecurity Focus
Sir James Bevan’s visit to the River Bulbourne, celebrating our award-winning chalk-stream partnership work, was the focus of his blog, with strong biosecurity messages.

475k+
E-newsletters sent in Nov to lapsed/current anglers encouraging fishing
Fish Restocking Messages Reach Masses

Objectives: To push messages on EA’s role, improved water quality, fishing licence funding & positive news after two recent pollution incidents.

Outputs: Media opportunities arranged with BBC NWT, ITV Granada Reports, BBC Radio Manchester & local student Quays News for fish restocking in River Irwell, plus 5 tweets & a highlights video.

Outcomes:
- Very positive news packages/interviews by all the above
- Tweets seen 30k times / 34 retweets / 77 likes & videos watched over 4K times
- Highlights vid seen 6,300 times with 200 likes

Showcasing Lesser-seen Work

We used Twitter to promote the use of a new remote-controlled boat on the River Weaver that measures river flow. This was a great opportunity to promote a different aspect of our work, and the video was viewed over 2,000 times.

Our Hydrometry & Telemetry team have undergone training using a new remote control boat to gauge river flow - the boat is able to record flow levels in channels that would otherwise be inaccessible #floodaware #environment
Regulated Industry Highlights

Partnership Success on Power Station Decision

Objectives
Coverage of our decision on Hitachi-GE’s new nuclear power station design, so key stakeholders are aware, who made it & what it means. Increase wider public knowledge of EA’s role in regulated industry

Outputs
Comms & engagement specialists from 3 regulators (EA, Office for Nuclear Regulation & Natural Resources Wales) worked together with Hitachi-GE comms to announce our decision
*5 press releases; 4 websites updates; Final publications / reports published; Social media; Stakeholder briefing / e-bulletins; MP briefing; Internal comms to highlight joined-up working

Outcomes
TBC, but delivery went smoothly & widely covered by media & positively on Twitter. Great example of 3 regulators working together to deliver joined up comms / engagement

Regulator Role Promoted in Prosecution

Objective: Great chance to promote key messages about EA’s role as a regulator & to show we will take action wherever possible

Outputs & Outcomes:
- Two tweets seen over 5,000 times / 250 people engaged with them
- Uploaded to GOV.UK site & included as an Easinet highlight
- Pickup by local media, online trade sites & ENDS Report

Company fined £80,000 for polluting High Peak brook with hazardous chemical
Prosecution Promoted

Detective work by EA officers meant they tracked down pollution in a river to a coach firm emptying chemical toilet contents down a surface water drain. Proactive work to get Press Association interested led to coverage by The Sun, leading trade magazines +other nationals & local radio.

Spot-on Exposure of Spot-checks

Great coverage generated of our waste vehicle spot-checks in Enfield, plus Hillingdon media interest of #OpSpiderdog, with our work positively represented.

COACHES POO FINE

A COACH firm used by The X Factor has been fined £18,000 and ordered to pay £12,000 costs after it emptied its vehicles’ toilets into public drains.

Symphony Chaufeurs broken environmental law when it tipped the human waste into the sewer system.

The Heathrow-based firm’s boss Allen Jeyakumar was also fined £3,134 by West London’s Ealing Magistrates.

Mathew Reed of the Environment Agency said: “Incidents like this have the potential to have a serious long-term impact.

“Symphony Chaufeurs was given repeated warnings about its activities.”
Incident Management: *Highlights*

**Vision:** a robust & effective comms response to incidents that would be recognised across government as exemplary

**Promoting best practice** – We’ve set up a Yammer Incident Comms group to promote conversations & brought staff from across the Defra comms group together to share learning from the recent North West flooding & Grenfell tragedy.

**Role discussions** – following transfer, we’ve been working closely as Defra group comms on our incident structures & lines of communication to ensure everyone understands incident structures & ways of working.

**Incident-readiness publicised**

Operations & Fisheries team held a training scenario in Winsford to test pumps & other aeration equipment

**Objective:** Promote our incident-ready & pollution messages

**Outputs:** Used media and social media to talk about the exercise, with video & photos

**Outcomes:** It was covered by That’s Manchester TV & picked up by the Winsford & Middlewich Guardian, with exercise lead Mike Vernon interviewed

**Training for Regulator Role Reaches NW Audiences**

Social media in the North West focused on our role as a regulator, the training we give to new recruits & disruption work.

36 tweets were sent out, reaching 70,439, with 1,772 people interacting with them. This met one of the main objectives, which was to show the public our training of new recruits.
Incident Management: Spotlight on... Exercise Carta Flame, 5 Dec 2017

Objectives: Promote our incident-readiness and role in supporting / protecting communities

This was a Wiltshire-based joint exercise between EA field operatives and Dorset & Wiltshire Fire Service officers. It saw 120 metres of temporary defence flood barriers deployed next to the River Avon in Salisbury, to enable operatives to sharpen their major incident skills, learning how to connect & fill them as they hadn’t been used in the Area previously.

Members of staff & LRF partners invited to visit exercise location following internal/external promotion

200

Views of our video on Wessex Facebook & Twitter pages

275 + 622

Broadcast (1x radio, 1 x tv) interviews conducted on the day by EA staff, supported by local comms team

2

Potential reach of listeners/viewers* based on available data.

38,016 +

*with an estimated value of £906 based on Kantar data (for Journal only as BBC data unavailable)
.Gov.UK Highlights

We now have access to data for EA-specific pages on .gov. Over time we’ll be able to further refine this to help assess impact / contributions of our communications to business objectives. Here are the main highlights/conclusions from November & December.

How Many Views and Why?
Typical weekday views are around 80K. The spike on 22 Nov (to 119K) likely due to:
- More visits to /prepare-for-flooding
- Publication of Harron Homes fine news story
- More visits to the publications: Working With Natural Processes to Reduce Flood Risk and Hazardous Waste Consignment Note

How Do Visitors Reach Us?
Most arrived via search engines (647K), with 75k arriving direct and 19.8k from Easinet. Facebook links brought 10k, as did the Flood Warning Information Service and Get Your Fishing Licence pages on .gov. Newsletters (9k), the BBC site (7k) and .gov’s flood map planning page (7k) complete the top 10 referrers.

Top 3 News Stories
1. A Staffordshire angler prosecution (6,639 views)
2. EA publishing data on the role of natural flood management in reducing flood risk (2,519)
3. Couple ordered to pay over £62,000 for River Leadon pollution (2,049)

Top 3 Pages
1. EA home page (203,946 views)
2. Search function (193,906)
3. Check Your Flood Risk (115,122)
Internal Communications highlights

Objectives:
- Staff feel we communicate change well, are fully informed on activities and actions, are reassured, and that wellbeing is managed.
- We work with the business to ensure comms on transformation are clear, timely and accurate. We ensure that communications are two-way, seeking feedback & responding to our audience’s needs.

Corporate Services Transfer

On 1 November, we aided the smooth transfer of 976 members of staff from the EA to Defra Corporate Services. We:
• Continued to advise & support with post-transfer communications
• Identified areas where more information was needed
• Started to evaluate the communications during the programme with EA & Defra teams
• Conducted a staff survey on effective project communications
• Applying ‘lessons learnt’ into other change programmes
• Managed visits & briefed EA Directors when they met with CS staff around the country
• Welcomed Defra’s Chief Operating Officer Betsy Bassis to the Peterborough office to meet Corporate Services staff

Objectives: We embed, promote & celebrate the culture in our organisation. We create the environment for staff to share their stories, feel proud of their work & help our culture flourish.

Top Easinet Highlight
Farewell Ergon House – Hello 2 Marsham Street: 2,518 views
Announcing Ergon is now closed to staff +details on 2 Marsham Street

Top #TeamEA Article
Respecting each other – let’s talk about it: 2,654 views
Focus on our Respect at Work advisors to launch Respect at Work Week
Internal Comms: Spotlight on…
Health, Safety and Wellbeing, Fleet and IEM

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

• **Launch of our new eye care service**: worked with Defra colleagues to produce information across all channels for the *Smart Employee Eyecare* (SEE) launch

  
  - **Healthy Minds**: Focused on men’s mental health with a powerful video from Graeme Warren & Toby Willison

  
  - **Mind Index survey**: worked with the Mental Health Network & Wellbeing team to produce a comprehensive package of cross-channel comms to promote this year’s survey

  
  - **HSW Monthly Pack downloads (Nov)**: 1391

  
  - **FleetSHARE**: worked with colleagues in Defra Group Fleet Services to launch a pilot project aimed at drastically cutting the amount of money we spend on hiring plant

  
  - **IEM**: To raise internal awareness of our Internal Environmental Management work, Devon, Cornwall & Isles of Scilly Weekly Buzz solely covered our commitment to sustainability, with examples/stories of positive behaviours, attitudes & ambitions.

• **Outcomes** - The special edition was opened by 81% of people receiving it (it goes to 701 people) - a record for % of people opening the Buzz in this area.
Internal Comms: **Spotlight on Respect at Work**

**OBJECTIVES** - Staff:

... learn about and access network of advisors/guidance, to increase support & challenge poor behaviours

... feel they’re contributing to and benefitting from our organisation’s culture

In the last employee survey, 11% of staff said they had experienced bullying or harassment in the last year. For National Anti-bullying Week, we worked with the Respect at Work network to promote our expanded network of advisors & address issues that came up in the survey.

**Outputs:**

We promoted the week’s purpose & activities in channels, including Easinet & Weekly Buzz.

We shared our plans & materials, including poster templates, across the Defra group to help shape campaigns in other organisations.

**Outcomes:**

The #TeamEA article promoting our Respect at Work network received **2,654 views** & the Easinet Highlight **viewed 1,700 times**.

Nearly **500 lines were opened** during the webinars and **over 60 people** attended a face-to-face Horizon House session with John Leyland.

**Over 50 emails** were received in the Respect at Work mailbox during the week.

The Easinet page with advice & guidance was viewed **524 times** during the campaign, compared with **130 views** during the whole of the previous month.
Awards Update

Learning has been shared across Comms following the successful shortlisting of all our awards entries and – since the last report – a WINNER in the PRCA National Awards final!

Public Relations & Communications Association: National Awards Result…

- EA Flood recovery communications: WINNERS!

We won Gold in the Crisis Management Category – a great team effort.

CIPR Regional Awards Results…
- Flood recovery communications – Yorkshire: SHORTLISTED
- Flood recovery communications – Cumbria & Lancashire: SHORTLISTED
- East Coast Surge communications – Anglia: SHORTLISTED
- Waste Crime communications – GMMC: SHORTLISTED

PRCA National Awards Result…
- New EA Staff Awards Scheme: SHORTLISTED