Board Meeting
Thursday 12 July 2018

Venue: Large Board room 4th Floor 2 Marsham Street
Board Breakfast: 09:30am - 10:45am
Board meeting: 11:00am - 3:05pm

1. Apologies
   - Emma Howard Boyd
   - 11.00am
   - 10 mins

2. Declarations of Interest
   - Emma Howard Boyd

3. Minutes of the Board meeting held on 16 May 2018 and matters arising
   (for approval)
   - Emma Howard Boyd

4. Board Updates
   4.1 Chair’s update, summary of the June planning meeting and dates for 2019 (for information and approval)
   - Emma Howard Boyd
   - 11.10am
   - 35 mins
   4.2 Chief Executive’s update (for information)
   - James Bevan

5. Dieter Helm – delivery of the 25 Year Environment Plan
   (for information and discussion)
   - Emma Howard Boyd
   - 11.45am
   - 45 mins

Lunch
   - 12.30pm
   - 45 mins

6. Environment Agency 5 Year Plan
   - John Leyland
   - 1.15pm
   - 30 mins
   For steer

7. Presentation of Annual Corporate Services Reports and Forward Look
   7.1 Sustainable Business Full Year Report
   7.2 Annual Equality, Diversity and Inclusion Report
   7.3 Annual health safety and wellbeing update and Report
   (for noting)
   - Toby Willison
   - 1.45pm
   - 45 mins
8. Regular finance items
   8.1 Schemes of Delegation (for approval)
   8.2 Quarter 4 Corporate Scorecard (for noting - sent via correspondence)

9. Recent committee meetings updates
   Audit and Risk Assurance Committee annual summary report

10. AOB and date of next meeting

11. Review of meeting

Information papers -
   1 Annual WaterAid update - John Curtin
Sponsor: Board Governance team  
Title: Board and Committee dates 2019

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<th>Recommendations:</th>
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<tr>
<td>Please note and approve the schedule of Board and Committee meetings for 2019 detailed in annex 1.</td>
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<th>Key points for information</th>
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<td>This paper is intended to update you on:</td>
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<td>(i)  Proposed rationalisation of the Board and Committee schedule from 2018 to 2019</td>
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<td>Reviewed and approved by:</td>
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<tr>
<td>Rob Creed, Board Governance</td>
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<td>[Emma Howard Boyd]</td>
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<th>Are there any risks associated with the evidence and analysis in the paper?</th>
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<td>The paper proposes fewer meetings in 2019 than in 2020. There will therefore be fewer opportunities for the Board to review and approve and unplanned issues. This is mitigated by:</td>
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<tr>
<td>- the detailed analysis undertaken to look at previous year’s flow of work and the equal spacing of meetings throughout the year</td>
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<td>- the potential for more effective use of technology such as email, SharePoint and webex/video/teleconferences</td>
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<td>- the potential to use the Chair’s delegated authority to approve on behalf of the Board between meetings</td>
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<th>How will the key messages/decisions be communicated?</th>
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<td>New appointments will be sent out to Board members and EDT.</td>
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Form completed by: Sarah Wieczorek  
Date: June 2018
1.0 Introduction

1.1 A review of Board and Committee dates has been undertaken. The aim was to make a greater proportion of Board members’ and Executives’ time available outside of formal meetings and to make a greater proportion of their time in meetings focussed on the most important, strategic issues.

1.2 A proposed schedule for 2019 is detailed in Annex 1. Most dates remain the same as previously advertised, with a few important changes.

1.3 The review has taken into account:
   i) the need for core pieces of work to come through the approval system to Board, through a detailed analysis of previous years
   ii) opportunities to encourage open discussions between the executive and non-executive
   iii) the Board’s enthusiasm for using technology to conduct business more
   iv) Board and Executive members’ time commitment

2.0 Proposal for Board meetings

2.1 The current programme has developed over a number of years and many of the historic justification for timings no longer exist. The number of Board meetings has increased and become irregular and the business has struggled to prepare papers between meetings.

2.2 The proposals for 2019 set out in detail in Annex 2 reduce the number of formal meetings and will be interspersed with shorter teleconferences to keep Board members up to date.

2.3 It is also proposed that we replace the 2018 November Board date with a teleconference and to use the September meeting time (around the visit) as paperless discussion time. The Board is currently scheduled to meet every month throughout the Autumn without a clear need.

3.0 Proposals for Committee meetings

3.1 Proposed dates for all committee meetings are detailed in Annex 1. The Secretary, Executive Director and Chair for each Committee has been consulted where changes are proposed. In summary:
   - Remuneration Committee will have two main meetings and one short meeting per year – sequenced to fit the flow of work
   - Pensions Committee schedule will remain the same but be reviewed as requirements around the change to Brunel become clearer.
   - FCRM Committee will meet 4 times in the year, spread more evenly and to match work flow.
   - E&B Committee will meet 3 times, spread more evenly, sequenced to shape items coming to the Board.
   - ARAC schedule remains the same but will remain under review to keep it relevant.

Board Governance team
June 2018
Annex 1 - Draft Board and Committee Dates 2019

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<tr>
<th>2019</th>
<th>AUDIT</th>
<th>REM</th>
<th>PEN</th>
<th>FCRM</th>
<th>E&amp;B</th>
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<td>23 AM</td>
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<td>Feb</td>
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<td>26 ISC</td>
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<td>March</td>
<td>6 AM</td>
<td>27 PM SHORT</td>
<td>27 PC/PB</td>
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<td>April</td>
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<td>30 AM</td>
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<td>03 to 04 Board paperless meeting and visit</td>
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<td>May</td>
<td>23 AM</td>
<td>21 ISC</td>
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<td>16 Board meeting</td>
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<td>June</td>
<td>19 AM</td>
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<td>July</td>
<td>25 Optional Risk Workshop (all)</td>
<td>17 ISC</td>
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<td>10 to 11 Board planning (paperless)</td>
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<td>August</td>
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<td>Sept</td>
<td>5 AM</td>
<td>24 PC/PB</td>
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<td>25 to 26 Board meeting and visit</td>
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<td>Oct</td>
<td>03 AM</td>
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<td>Nov</td>
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<td>19 ISC</td>
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<td>Dec</td>
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<td>17 PC/PB</td>
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## Annex 2 – Detailed Board Meeting Schedule for 2019

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<th>Date 2019</th>
<th>Meeting</th>
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<td>07 February</td>
<td>Board meeting¹</td>
<td>FCRM finance papers must be approved at this time. Board to see Finance report before year end.</td>
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<td>03 to 04 April</td>
<td>Board paperless meeting and visit²</td>
<td>This is a good time of year for the Board to be out and about. The meeting gives informal time to discuss issues linked to the visit, or free space to talk about current issues.</td>
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<tr>
<td>16 May</td>
<td>Board meeting</td>
<td>This is an opportunity for the Board to review a first draft of the Annual Report and Accounts and to delegate sign-off.</td>
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<td>10 to 11 July</td>
<td>Board planning meeting</td>
<td>This would be the new date for the planning meeting. This timing would help to space out the Board meetings more effectively. The annual corporate services reports that have previously dominated this meeting would move to the next Board meeting, giving more time for preparation of the data and planned response.</td>
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<tr>
<td>25 to 26 September</td>
<td>Board meeting and visit</td>
<td>This is a good time of year for the Board to be out on a visit. The annual corporate services updates would come to this meeting, along with other timely papers.</td>
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<tr>
<td>12 December</td>
<td>Board meeting</td>
<td>This gives an opportunity for the Board to get assurance on winter readiness and discuss any other timely issues. Half year scorecard and financial reports should be available for assurance before Q4 starts.</td>
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### Notes

¹ Board meetings will include an informal breakfast and time during the meeting for structured strategic discussion without papers.

² Paperless meetings will involve a session of less structured time for the Board to explore issues early and in greater depth. Background material may be circulated prior to the meeting but the Executive wouldn’t generally be expected to produce formal papers. The meetings should help to encourage open discussions on important issues as a group of executives and non-executives.
FOR NOTING
Recommendations

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

1.0 May Bank Holiday thunderstorms

1.1 Significant disruption occurred from thunderstorms over the May Bank Holiday weekend. The event was well signalled before the weekend and all partners were briefed and ready to react at short notice. Current assessment indicates that around 800 properties were flooded, mainly in Birmingham, Northampton and Milton Keynes, from surface water and some river sources and sadly there was a fatality in Birmingham. We continue to support local authorities in recovery.

1.2 There was a strong EA performance through this event with very positive feedback from Defra and Civil Contingencies Secretariat at Cabinet Office about our performance. We did see variations in the quality and timeliness of our partner response that will be taken back to Local Resilience Forum debriefs.

2.0 Dry weather update

2.1 The wet 3 months from February to April have promoted groundwater recovery in the south east and status is now normal for this time of year. While our incident response moved to recovery and business-as-usual, operations will maintain their usual vigilance for a prolonged hot, dry summer. The political/media/stakeholder position is de-escalating although with any periods of dry weather, interest in the media does pick up. Some eNGOs are continuing to highlight longer term issues, with abstraction pressures in certain areas such as the Chiltern chalk streams. We continue to engage these groups for long term solutions.

2.2 With the recent dry weather, rivers and surface water storage in the North West is declining quickly. Levels remain above drought triggers and local area and national teams are closely monitoring the situation for potential water supply and environment issues. Water supply and storage in Cumbria can be particularly susceptible to spells of dry weather at this time of year, and drought plans are in place if needed.
3.0 **National flood and coastal erosion risk management (FCERM) strategy**

3.1 The government committed in its 25 year Environment Plan that the Environment Agency will revise the national flood and coastal erosion risk management (FCERM) strategy in 2019. The Environment Agency is doing that through collaboration with the people who will be affected by it or play a part in its delivery.

3.2 We worked with partners to develop the scope of the work, and the initial FCERM-2050 ambition, over the winter. The FCERM Committee has also helped to shape this work. As part of our next phase of wider collaboration we have multiple working groups (c100 individuals) shaped around the core questions as defined in the scope.

- What do we all want to protect and how can we collectively fund it?
- How can we all put water at the heart of everyone’s decision making?
- What part do individuals, communities and businesses play?
- How do we develop the current roles and responsibilities of professional partners to be effective, simple and clear?

3.3 We will also be supporting sector specific engagement with groups such as Regional Flood and Coastal Committees, Coastal Groups, Local Government, UK Flood Partnership and others.

3.4 The Strategy’s core focus is 2050. This time horizon allows us to span political terms, plan for climate change and sets a reasonable length vision. We will complement it with a piece of work to 2100 to help us future-proof the vision and we will outline the initial (5-10 year) steps in a short-term action plan. Those initial steps will be constrained by relevant Government policy and legislation in a way that the 2050 vision will not. We are working closely with Defra to help shape the new Policy Statement and ensure officials can consider feedback from our engagement process to help shape their views.

3.5 We will move from engagement to drafting in the early autumn and come to the Board for a discussion on the likely content of the Strategy. We are planning to consult in December 2018 (after the Defra Policy Statement is published) and produce a final Strategy in 2019. Beyond this we plan to continue a strong collaborative focus to implement the Strategy.

4.0 **Publication of the Multi Agency Flood Plan Review**

4.1 An independent external review of Multi-Agency Flood Plans (MAFPs), led by Major General Tim Cross, was announced on 3 Nov 2017 by the Secretary of State (SoS) for the Department of the Environment, Food and Rural Affairs. The key question posed by the SoS was: “Do Local Resilience Forums (LRFs) in England have robust plans in place to respond to flooding incidents in their respective areas?”

4.2 The Major General found that there are many good people engaged across the country in this work and the overall picture is reassuring, however he found there was clear room for improvement in many aspects of flood response planning. This largely involves reinforcing success, spreading existing good practice, extending national support measures and increasing
resources devoted to flood emergency preparedness; rather than more fundamental reform. There was some direct support for the work of the EA.

"Whilst any national organisation will have a mixed reputation, there was almost universal support for the EA as the key flood-specialist organisation operating at the national and local levels, with many making very positive suggestions about its future development."

4.3 There are two recommendations that are of particular relevance for the EA:

- The current role of the EA should be expanded to give it greater reach and enable it to provide additional direct support to LRFs. It should also be allowed greater flexibility on balancing spending between flood defences and flood emergency planning and response.
- Responsibility for emergency planning/response for surface and groundwater flooding should be brought into line with main river and coastal flooding which is currently the responsibility of the EA.

4.4 It is Defra’s intention for a full government response to be published in due course, following further discussions and consultation. Defra will need to work across government to make sure that this is in-line with the work on resilience standards and the continuing work on the National Flood Resilience Review. Defra will also need to consider how best to engage others outside of central government in some of the more sensitive recommendations in General Cross’ report, including on funding and responsibility for planning and responding to surface water and groundwater flooding.

5.0 Collaboration with Geographical Association

5.1 At the last Board we updated you on the new suite of flood engagement materials to encourage children and young people (C&YP) to be ‘flood ready’. Building on this work we have also recently launched nine online classroom-ready GCSE/A Level Geography resources for teachers about flood and coastal erosion risk management in collaboration with the Geographical Association (GA).

The teaching resources cover the following topics:

- Causes of river floods using Storm Desmond and introducing Natural Flood Management (NFM)
- Investigating effects of river floods using qualitative/quantitative evidence
- Response to floods using Oxford Flood Alleviation Scheme
6.0 Working with Media Providers

6.1 In early June we ran a flood forecasting & warning awareness session at our Reading Forecasting Centre with ITV and Sky News. As well as explaining what goes into producing a flood forecast we also demonstrated our systems, which they found really impressive. We hope to repeat the session with the BBC and Channel 4. Key outcomes are:

- ITV and Sky have a much greater understanding of our flood forecasting & warning role and products, technical abilities, and limitations. This will help them better represent flood information in their weather broadcasts.
- We are invited to an ITV weather presenters forum on 19 June for a joint presentation with ITV.
- We have a much greater understanding of the information ITV and Sky need to support us in our role. It is apparent they have different needs, with ITV having both national and regional teams and appreciating the finer detail, and Sky being a national 24/7 news provider requiring specific detail when it becomes a ‘national’ flood story.

7.0 Free data for everyone

7.1 On 1 April 2018, we removed all remaining charges for our data. People can now use our data for free with minimal licence restrictions unless the data contains information from third parties, in which case we may have to levy the third party’s charge. Since 2015, we’ve progressively removed charges from almost 100 datasets including LIDAR, which has been downloaded over a million times since becoming Open Data.

7.2 We’ve seen our Open Data benefit communities, for example, the Pang Valley Flood Forum and the Red Cross in its emergency app which alerts users to localised emergencies. We’ve also seen some surprising uses of our Open Data, including archaeologists using our LIDAR data to find lost Roman roads. We can still recover charges for some Freedom of Information and Environmental Permitting Regulations requests. These charges apply to large requests which could be refused as ‘manifestly unreasonable’ but which we believe are in the public interest to provide.
8.0 Future Thames Barrier Update

8.1 The Thames Estuary 2100 Plan sets out an adaptive approach to managing increased tidal flood risk in London and the estuary until the end of the century to continue to protect 1.3M people and £275B worth of property. The Plan identifies the need for an upgraded or replacement Thames barrier by 2070, with a decision around options currently expected to be required around 2050. The potential locations for a future barrier are very limited and are identified in the Plan, approved by Defra in 2012.

8.2 Although the decision on the barrier is likely to be a long way off, we are acting now to safeguard the land that may be required. This is a challenge, as the adaptive nature of the Plan does not provide the certainty that would be needed to secure legal planning status. With significant development taking place throughout the estuary, we are working with councils and land owners, while the Mayor of London has committed support for the new barrier in his manifesto, environment strategy and draft London Plan.

8.3 A planning application was submitted for a mixed development at Purfleet earlier this year, with no provision made in the application to allow for any land to be used for a barrier in the future. We objected on this basis and have been meeting regularly with the developers and council to try to find a mutually agreeable solution for the site’s development. The Port of London Authority has also objected on the same grounds, and both the local MP and the Mayor of London have written to the council to express support for the future barrier and to encourage the council to work with us to find a solution.

8.4 We are working to identify a more appropriate use for the small part of the site that would be needed, which doesn’t curtail the local plans for growth but does allow for future flood barrier construction. To date, no collaborative solution has been identified and Thurrock Council has delayed taking the issue to their Planning Committee for final approval, whilst we continue to seek agreement with them.

9.0 EU exit

9.1 Business impacts
We have assessed the risk to our business activities as a result of EU Exit impacts on our supply chain, people and resources. We rated our current understanding of the risk for five categories and also for the corporate scorecard measures:
1. People and resources (low risk).
2. Procurement (medium risk – some uncertainty remaining over the impact on fleet and construction costs on FCRM spend).
4. Indirect impacts (medium risk – some uncertainty remaining over how EU Exit will impact on those we regulate and work with and what impact that might have on us).
5. EU funding and evidence-based services (high risk – reflecting uncertainty around accessibility of future funding for flood risk and environmental projects).

9.2 EU exit poses a low risk to delivery of the 2018/19 corporate scorecard measures as risks are likely to be felt over longer timescales. EDT endorsed
Protective Marking

five key recommendations in April and we have produced an action plan to ensure recommendations are taken forward.


10.1 The UK is a signatory to the Joint Convention on the Safety of Spent Fuel Management and on the Safety of Radioactive Waste Management (the ‘Joint Convention’). The Joint Convention addresses the issue of spent fuel and radioactive waste management safety on a global scale, by establishing fundamental safety principles and creating a peer review process that works on a three year cycle. At the recent Sixth Review Meeting in May, the UK was awarded a Good Practice for our application of the waste hierarchy for low-level radioactive waste (LLW) management, and a further four Good Performances. The Environment Agency has been a key contributor to this success through our regulation and influence.

11.0 New Nuclear Build Developments

11.1 BEIS Secretary of State, Greg Clarke has announced in Parliament that the government is entering into commercial discussions with Hitachi-GE about financing arrangements for their proposed new build project at Wylfa Newydd. Engagement is also ongoing with the developers of the other proposed new build sites, including Sizewell, Bradwell, Oldbury and Moorside. This will provide developers with improved confidence to progress their projects and will build momentum in the overall programme. We continue to provide advice to BEIS as it develops its nuclear development National Policy Statement for the period 2026 to 2035. We provide nuclear regulation support to Natural Resources Wales (NRW) and are providing advice as it considers the environmental permit applications.

12.0 Reducing Plastics in the Environment- An Update on Our 7 Point Strategy

12.1 We’ve developed a strategy which articulates our role and the work we are developing in partnership with others to deliver our part of the 25YEP aim to eliminate all avoidable plastic waste by 2042. Our focus is on reducing plastics entering the environment and highlighting emerging issues such as micro plastics.

12.2 This involves work across the organisation and is aligned to the following strategic objectives:
• We demonstrate we are an exemplar organisation and influence the reduction of single use plastics across the Defra Group
• We work collaboratively with Defra, BEIS and other partners, such as WRAP, BITC and Water UK to establish a coherent policy and regulatory framework based on sound science and practical interventions to reduce plastics reaching the environment
• We support others, NGO’s, businesses, research institutions and communities, to take initiatives to reduce plastics reaching the environment and contribute to a better understanding of the impact of plastics on the environment.
13.0 Chinese Waste Import Restrictions

13.1 The two main waste streams affected are plastic and paper. The risk of sudden and widespread problems in finding alternative routes for the wastes has not yet materialised and it is more likely we will see a gradual build-up of recyclables rather than a sudden stockpiling. Some alternative markets (notably Vietnam and Malaysia) are already restricting imports as a result of political changes and underdeveloped infrastructure. We have an internal action group which has initiated a project looking at permitted and exempt waste sites. Approximately 600 sites of potential risk from stockpiling are being visited over the next three months. We are also engaged with local authorities and Local Resilience Forums to ensure that the potential risks that may occur are appropriately shared with our partners.

14.0 Water Resources Management Plans (WRMPs)

14.1 Most water companies have consulted on draft WRMPs and a small number are still out for consultation. We have focussed on four companies: Affinity Water, Thames Water, Anglian Water and Southern Water. Our main issues have been about protection of the environment, decisions on long term solutions, lack of ambition on long-term leakage reductions, and resilience to droughts. We have submitted representations on all the water company plans and, although these are not published, they are available to the public on request. We have received a number of requests to see our representations. In our representations we have pushed companies to improve their plans to ensure secure water supplies and a protected environment.

15.0 Price Review 2019 (PR19)

15.1 The Water Industry National Environment Programme (WINEP) is an ambitious programme of environmental enhancements that the Environment Agency expects water companies to deliver for the period 2020-2025.

15.2 It will help tackle some of the biggest challenges facing the water environment, from the spread of invasive species and low flows, to the effects of chemical, micro plastic and nutrient pollution.

15.3 Headlines include:
- Approximately £5bn will be invested in the natural environment.
- At least 6,000 km of our waters (and possibly up to 9,000km) will be protected and improved.
- 24 Bathing Waters and 10 Shellfish Waters will be protected and improved.
- Nearly 200 measures will be put in place to protect nature conservation protected sites.
- A further 150 measures will be put in place to deliver improvements directly for fisheries and wider biodiversity outcomes.
- All water companies with significant assets will have measures put in place to control the spread of Invasive Non Native Species.

15.4 Where there are genuine reasons for delivering over a time period longer than 2025, the Environment Agency and Ofwat will consider these. Water companies wishing to do this will need to make a compelling case explaining...
Protective Marking

where it will deliver better outcomes for customers and the environment – for example, long term and sustainable solutions, catchment approaches that deliver multiple benefits, and partnerships that deliver better value for money.

15.5 We expect water companies to include the WINEP in their business plans submitted to Ofwat in September 2018. The programme will be finalised once Ofwat has considered the water companies’ business plans as a whole, including affordability, and made its final determination on prices in 2019.

James Bevan
Chief Executive
**Sponsor:** Board Governance Team  
**Title:** Board Committee Meetings

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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 14 March 2018.

2.0 Flood and Coastal Risk Management Committee

2.1 The Committee has not met since the last Board meeting. The next meeting will be on 25 July.

3.0 Environment and Business Committee

3.1 The Environment and Business Committee met on 17 May 2018. Substantive items discussed were:
   • Priorities and major challenges in the North
   • 25 Year Environment Plan
   • The EA Role in managing ‘plastics’

4.0 Remuneration Committee

4.1 The Remuneration Committee met on 24 May 2018. Substantive items discussed were:
   • Pay Award and Pay Remit
   • Voluntary early release (VERS) Update
   • People Report
   • Performance ratings and PRP for EDT and CEO

5.0 Pensions Committee and Pensions Board

5.1 The Pensions Committee met on 13 June 2018, substantive items discussed were:
   • Brunel Pension Partnership update
   • Recommendation of Committee appointments to the EA Board for approval at this meeting
   • Benefits administration and communication, including update on Capita and corporate transfer
   • Annual Report and Financial Statements of the Closed and Active Pension funds including NAO Audit Completion Report and draft letter of understanding
   • Update on EAPF 2018-19 Business plan and risk register
   • Report from the Investment Sub Committee on 23 May 2018

5.2 The Investment Sub Committee met on 23 May 2018, substantive items discussed were:
   • The financial position and strategic performance of the Fund for the last 12 months
   • Custodian transfer and investment update
   • Investment Strategy Statements
   • Progress on Brunel pooling including passive equity transfer
Ref: B/1807-05

- Shareholder resolution at Royal Dutch Shell’s AGM.

6.0 Audit and Risk Assurance Committee

6.1 The Audit and Risk Assurance Committee met on 19 June 2018. The substantive items discussed were:
- Health Safety and Wellbeing update
- Annual internal audit report and opinion
- Environment Agency Annual Report and Accounts
- Environment Agency Pension Funds (Closed and Active) Annual Reports and Financial Statements
- National Audit Office Audit Completion draft reports (for the EA and Pension Funds) – including draft letters of representation
- Internal Audit progress and reports
- Transformation and ongoing monitoring update
- NAO update on reviews
- Defra Internal Audit update including Defra Group reports
- ARAC annual review paper

Roberto Carey

July 2018
Appendix 1: Progress against Statutory Equality Objectives

Sponsor: Director of Operations

Title: Annual Equality, Diversity and Inclusion Report

Please clearly state what decision you are seeking from the meeting

The Board is asked to:

Note the Equality, Diversity and Inclusion (EDI) highlights for the year 2017-18.
Note the progress to deliver the statutory objectives for 2017-2020.

Key points for discussion

To reflect on the breadth of EDI activity and progress so far, and the approach we have taken to deliver the Environment Agency Board approved statutory equality objectives.

Governance

What meetings/groups have already reviewed this item?

What meetings/groups need to review this item next?

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

No

How will the key messages/decisions be communicated?

This will be determined following the Executive Directors Team meeting.

Legal Services have been consulted and no legal annex is required

Legal advice provided by:

Form completed by: Mike Clarke
Date: 06/06/2018
1.0 Introduction

1.1 Since 2012 we have been reporting progress against our 4 year Public Sector Equality Duty (PSED) Equality Objectives. In January 2017, Defra group launched its EDI Strategy for 2017-2020, and in July 2017 the Board approved the statutory Environment Agency equality objectives to remain compliant with the PSED. The new equality objectives take us forward to 2020, and align with the Defra group EDI Strategy. The progress against objectives will form the basis of future EDT and Board corporate updates.

1.2 This paper provides key highlights from the last 12 months, and seeks discussion on approach to deliver the new objectives and becomes the best employer in the country for equality, diversity and inclusion.

2.0 EDI Highlights

2.1 The HR EDI team has continued to be heavily utilised by Defra, in particular in the shared delivery of the group EDI Strategy. However, despite the inevitable challenge to direct support for the Environment Agency, our support has enabled the embedding of EDI activities and initiatives across the business to increase and be successful.

2.2 Highlights include:

- a new workplace adjustments system incorporating:
  - new Operational Instruction fully explaining the terms, legal requirements and processes
  - new gateway, written in partnership with the Environment Agency’s employee networks to cover a wide range of situations
  - new central funding scheme to help pay for the workplace adjustments

- the continued successful delivery of the Diversity and Confidence Programme with webinars and resources covering subjects such as “Discussing Diversity”, “Be Yourself, be Your Best”, “Resilience Under Pressure”, “Cultural Intelligence” and “Respect at Work” (produced together with the Respect at Work Network),

- the work with the Chartered Institute of Water and Environmental Management (CIWEM), the Institution of Civil Engineers (ICE) and Brunel University of London to undertake a number of activities to celebrate the successful careers of Environment Agency engineers,

- the launch of a Civil Service EDI award-winning Menopause Discussion Pack,

- the EA representation at the Whitehall Industry Group Diversity Conference where John Leyland, Andy Croxford and Vicky Rockingham profiled our staff networks, focussing on the Cancer Network and the Mental Health Network,

- the completion of the internal audit of the EA Public Sector Equality Duty, resulting in increased activity around the production of equality analyses for new and amended people-related policies, procedures, programmes, projects, and systems,

- 37 offices, depots and labs across the EA joined in the World’s Biggest Coffee morning to raise over £5,400 for Macmillan Cancer Support,

- an increase in the representation of the EA at careers fairs at schools and universities, at jobs fairs, and notably the EA recruitment and careers stands at the
annual full tide test closure of The Thames Barrier (lit up in rainbow colours) celebrating our networks and the importance of a diverse workforce,

- the continued participation in a wide range of positive action initiatives:
  - externally via the 30% Club for women in business, Coaching Squared (B.A.M.E., disabled, female and LGBT+ employees,
  - internally via career development workshops and mutual mentoring,
  - feedback remains very positive for these initiatives,

- the “Increase the Pace on Race” workshops supported by Area Director Leadership Teams, and more recently the introduction of “Let's Talk About Race” workshops as part of the Defra group “Project Race” programme,

- the breath of gender initiatives across our organisation, including really effective “Women in Science” and “Women in Field Operations” initiatives, and also the celebration of 100 years of Women’s Suffrage, culminating in the EA hosting the Suffrage Flag for a week with multiple stops in Bodmin, Exeter, Twerton, Bath, Warrington, Leeds and Horizon House in Bristol,

- at the EA Awards, the Chair’s Award for Diversity Champion went to Samm Legg, founder lead of the EA Visual Impairment Network, who continues to raise awareness of visual impairment and to advocate improvements to the working lives of others. Her work includes producing “Seeing Things Differently”, a guide for visually impaired employees and their colleagues,

- the EA EU Citizens Network also won an award for joining forces with colleagues across the Defra group to create a pan EU nationals network. The network strives to reach as many EU colleagues as possible to share best practice and knowledge on the potential impacts of the UK exit from the EU,

- further afield, on World Down’s Syndrome Day, two of our employees, James Trout and Tom Sewell spoke at the United Nations in New York encouraging governments to think differently about recruitment and follow the EA example where James recruited Tom to come work for the EA as a Laboratory Assistant as part of the “WorkFit Programme”. WorkFit helps to get people with Down’s Syndrome into employment,

- we retained our number one spot in the MIND Workplace Wellbeing Index and have been once again accredited as a gold medal mental health organisation,

- we placed 18th in the Stonewall Workplace Equality Index for 2018 – up from 47th last year and 72nd in 2016,
  - this is the eleventh successive year that we’ve made the Top 100, competing with over 400 organisations across the country
  - We are one of the top 5 Government employers,
  - this is an especially important year as it is the first time that the submission has taken into account trans inclusion as part of the assessment,

- the launch of our pioneering new trans, non-binary and intersex employee policy,

- the publication of our gender pay gap, and while the legislation only required us to report our pay gap for gender, as part of our culture is to embrace difference: include everyone, we reviewed and published our pay gap for all protected characteristics,
the good news is our gender pay gap is small at just 2.7%. It is still low despite the fact we have more men than women in senior posts. This is because we also have a higher proportion of men than women in lower paid roles,

- our disability pay gap is 2.6%,
- our race pay gap is 3.3%,
- our religion and belief pay gap is -0.2%,
- and our sexual orientation pay gap is 6.2%,

We have done so much, and achieved many positive outcomes for equality, diversity and inclusion over the past 12 months, however there is still much more work to be done to make sure we have a truly diverse, inclusive and equal workforce, and to meet our aspiration of being the best employer in the country for equality, diversity and inclusion.

3.0 The Public Sector Equality Duty Delivery Plan 2018-2020

3.1 Five equality objectives were approved by the Environment Agency Board in July 2017. These align with the Defra Group EDI strategy. The objectives are delivered by a plan with specific actions and measures.

3.2 These objectives were developed in consultation with internal stakeholders including our EDI Executive Leads and our employee networks.

Employee equality – “equal, diverse and inclusive”

a. Fair and transparent practices
b. Diverse workforce
c. Inclusive workplace culture

customer equality:
d. Customer understanding
e. Customer services

Progress against achieving the equality objectives delivery plan can be found in appendix 1.

4.0 Conclusion and recommendations

4.1 Executive Directors Team is asked to:
   1. Note the EDI highlights from the year 2017/18
   2. Note the progress delivering the statutory equality objectives

Jen Garrett
Deputy Director HR
12 June 2018
Appendix 1

Progress against the Equality Objectives Delivery Plan 2018–2020

<table>
<thead>
<tr>
<th>Employee focused equality objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Fair and transparent practices</strong></td>
</tr>
<tr>
<td>We aim to remove barriers (and provide positive action support) for people from under-represented protected characteristics groups, ensure employees treat each other fairly, equally and with respect.</td>
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<tr>
<td>We have seen a small increase in the number of equality analysis undertaken on proposed employee policies, processes, projects and programmes.</td>
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<tr>
<td>We have created a new national role focused entirely on raising the awareness of the appearance and impact of discrimination, bullying and harassment (DBH) on employees. A DBH “Respect at Work” resource pack has been developed and is available to all of our employees.</td>
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<tr>
<td>We have completed the tender for a suite of EDI learning interventions appropriate for leaders, managers, employees and functions which includes EDI, Unconscious Bias, Inclusive Behaviours, Equality Analysis, Awareness (Cross-cultural, DBH, Disability, Race) and Positive Action. As well as face-to-face workshops the tender included complementary e-Learning products, as well as videos which we will also use to include our Field Services workforce in EDI awareness learning.</td>
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<tr>
<td>We have continued with our positive action programmes for B.A.M.E., disabled, female and LGBT+ employees, and we have seen an increase in Executive Managers taking part in “mutual mentoring” and coaching initiatives with employees in under-represented groups. Many Area Leadership Teams (ALT) have brought their mutual mentors who are B.A.M.E., disabled or LGBT+ to their meetings to discuss EDI-related subjects.</td>
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<tr>
<td>One such ALT is Yorkshire Area who asked B colleagues from in and outside of Yorkshire to support them with their Grade 7 recruitment by attending the interviews and interacting with the candidates to spark conversations about the EA’s approach to B.A.M.E. employees / communities. It reminded the internal candidates that Yorkshire has a firm commitment to EDI and that is what they expect of their Grade 7 leaders. Significantly the external candidates were impressed by this approach as they were not familiar with the EA inclusive culture. Feedback from the B.A.M.E. colleagues who took part was equally positive remarking that they benefited from interacting with future leaders of our business in a relaxed way and from receiving an appropriate platform to discuss subjects that are close to their hearts.</td>
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<tr>
<td>All members of the Executive Director Team have now visited and developed a link with one or more universities which have high B.A.M.E. representation. Directors are increasingly embedding the learning and best practice from such visits:</td>
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<tr>
<td>o Legal Services developed a link with the University of Wolverhampton and used it to provide work experience placements for under-graduates in a number of Legal Services teams. They are mentor under-graduates from local universities.</td>
</tr>
<tr>
<td>o Hertfordshire and North London Area have developed a link with the University of Hertfordshire, attending their recruitment and careers fair. The student population is 47% B.A.M.E., and 7.8% report having a disability, and many visiting the EA stand signed up on the spot for the EA job alerts.</td>
</tr>
<tr>
<td>We have analysed our employee performance ratings by protected characteristic groups to identify fairness and reduce possible bias. We have accordingly updated our Peer Review guidance updated with findings from the Performance Management equality analysis.</td>
</tr>
</tbody>
</table>
2. Diverse workforce

We aim to create and maintain a diverse workforce (including our Board and Executives) that better reflects the UK’s economically active population.

We have seen increases in the numbers of our employees self-declaring their diversity characteristics online:

- Disability, an increase from 71% to 73.3%;
- Ethnicity, an increase from 97% to 97.1%;
- Religion, an increase from 70.5% to 72.6%;
- Sexual Orientation, an increase from 73.7% to 76%.

**Age** - the largest age group is 36-40 years (16%); this first became the case three years ago, previously it had been the 31-35 year group.

**Disability** - Out of the 73% of employees who declared their disability status, 13% said they were disabled, or had an impairment or long term health condition. The proportion of employees declaring a disability is below that of the general UK population of working age (18%):

- The top four disability types that have been declared are; Chronic / long term health condition (4%), other (3%) Dyslexia and other specific learning difficulties (2%), and mental health issues other (2%). Compared with previous year, mental health issues have now overtaken mobility issues, now down to 1%.
- The grade breakdown of employees who have declared a disability is in line with the grade breakdown for the Environment Agency overall, 58% of employees who have declared a disability are at Grades 4 and 5.
- The race breakdown of employees who have declared a disability is somewhat lower for B.A.M.E. employees than for the Environment Agency overall, 2% of employees who have declared a disability are from a Black, Asian or Minority Ethnic background. This represents a decrease from the previous year.

**Gender** - The Environment Agency’s workforce as a whole comprises a higher proportion of men (58%) than women (42%):

- At higher grades there are more men (57%) than women (43%). This is particularly the case with the gender breakdown for Grade 7s (67:33 male-female) and Executive Managers (66:34 male-female).
- For Executive Managers this represents a small increase since the previous year where the ratio was 64:36; this is largely a result of the transfer of a number of senior roles in Corporates Services to core Defra.
- The age profile is slightly older for men than for women.
- The proportion of women with a length of service of less than a year is 2% greater than for men, with a higher proportion of women, 47%, among those recruited in the last year than in the overall workforce.

**Gender Identity** - 60% of employees have declared their gender identity, of these a low percentage (6 individuals) identify as transgender.

**Race** - Employees from Black, Asian and Minority Ethnic (B.A.M.E.) groups comprise approximately 4% of Environment Agency staff. This is lower than the general population where B.A.M.E. groups represent 14% of the general working age population:

- The largest grade groups for BAME staff are Grades 4 (29%) and 5s (30%), this is similar to the overall grade profile for the Environment Agency, but with significantly more BAME staff in Grade 4 (29% against 24% overall).
At lower grades the BAME gender is split as Male: Female 51:49. At higher grades it is Male: Female 53:47. While there is a small gender gap for BAME employees it is closer to equality at 54:46 Male: Female compared with the Environment Agency overall at 58:42.

**Religion** - 73% of employees have declared their religion:
- The top three responses are No Belief (34%), Christian (32%) and Other (4%). There are small numbers of employees who belong to Muslim, Buddhist, Hindu, Sikh, Jewish religions.

**Sexual Orientation** - 76% of employees have declared their sexual orientation and approaching 3% of the workforce declared their sexual orientation as gay man, gay woman / lesbian, bisexual or other:
- The grade profile is approximately the same for the LGB population as the Environment Agency population overall, with the highest proportion of people being Grades 4 and 5 combined (54%). However the grade profile for LGB staff is slightly weighted towards lower grades (56%) compared to the proportion of Environment Agency staff overall in lower grades (49%).

Approximately 18% of staff have a part time working pattern:
- 6% of men and 34% of women work part time.
- The age group with the highest part time working pattern is the 36-40 year olds (26%).

We published our pay gaps:
- Our gender pay gap is small at just 2.7%.
- Our disability pay gap is 2.6%.
- Our race pay gap is 3.3%.
- Our religion and belief pay gap is -0.2%.
- Our sexual orientation pay gap is 6.2%.

We were placed 1st in the MIND Workplace Wellbeing Index, for the second successive year.

We were placed 18th in the Stonewall Workplace Equality Index for 2018 – up from 47th last year and 72nd in 2016.

3. **Inclusive workplace culture**

We aim to create a “life enhancing” working environment that values and embraces difference. We will foster an inclusive workplace culture where colleagues from all backgrounds can bring their whole self to work, progress their career, and feel their uniqueness is valued.

We implemented a new workplace adjustments system incorporating:
- a new Operational Instruction fully explaining the terms, legal requirements and processes,
- a new gateway, written in partnership with the Environment Agency’s employee networks to cover a wide range of situations,
- a new central funding scheme to help pay for the workplace adjustments.

We introduced a series of “Increase the Pace on Race” programme held typically with Area Directors, their leadership team, and their team leaders together, bringing them together with the Black, Asian and Minority Ethnic (B.A.M.E.) colleagues in the Area to discuss the subject of improving race both in terms of employee engagement and also community engagement.
We have partnered with Defra group’s “Project Race”, a large scale culture project which aims to improve outcomes for B.A.M.E. colleagues in relation to workforce representation, performance management and engagement.

We continue to receive positive feedback from our EDI employee networks, and we now have:

- Age Diversity Network
- BAME Network
- Cancer Network
- Christian Network
- Chronic Fatigue Network
- Dyslexia Forum
- EU Citizens Network
- Fatigue Network
- Hearing Loss Network
- Inflammatory Bowel Disease (IBD) Network
- Islamic Fellowship
- LGBT+ Network
- Mental Health Network
- Mobilise (physical mobility) Network
- Sikh Fellowship
- Visual Impairment Network
- Womens Network

And our employees have started work which may lead to 3 more networks related to Autism, Carers, and Stammering.

We also have our Diversity and Confidence Programme which is instrumental in building confidence in EDI across our workforce by making it easier for our team leaders and our employees to develop a culture where everyone can be themselves at work.

Finally, our Executive Directors Team continue to send “All Staff” email communication following their EDT meetings which includes a reference to the EDI discussion they have had. These will increasingly contain “actionable insights” for our workforce.

### Customer focused equality objectives

#### 4. Customer understanding

We will continue to better understand and relate to the diversity of those we provide services for.  We will better understand the impact of our services on customers with a protected characteristic including identifying clearly those who need enhanced support, such as foreign language support

We are continuing to develop a more comprehensive employer brand to attract more diverse applicants to the EA workplace and to the EA services, and additionally to ensure that our external communications are inclusive of the diverse audiences we engage with, including “hard to reach” groups:

- We have launched a “Resonating with BAME Audiences” project which includes bringing our employer brand to more career fairs enhancing the reputation of the EA as an organisation which embraces difference and includes everyone. The project is planning support for a more effective social media reach into external communities to increase attraction rates.
- The Regulated Industry Team in the East Midlands Area held their March development day in the Queens Walk Community Centre, a 15 minute walk from the Nottingham Trentside office. Approximately 50 of our EA employees were seen visibly by the African Caribbean community amongst them for a day, leaving a “footprint” in the community
including where EA vacancies can now be posted on the community centre’s notice boards. They are producing a case study guide to help other Areas replicate their good practice.

- Colleagues in the East Midlands Area are updating our EA national Culture & Diversity Guide. It is an 82 page guide that was first produced more than a decade ago, however with the new communities which have settled in the UK since, the guide requires enhancing to help all our colleagues to understand the cultural and religious differences of people. Additionally the changes reflect commonly acceptable terminology regarding for example race / ethnicity, and the travelling community, terminology which “embraces difference and includes everyone” without causing offence, and helps position the EA as an exemplar for equality, diversity and inclusion not just in our places of work and also in our local communities we serve.

### 5. Customer service

We will continue to ensure that our Public Sector Equality Duty is reflected in appropriate EA proposals, policies, processes, projects, and programmes, and in procurement

We have seen a small increase in the number of external-related (e.g. FCRM) employee equality analysis undertaken on proposed policies, processes, projects and programmes.

We continue to embed equality, diversity and inclusion in how we buy goods, works and services, and in the supplier we choose to use.

This has not just continued with our current Water and Environment Management (WEM) framework suppliers, but as the framework expires next year we have made sure that the replacement, the future arrangements known as Next Generation Supplier Arrangements (NGSA) have had EDI included in the tender assessment.

We are now considering the supplier performance measures for NGSA, and plan to learn from and share with HS2 and Highways England.
Please clearly state what decision you are seeking from the meeting.

The Board is asked to note our Health, Safety and Wellbeing (HSW) performance in 2017/18 and outline proposals to further improve our performance by developing a refresh of our Safe and well initiative.

Key points for discussion
As above.

Governance
What meetings/groups have already reviewed this item?
EDT and Audit and Risk Assurance Committee

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?
All items are for noting

No legal annex is required.

Form completed by: Beth Axtell
Date: 4 July 2018
1.0 Introduction

1.1 This paper provides the Board with a report on our health, safety and wellbeing performance in 2017/18. It supplements the quarterly health, safety and wellbeing items considered by the Audit and Risk Assurance Committee (ARAC).

1.2 The Health and Safety Executive (HSE) recommends senior management should review health and safety performance at least once a year. The HSE recommends the review should:

- examine whether the health and safety policy reflects the organisation’s current priorities, plans and targets;
- examine whether risk management and other health and safety systems have been effectively reported to the Board;
- report health and safety shortcomings, and the effect of all relevant board and management decisions;
- decide actions to address any weaknesses and a system to monitor their implementation;
- consider immediate reviews in the light of major shortcomings or events.

1.3 Our Safe and Well values and commitments (our policy) were built through a thorough consultative exercise, reflect the needs of the business and remain relatively new and current. They remain relevant to our priorities, and informed the plan for 2017/18 that the Executive Directors Team (EDT) and the Board endorsed. The plan included our assessment of the key risks that we had to manage in 2017/18, and the actions for addressing them.

1.4 We undertake triennial independent reviews of our health and safety management system and arrangements. The last independent assessment in 2016 by a health and safety consultant that is familiar with our organisation concluded that our arrangements are suitable, although they recommended some improvements that we have acted upon. The next review will be in spring 2019.

1.5 The 2017/18 plan was designed to address known weaknesses in our arrangements, and the 2018/19 plan, which has included EDT and ARAC’s advice in its development, has similarly been designed to address areas of concern. Regular monthly updates were provided to EDT, as well as briefings to Executive Directors when issues emerged. Quarterly the Board’s Audit and Risk Assurance Committee consider HSW matters. Based on this rhythm of oversight, I am of the view that Executive Directors and the Board are meeting the HSE’s expectations.

1.6 That stated, acknowledging the details described below, we recognise that our performance runs the risk of tailing off and we therefore need to consider how we can re-energise our approach. Therefore in 2018/19 we will focus on two main elements within our plan: ensuring that the improvements made over the last few years have embedded, and that we are getting these basics right; and to develop plans for the next refresh of HSW, drawing on best practice from across the private and public sector.

2.0 Summary of Performance

2.1 Lost Time Incidents

32 colleagues have suffered work related injuries which required them to take time off during 2016/17 (30 in 14/15, 31 in 15/16, and 21 in 16/17). Our lost time incident frequency rate reduced to 0.10 in Q2, an all-time low, before returning to 0.16 (our Q1 2016/17 level) at year end.
2.2 The majority of these incidents are due to slips, trips or falls. In 2017 we refreshed teams on good practice to avoid slips and trips, and we are consulting other organisations who have successfully tackled this issue to see if we can learn from their experience.

2.3 Whilst such a lagging indicator is important as an ultimate measure of HSW performance, leading indicators also provide an insight into the culture of the organisation. Our reporting culture is healthy and we can be increasingly confident that we are capturing all significant incidents, positive behaviours, etc. About 2200 reports were made in the last whole year before our SHERMS2 reporting system was introduced in mid-2011. We have made great strides in reporting: 6223 reports were made in 16/17, increasing to 8020 in 17/18.

2.4 Other leading indicators outlined here, such as referral rates, health surveillance outcomes and action completion rates are generally positive. Active monitoring has steadily grown during the year, as has the use of the monthly HSW briefing pack with 1550 downloads on average per month. These paint a picture that health, safety and wellbeing is part of how we do business, rather than the “bolt on” that it sometimes felt like when we embarked on the Safe and Well programme.

Safety Critical Incidents

2.5 Safety Critical Incidents are subject to particularly rigorous review to maximise our learning from them. We experienced 17 safety critical incidents in 2017/18. This compares with 19 in 2016/17, 14 in 2015/16, 31 in 2014/15 and 36 the year before.

2.6 We have undertaken a review of these incidents, and no underlying trends of causal factors were found.

Health

2.7 We previously reviewed our management of the health surveillance programme to ensure it was as effective as possible, and as easy as possible for Team Leaders to implement. The latest programme began in 17/18 and will conclude at the end of May, and has been far more efficient than previous years taking significantly less time to administer. The health surveillance programme covers 1096 employees who are regularly exposed to vibration, noise, chemicals, confined spaces, manual handling and night work.

2.8 In 2016/17, 85 have been referred for further review by an occupational health physician for a potential work related ill-health case. This was made up of 63 for hand arm vibration syndrome (HAVS), 9 for potential hearing loss, 9 for respiratory ill-health, 3 for confined spaces working and 1 for skin. This number was a typical proportion in a cross section of the working population that one would expect to be identified with early signs that could be attributed to their employment and that merit further review. This year (with just a few more assessments to be completed) these cases have been significantly reduced to just 15 (10 vibration, 2 respiratory and 3 hearing loss). We have, so far, received no diagnosis of an occupational disease which requires notification to the Health and Safety Executive. This significant reduction in vibrations related cases is, in my opinion, due to the extensive work that we have done to tackle this issue in recent years, including education and training for our teams, as well as measures to reduce the risk at source.

2.9 We have continued to sustain good levels of referrals for occupational health advice for significant ill-health cases around the 70% of all cases target. We have not stretched the target further in recognition that we often do not refer cases where our occupational health support would not complement the treatment provided by the National Health Service. However we find that referrals for cases of mental health seem to exceed this target, probably due to the extensive awareness and support we have provided to line
managers and staff. In contrast, the referrals for physiotherapy tend to vary quite considerably, suggesting that it is not fully engrained in how we manage the health of our staff. We will undertake a campaign in 2018/19 to promote the benefits of this support to individuals and the business.

3.0 Wellbeing Programme

3.1 We continued to develop and deliver our wellbeing programme, with the greatest emphasis on mental health as a collaborative effort between the wellbeing Service and the Mental Health Network. Our great efforts in this area over the previous 7 years were recognised by the MIND Charity, twice awarding us top employer in their mental health index.

3.2 We have continued to seek to improve access to our wellbeing programme. We recognised that confident line managers are key to enabling open conversations about mental health with their staff, and so we introduced a mandatory mental health and resilience training package for all new managers and team leaders.

3.3 We transferred to new Employee Assistance Programme (EAP) and Occupational Health suppliers in 2017/18. Whilst the service provided was intended to be at least the same as under our previous suppliers, we have become concerned that the EAP providers Workplace Wellness are not meeting our expectations, particularly in the provision of support for staff with moderate mental health issues that consult them. I have initiated additional measures to ensure that these colleagues are properly supported, whilst we explore contractual remedies.

4.0 Independent Assurance of the Supply Chain

4.1 As a major construction client, we take our responsibilities very seriously. As in previous years we delivered a programme of audits across the construction activities of our teams and our suppliers. We undertook 5 site inspections across Facilities Management and the Corporate Property Programme. We completed 86 site inspections on projects delivered by supply chain partners through our WEM and Minor Works Frameworks. We also provided assurance on construction and maintenance activities undertaken by Field Operations, undertaking 20 site inspections, as well as inspections of specialist activities such as culvert surveys and contaminated land remediation.

4.2 We monitor the performance of our suppliers. Where we believe there are significant failings, either following an incident or an audit, we invoke a carding process where, following a hearing, red or yellow cards can be awarded if the facts merit it. Receiving a card can affect a supplier’s profit from the contract, or cause us not to award further work for a period of time. Last year no red cards and 9 yellow cards were issued to the supply chain for management failings, and 3 exemplar awards were made for outstanding performance in both Field Operations and the supply chain.

4.3 Where appropriate, the health and safety performance of our suppliers may be addressed by Director level discussions. We are supplementing this in 2018/19 with our Directors undertaking active monitoring of our supplier managed construction sites, providing clear leadership expectations about HSW at these sites.

5.0 Sharing learning
5.1 A Corporate Scorecard measure is the percentage of accountable staff who respond to actions issued by Safeguard within a specified timeframe. We aim for 95% compliance with the most important actions by a specified deadline. Uncompleted actions are followed up via line management with support from the HSW Service, and generally achieve 100% within a couple of months. However, whilst in the last three years compliance by the closing date has typically been around 95% completed on time, in 2017/18 we have seen a marked decline to just 80%. Whilst we have done a great deal to ensure that actions are user friendly and as easy as possible to comply with, we can only conclude that colleagues are not prioritising the completion of Safeguard actions. We are supporting local HSW assurance groups and leadership teams to focus their efforts on ensuring that the basics, such as completing actions, is being carried out.

6.0 Contact with the Health and Safety Executive (HSE)

6.1 There were similar levels of regulatory interest from the HSE in 2017/18 compared to previous years. Inspectors followed up on the two cases of HAVS that we reported but in both cases did not take any action or offer advice.

6.2 There were three unannounced inspections of NCPMS construction projects, two of which did not result in any advice, and one of which did result in advice regarding plant working near water. This case also resulted in the Inspectors following up to look critically at how we had discharged our construction client duties, and again they concluded by offering no recommendations.

6.3 We used the consulting arm of the HSE, the Health and Safety Laboratories, to review our approach to occupational health, and we have acted on their advice.

6.4 2017/18 was notable for the HSE seeking our support and advice on two areas of their work where they felt they could learn from our good practice: mental health in the public sector and the health and safety of volunteers.

7.0 Completion of the 2017/18 HSW Plan

7.1 We delivered another ambitious plan, focussing on our top risks and the outstanding improvements identified by the Safe and Well programme. All planned improvements were delivered.

7.2 In addition to some of the risk areas already mentioned, our top risk programme embedded and checked improvements introduced to manage the risk of plant working near water. We thoroughly reviewed how we avoid striking overhead and buried services, and introduced significant improvements across Field Operations and the supply chain. Public safety remained a priority, with the emphasis on the ongoing development of competence in our supply chain designers and our public safety risk assessors. Significant improvements to our management of the risks of lone working and hostility to staff were introduced.

7.3 In terms of influencing positive behaviours and leadership around HSW, a new mandatory HSW foundation course for all new team leaders and managers was introduced and backdated for all leaders new into post in the last 2 years. The line managers HSW toolbox (which directs leaders on their HSW responsibilities) was refreshed, as was our position on active monitoring, re-stating the emphasis that we wish to be given to this key leadership activity. Additional details regarding delivery of the plan are in the slides.
8.0 Conclusion

8.1 We have delivered an ambitious programme since we embarked on the Safe and Well programme in 2014. Many of the leading indicators of behaviours suggest that we are doing the right things more often, which in turn accounts for our best ever Lost Time Injury Frequency Rate being achieved in year. This rate has crept up since Q2, which reminds us that we must not rest on our previous successes. We must continually strive to maintain the leadership and focus on risk management, not losing sight of the need to keep doing the basics right. To this end, we will develop a new programme in 2018/19 to again re-energise HSW, building on the success of Safe and Well. The proposals, once developed, will be brought to the Board for your consideration.

8.2 We will continue supporting all Directorates to do the right things, whilst at the same time seeking inspiration from other world class organisations about how we can further improve. To this end we will continue to simplify processes to make it easier for our colleagues to meet our standards, such as we are doing with Generic Risk assessment. As part of this shift in emphasis in 2018/19, we will provide further assurance to test that we are following our arrangements appropriately.

Richard Houghton
Deputy Director of Health, Safety and Wellbeing

June 2018
Sponsor: Director of FCRM
Title: Annual WaterAid update

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<th>Please clearly state what decision you are seeking from the meeting.</th>
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<td>The Board is asked to note:</td>
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<td>Environment Agency volunteers continue to progress our partnership with WaterAid, increasing office fundraising totals to raise more in 2017/18 than the previous year, despite recent staff moves to DEFRA and VERS.</td>
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<th>Key points for discussion</th>
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<td>EDT and Audit and Risk Assurance Committee</td>
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<td>What meetings/groups need to review this item next?</td>
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<th>Are there any risks associated with the evidence and analysis in the paper?</th>
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<th>How will the key messages/decisions be communicated?</th>
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Form completed by: Beth Axtell
Date: 4 July 2018
1.0 Introduction

1.1 The Audit and Risk Committee reaffirmed the Environment Agency’s support for WaterAid at its meeting on 23 June 2011 and agreed to changes in the way we supported staff taking part in WaterAid activities.

1.2 The purpose of this paper is to update the Board on WaterAid activities from April 2011.

2.0 Background

2.1 WaterAid was established in 1981 by the UK water industry. The Environment Agency agreed to support WaterAid as its partner charity and over the last twenty years staff have raised funds for, and increased awareness of WaterAid’s work in developing countries. This ongoing commitment with the Environment Agency and the wider water industry is integral to WaterAid achieving its vision of a world where everyone has access to safe water and sanitation. Our partnership with WaterAid is entirely staff driven and all funds are a result of personal efforts and donations by staff. The partnership adds real value to the Environment Agency from developing and inspiring staff to enhancing relationships internally and in partnerships across the water industry sector.

2.2 John Curtin is the senior sponsor for WaterAid. Emily Gordon from Solent and South Downs area is the voluntary national coordinator with support from voluntary Area representatives.

3.0 WaterAid Fundraising

3.1 Environment Agency staff have raised over £2.9 million for WaterAid. In 2017/18 our staff raised over £180,691 (banked through our EA WaterAid account), this was an increase on the amount raised in 2016/17 which was £177,763. In 2017/18 we raised enough for 7,529 people to get access to clean water (£24 to reach one person).

3.2 Our WaterAid lottery is the biggest staff lottery in the UK Water Industry. In 2017/18 it raised £143,745, this is down from the amount raised in 2016/17 by £5,712. Our lottery is currently played by 3,354 Environment Agency and Natural Resources Wales (NRW) and pensioners.

3.3 In 2017/18 there was also a reduction of income from payroll donations of £2,682.

3.4 In total the overall reduction from the lottery and payroll was £8,394 associated with the transfer of staff to DEFRA and redundancy that took place at the end of March 2017. Lottery units declined throughout 2017/18 from 13,419 to 12,816, and the number of players fell by 232.

3.5 Despite impacts from the change programme on lottery and payroll giving, committee income from activities coordinated by Area reps and individuals was £11,322 higher than the 2016/17 total. Committee income in the last financial year was £36,946. This figure does not include the additional £8,270 (£9,580 including GiftAid) that went directly to WaterAid from individual
donations such as via JustGiving. By far the voluntary snack boxes raise the most amount of money and has gone some way to fill the void where in-house cafes have closed. Regular office activities like plant sales, team sporting events, the national quiz and cake sales continue to engage employees and raise funds for WaterAid.

3.6 We undertake an annual promotion of our lottery. In 2017 this promotion prompted 218 responses from staff and secured another £952 contribution to the lottery per month or £11,424 per year.

3.7 Our staff are the biggest group of supporters taking part in WaterAid’s national events such as mountain challenges. On June 9th 2018 two Environment Agency teams took part in the WaterAid Mountain Challenge raising money for WaterAid (total still pending).

3.8 We have continued to develop an ‘Environment Agency National event’ in which a national committee member manages and delivers a fundraising challenge which is open to staff across the organisation. In autumn 2017 we held 2 cycle challenge events. One in the South West and one in the North of England. Combined the events raised £4599. The committee are already preparing for a 2019 national event which will take place on Friday 21st June, a summer solstice work. The board of directors are invited to save the date and take part in the event too!

3.9 In December 2017 Emily Gordon attempted (but failed) to reach Everest Base Camp to raise money for WaterAid. She also met WaterAid staff in Nepal and visited some of WaterAids projects, finding out how the 2015 earthquake, which claimed the lives of 9,000 people, impacted the WaterAid team and their delivery of water supply schemes. Emily’s blog from the trip is [here](#).

4.0 Partnership Arrangements

4.1 All fundraising and participation in WaterAid national events by Environment Agency staff members is done within their own time and all expenses are covered by the individuals involved. The Environment Agency will continue to support the promotion of WaterAid national events.

4.2 Tim Wainwright became the new Chief Executive of WaterAid in May 2017, following six years as CEO of Action on Disability and Development. John Curtin will meet Tim Wainwright in October and will also be invited to WaterAids Supporters Day that month. John and Emily Gordon will also meet this summer, and hopefully John will have the opportunity to meet the other committee members at the next reps meeting in early November.

4.3 The National Environment Agency WaterAid committee consists of twelve representatives. This includes Area representatives, a National Coordinator, a Treasurer/Lottery representative, a Secretary and a Communications/Social Media representative. A colleague from NRW also dials in. The committee meets twice a year in London with WaterAid staff to plan events and discuss fundraising and communications.

4.4 These meetings are key to maintaining the strong relationship between WaterAid and the Environment Agency. This level of involvement is recognised as valuable training and development. At a local level there are
many more staff members who volunteer as WaterAid representatives for individual offices.

4.5 There are currently 73 area WaterAid representatives (as listed on the easinet). A new initiative to engage our Area WaterAid reps is being trialled in July 2018. To thank Environment Agency staff for their commitment and time spent volunteering, Emily Gordon and WaterAid will host a lunch time webex to deliver updates and share successes amongst the area representatives.

4.4 Environment Agency staff payroll donations are administered through the Government’s Payroll Giving scheme. Donations can also be paid via personal debit card directly to WaterAid.

4.5 There were some minimal annual support costs to the Environment Agency associated with staff time to undertake lottery payroll deductions and payments. Since November 2013 these have been transferred to Shared Services Connected Limited (SSCL).

4.6 The WaterAid Speaker Training Network programme has been identified as a development opportunity for Environment Agency staff. The network provides free public speaking training to our staff. Speaking to other organisations and groups on WaterAid’s work provides opportunities to engage with and put across Environment Agency messages to local communities, schools, scouts, guides, rotary clubs etc. We have over twenty speakers in the network and hope to promote and increase this. Speakers do this in their own time.

4.7 We are developing better partnership fundraising events with UK Water Companies and where possible help WaterAid to develop other UK public sector partnerships. Ofwat continue to support WaterAid. WaterAid’s relationships with Northern Ireland Water and Scottish Water also remain strong.

5.0 WaterAid Funding and Performance

5.1 The Environment Agency does not fund WaterAid. Our partnership is staff driven. WaterAid’s main institutional funding is from UK Water Companies and the UK government’s Department for International Development (DFID).

5.2 DFID is WaterAid’s largest donor, providing almost £40 million in the last 5 years – roughly 11% of all WaterAid UK income in that period. WaterAid’s Programme Partnership Arrangement (PPA) with DFID ended in 2016, receiving an A+ rating. WaterAid manages a portfolio of DFID grants around the world, providing funding for a number of flagship projects, including:

- **Deliver Life** (UK Aid Match): Malawi, Ethiopia, Rwanda: £4.03 million (2016-19 currently live)
- **To Be A Girl** (UK Aid Match): Pakistan and Nepal: £2.01 million (2015-18 currently live)
- **South Asia WASH Results Programme**: Pakistan and Bangladesh: payment by results (2014-18 currently live): WaterAid is key member of the South Asia WASH results consortium working with Plan International UK, Unilever, WEDC, WSUP and Ipsos/Mori in Bangladesh and Pakistan.
- **Arusha Water Project**: Tanzania: £1.6 million (2017-19 currently live)
WaterAid recently secured match funding from DFID for its winter 2017/18 “Untapped” appeal, under the UK Aid Match scheme. This campaign raised £18.9 million for a new project in Sierra Leone and Mozambique starting in 2018. As part of the application process WaterAid passed a rigorous organisational due diligence exercise. Environment Agency staff raised £10,691 as part of the ‘Untapped’ appeal, enough to reach 445 people with clean water. WaterAid’s summary video can be seen here.

5.3 In 2016/17 WaterAid and its local partners reached 956,000 people with clean water, 1.1 million people with decent toilets and 1.6 million people with good hygiene. £46.4 million was spent on supporting partners to deliver water, sanitation and hygiene, £12.2 million was spent on influencing policy on water, sanitation and hygiene, £20.1 million was spent on raising funds and £8.8 million was spent on supporting other WaterAid federation members. WaterAid have not yet published their 2017/18 figures.

5.4 In every £1 WaterAid spent, 77p went on delivering services and making change happen, and 23p went on fundraising.

6.0 Recommendation

6.1 The Board is asked to note:

Environment Agency volunteers continue to progress our partnership with WaterAid, increasing office fundraising totals to raise more in 2017/18 than the previous year, despite recent staff moves to DEFRA and VERS

Emily Gordon
Hydrometry and Telemetry team leader, Solent South Downs
National WaterAid Co-ordinator

June 2018