



Corporate Plan 2011-15

We are the Environment Agency. We protect and improve the environment and make it **a better place** for people and wildlife.

We operate at the place where environmental change has its greatest impact on people's lives. We reduce the risks to people and properties from flooding; make sure there is enough water for people and wildlife; protect and improve air, land and water quality and apply the environmental standards within which industry can operate.

Acting to reduce climate change and helping people and wildlife adapt to its consequences are at the heart of all that we do.

We cannot do this alone. We work closely with a wide range of partners including government, business, local authorities, other agencies, civil society groups and the communities we serve.

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Foreword

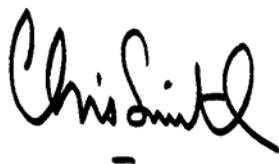
Just over a year ago, we published our Corporate Strategy for the Environment Agency for the next five years; the ambitions we set out then remain at the heart of our plans and work for the future. A lot has happened, of course, in the intervening period: a new Government, new proposals for Wales, a very tight financial settlement for the next few years, a major programme of structural change for the organisation, and a new emphasis on partnership working and community engagement. But our fundamental purpose – the safeguarding and improvement of the environment, for people and wildlife – remains as important as ever.

Indeed, the need for our work is becoming ever more important. The impact of climate change, the needs of a growing population, the changing patterns of energy production and agriculture, the impact of waste: these all place greater demands on the natural environment and our human relationship to it. The Environment Agency is, after all, the organisation that works at the place where environmental change has its greatest impact on people's lives. We are the body that has to lead the process of adaptation to the inevitable changes that will come with climate change, that has to reduce the risks to people and properties from flooding, manage water resources for people, businesses and the environment, address pressures on biodiversity, and apply the standards within which industry can operate.

We can be proud of what has been achieved – with our help – over the last fifteen years. Rivers are cleaner, pollution levels have reduced, less waste goes to landfill, more properties are protected from the risk of flooding, and there have been significant improvements in the quality of land, air and water. But there is much more to do, and both the UK Government and the Welsh Government have recognised the continuing need for our work, and have endorsed our role in taking that work forward. We will have less grant-in-aid funding, of course, with which to do it. But by seeking greater efficiency in how we operate, by working in partnership with others, by continuing to develop a better regulation approach, by saying 'yes, if' wherever we can, rather than 'no', and by doing more for the environment with every pound we spend, we will make sure that we continue to deliver results.

This Corporate Plan sets out the detail of how we want to do this. We recognise that we're asking a lot – securing a better environment with fewer resources – but we believe it can be done, and done well. It will involve being more efficient. It will involve making real commitments to the Big Society and localism approaches the Government are championing. It will involve better working with partner organisations and communities. It will involve stopping some of the things we've been doing in the past. But it will also involve keeping our ambitions high.

None of this will be possible without the professionalism and dedication of our staff. We will support them through the difficult changes that must happen over the next few years, helping them to find new ways of working and to maintain our focus on creating a better place for people and wildlife.



Lord Chris Smith, Chairman



Dr Paul Leinster CBE, Chief Executive

Our Corporate Plan 2011-15

This plan sets out our priorities for the next four years, the resources that we will allocate to them and the measures we will use to manage and report on our performance. We have developed the plan in the context of the policy priorities and business plans of the UK government, the policy practices and strategies of the Welsh Government and our funding settlement resulting from the Spending Review. It reflects the need for reform highlighted in the government's Review of Arm's Length Bodies and the Welsh Government's review of environmental delivery options. It also builds on the aims of *Creating a better place 2010-2015* that we published last year. In Wales, we have a specific remit to contribute to the Welsh Government's scheme to promote sustainable development, and for achieving the targets in its Environment Strategy and Action Plan. We have a separate corporate plan for Wales, *Working together for a better environment*, which reflects the specific priorities of the Welsh Government and our work in Wales.

Our priorities

Our work is grouped around five priority themes:

Act to reduce climate change and its consequences

We will play a full part in helping to reduce greenhouse gas emissions, help people and wildlife adapt to climate change, and put climate change at the heart of everything we do.

Protect and improve water, land and air

We will maintain and improve water quality, promote more sustainable land management, protect and enhance wildlife, and improve the way we work as a regulator to protect people and benefit the environment, while minimising costs to businesses.

Work with people and communities to create better places

We will reduce the risks to people, households and businesses from flooding and help people to improve, protect, value and enjoy their local environment.

Work with businesses and other organisations to use resources wisely

We will further our understanding of the best environmental options for managing waste and promote more efficient and sustainable use of resources.

Be the best we can

We will improve the way we work with customers and partners and involve communities. We will use compelling evidence and knowledge to support decision-making and use the funding available to us to maximise outcomes for people and the environment, while minimising our own environmental impact. We will continue to drive efficiency to deliver value for money.

Our role

The Environment Agency works to create better places for people and wildlife. We do this by implementing the policies of UK government departments and the Welsh Government (WG).

We were established to bring together responsibilities for protecting and improving the environment and to contribute to sustainable development. We seek to take an integrated approach in which we consider all elements of the environment when we plan and carry out our work. It allows us to identify the best environmental options and solutions, taking into account the different impacts on water, land, air, resources and energy.

We help prevent hundreds of millions of pounds worth of damage from flooding. Our work helps to support a greener economy through protecting and improving the natural environment for beneficial uses, working with businesses to reduce waste and save money, and helping to ensure that the UK economy is ready to cope with climate change. We will facilitate, as appropriate, the development of low carbon sources of energy ensuring people and the environment are properly protected.

We have three main roles:

We are an **environmental regulator** – we take a risk-based approach and target our effort to maintain and improve environmental standards and to minimise unnecessary burdens on businesses.

We are an **environmental operator** – we are a national organisation that operates locally. We work with people and communities across England and Wales to protect and improve the environment in an integrated way. We provide a vital incident response capability.

We are an **environmental adviser and champion for the environment** – we compile and assess the best available evidence and use this to report on the state of the environment. We use our own monitoring information and that of others to inform this activity. We provide technical information and advice to national and local governments to support their roles in policy and decision-making.

Working with others

We work with many different organisations to achieve the outcomes to which we have committed, including government departments, other government agencies, local authorities and communities.

Working with people, communities and local authorities

We work with people, communities and local authorities across England and Wales to protect and improve local environments. In doing so we play our part in supporting the UK government's ambitions for a Big Society and the WG's policy for Citizen Centred Governance. We will engage with communities and other parts of the public sector to help us to deliver more environmental outcomes for less expenditure. This will be better for customers, more cost effective and environmental inputs will be joined up. We are open to new ideas for working with and through others, and allowing others to lead in some cases where they are better placed to do so. For example, we already work with over 500 flood groups across the country on issues such as flood warning and local resistance and resilience measures for properties.

In England, the UK government is driving greater localism through legislative and planning policy reforms that will affect our work with local authorities and local communities.

We will continue to improve our ways of working with people, communities and local authorities by:

- **Understanding what communities want to achieve** – we will take a 'yes if' attitude to working with local communities and authorities. This means understanding their aspirations, motives, priorities, constraints and goals. We will identify shared priorities and the best way of delivering them. For some we will provide support whilst on other occasions we will take the lead.
- **Being an expert adviser while respecting the role of local authorities** – we will continue to provide advice and information to local authorities. We will ensure that environmental data and information that we hold is made freely available.
- **Building strong relationships with communities** – we will work with local communities to understand problems and concerns, develop ideas and arrive at solutions.
- **Looking for opportunities to work as a partner** – we will continue to identify and seek opportunities to work with partners, agree shared objectives and make sure that together we achieve clear outcomes for people and the environment whilst avoiding duplication. We will look at how we can involve civil society organisations in areas of work where we have mutual interests, benefiting from their skills and experience, for example in the coordination of volunteers.

Working with the UK government and the Welsh Assembly

In England we are responsible to the Secretary of State for Environment, Food and Rural Affairs (Defra). We are part of the Defra network and work with them and other government departments to support departmental business plans. In Wales we are responsible to Welsh Ministers. We work across a range of both UK government and WG departments and will continue to embed greater joint working across the Defra network. We support the Department of Energy and Climate Change (DECC) and work closely with other government departments including the Department for Communities and Local Government (CLG), the Department for Business Innovation and Skills (BIS), and the Cabinet Office to support cross-government priorities. We will contribute to the Government's policy development work, providing evidence, support and technical advice as appropriate.

Details of how we will support the priorities of UK government departments and WG are provided in Appendix 2 on pages 31 - 34.

Working with other government agencies

We work closely with other organisations including Natural England, the Forestry Commission and the Rural Payments Agency to improve efficiency and customer services. This includes joint working on the way we provide advice to others such as local planning authorities and farmers, how we organise customer services, the planning of operational activities such as environmental monitoring, the sharing of technical skills and expertise, and working with civil society. We work with other enforcement agencies, such as the police, HM Revenue and Customs and the UK Border Agency.

In Wales we work with the Countryside Council for Wales (CCW) and the Forestry Commission Wales (FCW) to ensure the best outcome for the environment in Wales.

Act to reduce climate change and its consequences

Climate change caused by humans, mostly by burning fossil fuels, deforestation and land use change, is one of the greatest threats to people and the environment.

If temperatures increase by more than 2°C, the global effects of climate change are likely to include significant reductions in food production in some regions, hundreds of millions of people at risk of water scarcity, mass species extinctions and sea levels rising by several metres. In England and Wales, hotter, drier summers with more heat-waves and droughts may be matched by warmer, wetter winters with more storms and intense rainfall and floods.

To have reasonable confidence in limiting global warming to around 2°C requires global greenhouse gas emissions to be cut by at least half by 2050. The UK has agreed to reduce emissions by at least 80 per cent from their 1990 level by 2050 and WG has committed to reducing greenhouse gas emissions by three per cent year on year in areas of devolved competence from 2011.

Some climate change is now inevitable and adaptation to its effects is essential.

Our role

The Environment Agency has major responsibilities for limiting and adapting to climate change. We implement some of the main regulatory schemes to reduce greenhouse gas emissions, including the European Union Emissions Trading System, the CRC Energy Efficiency Scheme and Integrated Pollution Prevention and Control (IPPC). About 38 per cent of the UK's greenhouse gas emissions are covered by regulatory and economic schemes we currently implement. This will grow to about half by 2012.

We regulate important low-carbon technologies, including:

- some renewable technologies (notably biomass, hydropower, ground source heating and cooling and tidal power);
- energy from waste including anaerobic digestion;
- nuclear power (including nuclear waste management);
- future carbon capture and storage.

We work with waste managers to reduce methane emissions from landfill sites. We also work with others to influence farmers and land managers, helping to reduce greenhouse gas emissions and increase carbon storage in soils and plants.

In addition to our important work to help to prevent future climate change we are at the forefront of work to reduce its impacts as much as possible. We have major roles in managing the impacts of climate change through our responsibilities for flood and coastal erosion risk management, for the water and wetland environment and as an adviser in the land-use planning system. We use our expertise and experience to participate in national and local climate change adaptation initiatives and to advise others on adaptation.

Dealing with climate change influences every area of our work. This section of our Corporate Plan sets out our overarching aims for mitigating and adapting to climate change, but, the totality of the work and the significant resource we are allocating to address climate change and its consequences, are embedded in many of the other sections of this plan.

Our partners

We work with others on our climate change activities in both mitigation and adaptation. This includes work with the UK government and devolved administrations, and their agencies, including the Committee on Climate Change; the Adaptation Sub-committee; Climate Change Commission for Wales; the Carbon Trust and the Energy Saving Trust; Natural England; Countryside Council for Wales (CCW); Forestry Commission; local authorities and climate change partnerships; Ofgem and Ofwat; energy, water and other critical infrastructure and essential service providers; professional and trade associations and other major interest groups.

Together with Natural England, the Forestry Commission and Defra, we will contribute to the new Adaptation Delivery Group. This is a virtual team set up across the Defra network that will help us work more closely together on climate change adaptation.

We are working with Defra, DECC, WG, the renewable energy industry and other interested groups to streamline the process to deal with an anticipated increase in development applications for renewable energy schemes.

Our aims and what we will do to achieve them

1.1 We play our full part in helping England and Wales meet greenhouse gas emissions targets in ways that minimise other environmental impacts

We will:

- Work with the businesses we regulate to help them meet the greenhouse gas emission reductions required and to improve energy efficiency.
- Manage the EU Emissions Trading System efficiently and implement phase 3, working closely with fellow regulators to raise standards across the European Union.
- Administer the CRC Energy Efficiency Scheme (formerly known as the Carbon Reduction Commitment) and work with DECC to simplify it.
- Work with waste managers and others to better understand the contribution that landfill gas makes to climate change and to reduce methane emissions from landfill.
- Use our evidence and regulatory work to support the sustainable development and use of low-carbon technologies, including renewables, carbon capture and storage, nuclear power and bio-energy, while minimising other environmental impacts.
- Take a risk-based approach to regulating low-carbon technologies, streamline the permitting process and ensure that the natural environment is protected.
- Work with the nuclear sector to ensure that designs for new nuclear power stations meet world class environmental standards, and that infrastructure is in place for legacy decommissioning and clean-up, and radioactive waste management and disposal.
- Provide evidence-based and influential advice to governments and others on opportunities and barriers to encourage the transition to a low-carbon economy.
- Fulfil our agreed roles in carbon capture and storage; as a technical advisor to DECC, as a permitting authority, and in working with DECC to develop a possible emissions performance standard for power plants.

1.2 We help people and wildlife adapt to climate change and reduce its adverse impacts

We will:

- Work with partners to implement the actions listed in our Adaptation Report.
- Work closely with Defra to inform the development and implementation of a national adaptation programme for England in 2012.
- Monitor changes to climate risks over time and modify our action plans as and when appropriate.
- Work with local, devolved and central government and local bodies to provide advice, guidance and evidence on climate change adaptation.
- Work with others to ensure that national plans and policies, and business plans for critical infrastructure and essential services address climate change risks.
- Encourage businesses to develop and implement adaptation action plans to ensure that the economy is resilient to climate change.
- Work with partners to create new habitats that allow wildlife to adapt to climate change.

1.3 We put reducing and adapting to climate change at the heart of everything we do

We will:

- Integrate the need to reduce carbon into everything we do, and share our experience with others.
- Factor climate change adaptation into all our work.
- Use the best available evidence including the UK Climate Projections 2009 to inform our work on adaptation and mitigation.
- Ensure that our staff understand what climate change means for their areas of work.
- Report effectively on climate change impacts and the challenge of adaptation and mitigation.

Key Performance Measures	2010/11 Forecast	2011/12 Planned	2012/13 Planned	2013/14 Planned	2014/15 Planned
1.3a. We reduce our carbon dioxide footprint (tonnes) - Cumulative Environment Agency CO ₂ emissions avoided compared to 2006/07 baseline (of 67,425 tonnes)	14% reduction 9,426	22% reduction 15,011	26% reduction 17,699	30% reduction 20,038	33% reduction 22,403

Expenditure for this theme	2011/12 Planned	2012/13 Planned	2013/14 Planned	2014/15 Planned
£ million	15	14	13	12

We will track trends in emissions of greenhouse gases from sites we regulate or administer.

Other measures detailed elsewhere in this plan reflect our commitment to achieving climate change adaptation, including:

- We work with others to improve the quality of surface waters, ground waters, coastal waters and wetlands (2.1a)
- We reduce the risk from flooding for more households (3.1.2a)
- We maintain our flood and coastal risk assets at or above the required condition (3.1.2c)
- More households and businesses at high risk of flooding can receive direct warnings (3.1.3a)
- We create new areas of Biodiversity Action Plan habitats (2.3b)
- We improve and protect rivers and wetlands damaged by unsustainable abstractions (2.1d)
- Environmental and related outcomes are delivered through joint working with local authorities and partnerships in prioritised locations (3.2a)

Protect and improve water, land and air

Despite major improvements in air and water quality, and good progress in safeguarding important wildlife, there is still much to do.

Our work on the Water Framework Directive tells us that the majority (over 70 per cent) of rivers, lakes, estuaries, coastal waters and groundwater in England and Wales fail to meet the more challenging standards required under the directive. In most cases there are multiple causes for this, with regulated businesses, including water companies, contributing, along with pollution from diffuse sources washed into watercourses from urban and rural land. 60 per cent of nitrate and 25 per cent of phosphate in English surface waters is from farming. Agriculture contributes about 7 per cent to UK greenhouse gas emissions, mainly nitrous oxide and methane. And much of the 2.2 million tonnes of soil lost to erosion each year is washed into rivers and streams, which can lead to increased flood risk, reduced water quality and harm to wildlife.

Changes to the climate and population growth will intensify the pressures on the environment through increasing demand for more food and water, secure and renewable energy supplies, and more land on which to build houses. Higher temperatures, variable high and low rainfall together with sea level rise will have a big impact on habitats and the ecosystems that support wildlife and which are a critical part of the natural processes upon which we all depend for fertile land, clean air and clean water.

Businesses we directly regulate in England and Wales are responsible for a significant proportion of UK emissions of key air pollutants, including 38 per cent of greenhouse gases, 67 per cent of sulphur dioxide and 28 per cent of nitrogen oxides. Air pollution is estimated to lead to a reduced life expectancy of about 8 months per person in the UK at a cost of up to £20 billion per year. It also affects many sensitive habitats through acidification.

Our role

We directly regulate around 2,900 industrial activities in England ranging from nuclear sites to chemicals, food and drink manufacture to intensive pig and poultry farming. We also regulate around 7,300 waste management activities from landfills and incinerators to waste transfer stations, 2,000 users of radioactive substances and a small number of contaminated land sites. We permit 40,000 discharges to surface and groundwater, 22,000 abstractions, and around 8,000 land drainage consents. Jointly with the Health and Safety Executive we regulate 850 major accident hazard sites. We work with the Registration, Evaluation, Authorisation and restriction of Chemicals (REACH) competent authority to assess environmental hazards and risks from the manufacture, use and disposal of industrial and consumer chemicals, and enforce compliance with REACH to ensure the appropriate use of chemicals that could have an adverse impact on the environment.

We register around 80,000 waste carriers and brokers and 340,000 low-risk activities including metals recycling and composting across England and Wales. Other lower-risk sites and activities are regulated by local authorities. Many more activities are not directly regulated through a permitting or registration regime, although we, and others, have powers to intervene in the event of, for instance, a pollution incident. In addition, statutory and other guidance from Defra and the Welsh Government gives us a role as advisor on environmental matters, both to governments and more widely.

Reducing air and water pollution from the industries we regulate helps to protect and improve conditions for biodiversity. Our chemical and biological monitoring work identifies whether or not environmental standards are being met and whether the ecology in rivers, lakes and estuaries is in good condition. If not, we can pinpoint and investigate local pollution problems and tackle them using pollution prevention activities, advice and enforcement action.

We have legal duties to help protect and improve nationally and internationally important wildlife sites, habitats and species. In freshwater, wetland and coastal areas, we help to protect wildlife habitats by controlling pollution and regulating the amount of water taken from rivers, lakes and groundwater. In addition to protecting communities, our work on flood risk management protects vulnerable habitats and creates new places for biodiversity. Each year we are involved in many partnership projects. Between

2004 and 2009 this work helped to create more than 2,000 hectares of new wetland and saltmarsh habitats.

We have a specific duty to maintain, improve and develop fisheries for salmon, trout, eels, lampreys, smelt and freshwater fish. We monitor the numbers and health of fish in rivers and the number of salmon, sea-trout and eels returning from the sea. We work with partners in Wales to support the delivery of the Wales Fisheries Strategy and maintain the significant contribution that fisheries make to Welsh society and the economy.

We have responsibility under the England Biodiversity Strategy and WG's Environment Strategy for Wales to lead action for a wide variety of water and wetland habitats and associated wildlife. Examples include chalk rivers and coastal saltmarsh, and priority conservation species including otters, water voles, freshwater crayfish and pearl mussels. WG have consulted on the development of a Natural Environment Framework 'A Living Wales'. This will have a stronger focus on sustainable land and marine management in Wales and on an ecosystems approach.

We operate a number of regulatory regimes relevant to land management including: nitrate vulnerable zones, agricultural waste, water abstraction and water quality.

We work with land managers to promote the environmental benefits of good land management, both to them and the wider environment. As part of our work to manage flood risk and coastal erosion in England and Wales, we manage assets that protect land from flooding. Working with partners, we help land managers prepare for the future by explaining potential climate change impacts and how they might address them. We also help land managers prepare for floods.

We work with Defra and WG on how best to manage water in the future. This includes estimating the impacts of climate change on water quality and quantity, as well as achieving the objectives of the Water Framework Directive and incorporating the cost of carbon into ours and others' activities.

Our partners

We are not the only regulators of business, nor the only organisation that can influence their environmental performance. We work with a wide range of partner organisations to ensure the best mix of interventions so that each body's resources and skill-sets are used most effectively.

We work with key businesses and trade associations, such as the Confederation of British Industry, Chemical Industries Association, Engineering Employers Federation, the Health and Safety Executive (HSE) and local authorities in a strategic way to address environmental challenges. We also work with the public to help them understand our responsibilities and those of business in protecting the environment.

Working with Natural England, CCW and the Forestry Commission we will investigate potential areas for joining up activities, such as permitting, enforcement and contact centres to provide a better customer focussed service and find further efficiencies.

We work with local authorities to help deliver environmental protection and improvement in their areas, including delivering the new requirements on surface water drainage.

We work with others across the Defra network in a co-ordinated manner, for example with the Forestry Commission and Natural England to join up the delivery of the agri-environment and woodland grant schemes, inspections and advice.

We will continue to work with the new Inshore Fisheries and Conservation Authorities, and with the Marine Management Organisation (MMO) and WG to support effective fisheries enforcement in the inshore zone and to promote the ecosystem approach to marine management. We will support Defra and WG and the projects on the development of Marine Conservation Zones which should substantially be in place by the end of 2012.

We have sought the active involvement of those with an interest in the implementation of the Water Framework Directive. In particular water companies, farmers and land managers, local authorities and other parts of government will all need to implement actions if the aims of the Directive are to be realised.

We are one of a number of organisations working to improve biodiversity and protection of the environment in England and Wales. We work with government, the statutory conservation advisers Natural England and CCW, and the many non-government organisations (NGOs) with an interest in the natural environment. As part of the Campaign for the Farmed Environment, we are working with the farming industry, environmental groups and government and its agencies across the country to secure and enhance the environmental management of farmland and its impact on the water environment. In Wales we are working to support schemes and initiatives in the Welsh Rural Development Plan and Wales Soil Action Plan and will support the development and delivery of the WG Natural Environment Framework. We will continue to work with those who manage land to ensure that demands for food production are met while protecting the environment.

The Environment Agency, in consultation with Defra, will identify a limited number of water catchments to develop new approaches to drive the delivery of improvements to achieve Water Framework Directive standards in England. In these pilot catchments we expect to bring delivery partners together to share information about the catchment, use the results of monitoring and investigations to review the measures needed, and address pressures such as diffuse pollution, using advice, incentives and regulation.

Our aims and what we will do to achieve them

2.1 The quality of surface, ground and coastal waters and wetlands continue to improve for the benefit of people, the economy and wildlife

We will:

- Work with others to protect and improve the biological and chemical quality of water bodies including the restoration of wetlands and removal of artificial barriers to fish migration.
- Continue to develop and implement River Basin Management Plans at water body, catchment and river basin levels in conjunction with all interested parties. This includes carrying out some 8,500 investigations by the end of 2012 to reduce areas of uncertainty about what is preventing the achievement of good ecological status or to provide a robust justification of why good status cannot be achieved.
- Further develop our engagement with partners and local communities to progress delivery of Water Framework Directive objectives at a catchment and water body level. This will include leading and evaluating trials in 10 catchments and supporting trials where other delivery partners take a lead, to inform a better approach to achieving greater improvements in water quality, good ecological status and good ecological potential.
- Carry out our flood and water level management functions in a way that achieves better water quality and management, in order to achieve the objectives of the Water Framework and Habitats Directives.
- Work with Natural England to deliver our contribution towards increasing the area of SSSI in favourable condition whilst maintaining the continuing recovery of SSSIs in England.
- Work with water companies and Ofwat so that the necessary environmental improvements and investigations are funded through price reviews.
- Change abstraction licences and discharge consents where there is an unacceptable impact on the environment.
- Continue to develop and implement a strategic programme on diffuse pollution from agriculture and urban areas to tackle their impact on the water environment, working with relevant stakeholders to implement actions on the ground.
- Use pollution incident and water quality information to inform our pollution prevention activities.
- Work with the Drinking Water Inspectorate to protect water sources.
- Plan for and respond effectively to drought and serious pollution incidents, including pollution arising from accidental or deliberate release of hazardous materials.

- Commission and undertake research to help understand the impact of climate change on freshwater and coastal habitats.
- Assess and report on the biological quality and physical state of rivers, lakes, canals and coastal waters and collaborate in the development of indicators of ecological status for reporting in England and Wales.
- Work closely with the Association of Rivers Trust in England, Afonydd Cymru in Wales, the Forestry Commission, farming and landowning interests and others, to ensure that priority waterbodies achieve 'good' status.
- Support the introduction of Sustainable Drainage Systems (SuDS) through the Flood and Water Management Act.
- Contribute to creating a cleaner, healthier marine environment.

2.2 Land is managed sustainably protecting soils, water and biodiversity and contributing positively to reducing and adapting to climate change

We will:

- Work with the farming industry to ensure that management planning for soil, nutrients, water use and waste becomes an integral part of business plans on all farms to both improve the environment and help to secure a healthy and sustainable supply of food.
- Promote practices and incentives that encourage land managers to protect soil and water, minimise diffuse pollution and improve conditions for wildlife.
- Work with Natural England, CCW, Forestry Commission and WG to better target and encourage the take-up of agri-environment schemes to improve land management and to help tackle diffuse pollution.
- Work with land managers to help them understand the implications of climate change for their business and how they can respond.
- Work with farmers, rural communities and all relevant authorities to understand and explain the relationship between land use, land management and flood and coastal erosion risk.

2.3 Biodiversity is enhanced and fish stocks are managed sustainably for the benefit of wildlife and people

We will:

- Ensure our water management, pollution prevention and flood and coastal risk management activities reduce habitat loss, enhance wildlife conservation and bring wider environmental benefits.
- Influence strategic land-use planning and major development proposals to protect wildlife.
- Improve and expand river and wetland habitats, through implementation of projects from the Wetland Vision for England and work by the Wales Biodiversity Partnership.
- Work with partners to create new wetland and coastal UK Biodiversity Action Plan (BAP) habitats to increase their extent, allow wildlife to adapt to climate change and offset past losses.
- Concentrate action on those UK BAP priority species that we can benefit the most.
- Work with others to conserve and maintain the diversity and populations of freshwater fish, salmon, sea-trout, eels, lampreys and smelt. We will play our part in delivery of eel action plans in support of the EU Eels Regulation.
- Work with Natural England and other partners to help deliver integrated landscape schemes to strengthen the network of wildlife sites across England.
- Work with Natural England and CCW to continue to maintain and restore favourable conservation status at sites protected under the EU Birds and Habitats Directives (Special Areas of Conservation and Special Protection Areas).
- Help to reduce the impact of the most damaging water-related non-native invasive species, including fish, in line with the Great Britain Invasive Non-Native Species (INNS) Framework Strategy, working with local action groups to tackle local environmental pressures.
- Deploy the powers and duties we have to ensure fish populations are healthy.

- Collaborate in the development of research to understand the drivers of biodiversity loss and to underpin climate change adaptation measures.

2.4 Businesses and other organisations reduce the impacts of their activities on air, land and water, using resources efficiently and minimising waste disposal

We will:

- Work with businesses so they take full responsibility for their environmental impact and report openly on it.
- Set controls on emissions and discharges based on annual mass emissions as well as concentration.
- Produce Pollution Reduction Plans to reduce water pollution from point and diffuse sources.
- Provide advice and guidance to businesses on waste management practice and resource efficiency.
- Work with governments to ensure delivery of air quality action plans.
- Work with local authorities on local air quality issues where Environment Agency regulated activities are a contributing factor.
- Facilitate new low-level radioactive waste management routes to enable faster decommissioning of legacy sites.
- Work with businesses to prevent new land contamination and put plans in place to deal with historic contamination.
- Tackle regulatory barriers to environmentally beneficial use of wastes.
- Reduce the local impact of sites we regulate including from fugitive emissions.
- Provide guidance for businesses on nuisance management and train our staff in nuisance issues.

2.5 We improve how we work as regulators to maximise environmental outcomes while minimising the cost to businesses

We will:

- Support governments and European and international organisations to ensure environmental legislation promotes 'Better Regulation' principles, including through our contributions to Defra's waste policy review.
- Provide guidance on how to comply with environmental regulations, including through the use of management systems and third party auditing.
- Target our regulatory activity using a risk-based approach and develop sector-based strategies that deliver environmental outcomes efficiently.
- Apply effective and proportionate sanctions for non-compliant and illegal activity. Where available and appropriate, we will replace prosecution with civil sanctions and monitor their effectiveness.
- Engage with larger businesses at board level, as a more effective way of delivering compliance.
- Use the *Building Trust with Communities* approach where activities cause significant public concern.
- Streamline our regulatory approach to reduce the regulatory burden on business and contribute to the UK Government's 'one-in, one-out' approach.
- Contribute our expertise to supporting economic recovery and developing the green economy in our work with business.
- Work with governments to develop and improve environmental permitting, to review the interfaces with other regulation, expand what can be covered by a single permit and improve the customer experience for business and local communities through clear and timely guidance.

Key Performance Measures	2010/11 Forecast	2011/12 Planned	2012/13 Planned	2013/14 Planned	2014/15 Planned
2.1a We work with others to improve the quality of surface waters, ground waters, coastal waters and wetlands - Number of water bodies in 'good status' or 'good potential' - Net improvement in surface water bodies in England (% net improvement in water quality elements)	2,075 (28%) Track only	2,150 (29%) Track only	2,220 (30%) Track only	2,370 (32%) Track only	2,520 (34%) Track only
2.1b We take action to ensure that bathing waters in England and Wales meet the standards required under European law - Number of designated bathing waters meeting revised EC sufficient standard or above	90%	88%	88%	91%	93%
2.1d We improve and protect rivers and wetlands damaged by unsustainable abstractions - Number of licences that become environmentally sustainable (delivery actions) - Number of schemes completing investigations and option appraisal stages (scheme decisions)	36 54	38 34	46 38	44 64	160 60
2.3b We create new areas of habitat - Area (in hectares) of new intertidal habitat created (cumulative from 2011/12)	85	50	170	350	400
2.3c We improve the status of salmon and sea trout fisheries Percentage of rivers better than at risk - Salmon rivers (64 in total) - Sea trout rivers (71 in total)	64% 82%	70% 83%	72% 84%	73% 84%	75% 85%
2.4a We improve business compliance - Number of sites with D, E or F OPRA compliance scores for 2 years or more	187	10% reduction 170	10% reduction 153	10% reduction 138	10% reduction 124
2.4b We reduce serious and significant pollution incidents - Number of category 1 and 2 pollution incidents	589 (10% reduction)	560 (5% reduction)	532 (5% reduction)	505 (5% reduction)	480 (5% reduction)
2.5b. We reduce the administrative burden that we place on business (£m) - Cost savings for business per year (cumulative from 2010/11)	£5m	£15m	£20m	£40m	£45m

Expenditure for this theme	2011/12 Planned	2012/13 Planned	2013/14 Planned	2014/15 Planned
£ million	228	220	217	213

Work with people and communities to create better places

A good quality environment can help to enhance people's lives and support a sustainable economy. But climate change, population growth and higher consumer expectations are increasing the pressures on the environment.

By 2030, there could be up to 30 per cent more households in England and 25 per cent more in Wales. This will put pressure on natural resources and existing environmental infrastructure that needs to be managed properly.

Tensions between development and flood risk are likely to increase. There will be a greater challenge for planners to avoid inappropriate development in places at risk of flooding and coastal erosion. There will also be more pressure to re-use contaminated and other 'brownfield' land. In some areas water resources and quality will challenge the extent to which further housing growth can be accommodated without harming the water environment.

Over 5.5 million, or one in six, properties are at risk from flooding from all sources across England and Wales. The risks to people, communities and key infrastructure like roads, railways, power sub-stations and water treatment plants are increasing. Sea level rise is already increasing the likelihood of both flooding and coastal erosion, and changing rainfall patterns are increasing the likelihood of flooding from surface water as well as from rivers. Development and the need for new homes has the potential to worsen the impacts of floods on people and property unless carefully managed.

The built environment contributes about half of the UK's greenhouse gas emissions. Ways need to be found to use energy, water and materials more efficiently, to produce less waste, and to make buildings and communities more resilient to the effects of climate change.

Our role

Our interest in planning and the built environment focuses on where these impact on key environmental services - such as water resources and quality, energy use, waste management, biodiversity and flood and coastal risk management – and on people's quality of life.

We seek to ensure land-use planning processes address environmental challenges, particularly at an early stage, by influencing strategic plans. We are a statutory consultee for environmental assessments and sustainability appraisals that are part of land use planning in England and Wales. The Government is reforming the planning system, so our role in planning is likely to change. We will work closely with Government to define our role, and how we can best fulfil it, in the new planning system.

We have a strategic overview role of flooding from rivers, the sea, surface water and groundwater in England and an enhanced oversight role in Wales. We are the primary contributor in England to the Government's priority of preparing for and managing risk from flooding. Under the Flood and Water Management Act 2010, we will work with Defra to develop the national flood and coastal risk management strategy in England.

Together with our partners, we manage over 27,000 miles of flood defences, including structures, seawalls and flood banks, and many other assets such as pumping stations, locks and sluices. Our flood risk management work reduces the risks to people, property, businesses and infrastructure, and benefits the environment, for example through the creation of habitats. Reducing the risks to a community helps with regeneration by attracting people to live, work and invest there. In England and Wales every pound spent on protecting communities from flooding saves eight pounds spent repairing flood damage over the lifetime of a scheme.

Our role in managing the consequences of flooding includes providing effective warnings, working with the Met Office through the national Flood Forecasting Centre, and with our partners, including the emergency services, at resilience forums to prepare for and manage major incidents. As part of this work we will provide a new flood warning service for the owners and operators of important national infrastructure.

We work in partnership with local authorities providing guidance to support their management of coastal erosion and flooding from surface water, small watercourses and groundwater. We also work with, and support, Internal Drainage Boards and other organisations such as utility companies and insurers, including through the provision of data and information. This is central to our strategic overview role in flooding. Our modelling and mapping of flood risk from rivers and the sea, combined with information from other risk management authorities, underpins decision making by local, central government and WG and other sectors such as the insurance industry. It informs emergency planning and influences development decisions, helping stakeholders to understand risk and plan for a changing climate. Our improving understanding of risk from surface water flooding is increasingly useful to local authorities. Over time our models and maps will cover all sources of flood risk and we aim to extend our flood warning service to surface water flooding.

Surface water flooding has been a much more significant factor in floods in recent years. We will ensure we engage effectively with communities at risk and work with lead local flood authorities. This will improve our understanding of the scale of surface water flood risk and its solutions, as well as helping our partners to understand and manage this risk.

We will fulfil our responsibilities as the enforcement authority for reservoirs in England and Wales under the Reservoirs Act.

The European Floods Directive sets out a framework for all flood risk management activities over the course of this plan. We will coordinate flood risk and river basin management plans, and ensure flood risk management schemes are environmentally sensitive and improve water quality where appropriate. We will work with local authorities and others to ensure that there are Catchment Flood Management Plans and Shoreline Management Plans which set out how flood and coastal erosion risks will be managed over the long term and, when refreshed, they will need to reflect the national flood strategies. We will also deliver the actions identified for us in central Government's response to the Pitt Review of the 2007 floods.

Our work provides a better and safer place for people to enjoy the environment. We are the lead government agency for freshwater and migratory fisheries and work closely with landowners and anglers to enhance both the economic and social value of fishing.

We are the navigation authority on the Thames, Wye, Medway, Nene and Ouse. We maintain these waterways and neighbouring land for boaters and other users. We work with others to promote inland waterways.

Our partners

We share responsibility for the delivery of many of our objectives with others, so working closely with our partners is key to creating better places for people and wildlife. Partners include policy makers in local, central government and WG, together with local internal drainage boards, other government agencies and regulators.

To implement the Flood and Water Management Act 2010 effectively we will work with others on flood risk management, in particular with local authorities in England. We work closely with the Local Government Association and they have been involved in the development of the National Flood and Coastal Erosion Risk Management strategy in England and its associated guidance. We have discussed the Strategy with many partners, including Natural England, the Association of Drainage Authorities, National Farmers Union (NFU), Country Land and Business Association (CLA) and Water UK. In Wales we are working closely with the Welsh Local Government Association to support WG to develop a national flood risk management strategy for Wales.

We work with others to understand better the risks from flooding and coastal erosion, and to secure sustainable flood and coastal risk management for the future. This includes continuing to engage with local communities, Defra and other central government departments, WG, local authorities, the Local Government Association, the Welsh Local Government Association, the Association of British Insurers, Ofwat and other regulators; consultants and contractors, energy, water and other national infrastructure and essential service providers; emergency services, and relevant professional and trade associations.

We will engage actively with communities to develop innovative ways of managing risk and promote resilience to flooding and adaptation to climate change, so that they understand flood risks and take action to reduce the impacts of floods when they happen. We will work with local communities to help remove obstacles which are preventing landowners taking action to manage flood risk themselves.

As part of contributing to economic prosperity, we work with policy makers and planning authorities to encourage economic regeneration and development that can be sustained within environmental limits. We will continue to use our *Building trust with communities* approach to engage and involve local communities in areas such as flood and coastal risk management and the regulation of sites with high levels of public interest.

We will work with DCLG and Defra (in Wales, with WG and CCW) to understand how our planning role should develop as part of the reform of the planning system, so that our expertise can be used to best effect in getting good planning outcomes. We will work with Natural England, and across the Defra network, to ensure that we provide a single voice to local authorities on land use planning issues.

Many people and organisations have a role in improving angling and navigation opportunities. We work closely with many of them to achieve shared aims. These include the Angling Trust, Federation of Welsh Anglers, fisheries owners and fishing clubs, Sport England, UK Sport, Sports Council for Wales; British Waterways, other navigation authorities and craft users.

Our aims and what we will do to achieve them

3.1.1 We, our professional partners and the public will have a greater understanding of flood and coastal erosion risk

We will:

- Better understand the risks of flooding and of coastal erosion, ensure that flood risk from all sources is assessed and managed in a consistent way, and use this knowledge to embed a risk-based approach in our flood and coastal risk management work.
- Implement new legislation, including developing - with Defra - a national strategy for flood and coastal erosion risk management for England, and promoting and monitoring its implementation as part of our strategic overview role. We will assist WG in the preparation of a strategy for Wales.
- Ensure strategic plans take full account of our evidence and knowledge, particularly through improved assessments of the risks from surface water flooding.
- Work in partnership with local authorities, coastal groups and others to ensure that together we improve awareness of flood and coastal erosion risk and take it into account in future plans.

3.1.2 We will work effectively with our professional partners and the public to manage risk and reduce the probability of flooding and coastal erosion

We will:

- Provide leadership through our strategic overview role in England and our oversight role in Wales, managing flood risk from main rivers and the sea, working in partnership with others to help local authorities coordinate the management of surface water and groundwater flooding and coastal erosion.
- Manage our flood and coastal risk management assets effectively and efficiently. We will deliver 15 per cent procurement efficiencies within our capital programme.
- Provide leadership on coastal erosion management, developing a long-term evidence-based view of the coast, helping our professional partners to manage erosion risk.
- Continue to improve our community engagement and communications, working with communities to help them understand and manage their flood and coastal risks more effectively.

- Support coastal protection authorities in their work to manage coastal erosion risk, by providing advice, developing the evidence base and working with local authorities to raise awareness of the risks.
- Be an active partner for all local flood risk arrangements, providing advice and guidance as part of our strategic overview role in England and strategic oversight role in Wales.
- Seek to secure funding from a wide range of sources.
- Reduce risk by providing new or improving existing assets where justified.
- Provide leadership in reservoir safety and ensure that other organisations managing critical national infrastructure are aware of their risk and take action to manage it.
- Modernise our land drainage consent process.
- Develop our mapping and modelling capabilities and provide enhanced flood risk management visualisation tools.
- Develop a strategic approach to maintenance including channel conveyance.

3.1.3 We will reduce the consequences of flooding and coastal erosion

We will:

- Maintain an effective and resilient capability to respond to flood emergencies.
- Continue to develop and support the joint Environment Agency / Met Office National Flood Forecasting Centre.
- Provide better flood forecasting and incident management response, giving improved warnings and helping others to take prompt action to reduce risk.
- In England, support local authorities with funding and advice for local flood resilience and resistance measures. In Wales a similar scheme exists, currently administered by WG
- Work with providers of important national infrastructure to ensure that services are maintained during flooding.
- Play our part in multi-agency planning and preparation for major incidents.

3.1.4 Our flood and coastal risk management programme provides environmental benefits

We will:

- Work with nature using land management techniques to tackle flood risk, including creating new wetlands and coastal habitats that accommodate water and aid conveyance.

3.2 Better local environments enhance people's lives and support a sustainable economy

We will:

- Work with local authorities and local partnerships to progress key environmental issues such as water resources and quality, waste management, waste crime, contaminated land, biodiversity and flood and coastal risk management.
- Work with partners to improve the state of local environments in ways that also benefit regeneration, social inclusion and public health.
- Engage and involve local communities in areas of our work such as flood and coastal risk management and the regulation of sites with high levels of public interest.
- Work with policy makers and developers to encourage economic development that can be sustained within environmental constraints.
- Work with local communities to develop alternative ways of managing flood risk and water levels which deliver good value for money for the taxpayer and local community
- Maximise the opportunities to deliver and maintain Water Framework Directive objectives by creative use of flood and coastal risk management solutions.

3.3 New and existing developments have a reduced environmental impact and well-planned environmental infrastructure

We will:

- Work with planning authorities and communities to ensure new development does not increase flood and coastal erosion risk, prevent water bodies achieving 'good' status under the Water Framework Directive or affect other statutory environmental objectives.
- Work with communities and local authorities to make existing developments more resilient to flooding.
- Work in partnership with policy makers, developers and other organisations (including Waste and Resources Action Programme and Energy Savings Trust) to promote the wider adoption of sustainable building standards for both new and existing developments.
- Work with developers, utility companies and public bodies, such as the Homes and Communities Agency in England, to ensure that the environmental infrastructure associated with new housing is planned for.
- Influence water companies' long-term planning so that infrastructure supports new development and accounts for the risks of climate change.
- Work with policy makers to ensure that the new national planning policy framework and environmental assessments help deliver the necessary protection and improvement of the environment.
- Work with planning authorities in England and Wales to ensure that spatial strategies respect environmental constraints and take into account future climate risks.

3.4 All sections of society have opportunities to enjoy water and wetlands through angling and navigation

We will:

- Manage water quality, water resources, fisheries and flood defence schemes in ways that improve opportunities for people to access water for recreation.
- Work with local communities, angling and navigation interests to promote opportunities for people to enjoy and benefit from the environment and to address barriers to participation.
- Maintain the navigation assets we are responsible for in line with available funding.
- Support our partners in Wales to deliver the outcomes sought by the Water Related Recreation Strategy for Wales.

Key Performance Measures	2010/11 Forecast	2011/12 Planned	2012/13 Planned	2013/14 Planned	2014/15 Planned
3.1.2a We reduce the risk from flooding for more households - Number of households where the risk of damage from flooding and coastal erosion has been markedly reduced (cumulative from 2011/12)	57,200 (of which 2,200 in Wales)	24,350 (of which 750 in Wales)	62,750 (of which 1,250 in Wales)	99,150 (of which 1,750 in Wales)	147,750 (of which 2,250 in Wales)
3.1.2c We maintain our flood and coastal risk assets at or above the required condition - Percentage of Environment Agency high consequence assets at or above the required condition	at least 97%	at least 97%	at least 97%	at least 97%	at least 97%
3.1.3a More households and businesses at high-risk of flooding can receive direct warnings - Number of households and businesses covered by our Flood Warnings Direct service	56% 1.04 million	58% 1.11 million	62% 1.18 million	64% 1.20 million	66% 1.22 million

Key Performance Measures	2010/11 Forecast	2011/12 Planned	2012/13 Planned	2013/14 Planned	2014/15 Planned
3.2a Environmental outcomes are delivered through joint working with local authorities and partnerships in prioritised locations - Delivery of local environmental priorities	100%	100%	100%	100%	100%
3.4c We maintain our navigation assets at or above the required condition - Percentage of our navigation assets at or above the required condition (Note: The definition has been revised from 2011/12 to align with other asset related measures (particularly 3.1.2c). The target for 2011/12 onwards refers to the percentage of navigation assets at or above required condition grade 3).	82%	82%	82%	81%	80%

Expenditure for this theme	2011/12 Planned	2012/13 Planned	2013/14 Planned	2014/15 Planned
£ million	651	638	626	614
FCRM element of this	597	584	572	560

Work with businesses and other organisations to use resources wisely

Globally, the consumption of resources is higher than can be sustained. The population continues to increase, as do living standards.

Around 300 million tonnes of waste are produced each year in England and Wales, all of which need managing in a way that protects people and the environment. Of this total, around 35 million tonnes are produced by manufacturing industry, over 100 million tonnes are construction and demolition waste and 29 million tonnes are generated by households.

Businesses can benefit from using natural resources more efficiently and using the wastes they produce as resources. Research shows that UK companies could save around £6.4 billion a year by using their resources more efficiently.

Water is a precious resource, essential for life and vital to the economy. But in parts of England and Wales water supplies are already under stress. 15 per cent of rivers and groundwaters are over-abstracted, and a further 18 per cent are at risk from excessive abstraction. Climate change is projected to reduce natural flow levels in rivers by 10 to 15 per cent by 2050, and up to as much as 80 per cent during summer months. This, along with population growth and increasing demand, will put even greater pressure on water supplies in England and Wales.

Our role

We regulate a wide range of organisations that use resources and produce or manage waste, in order to prevent harm to people and the environment. We directly regulate the resource efficiency of major industrial activities in England and Wales such as the manufacture of food, drink and chemicals. As well as regulating operations at 7,000 waste management sites we also regulate certain domestic and international movements of waste, and run registration schemes for manufacturers of packaging, batteries and electrical equipment. We administer schemes controlling the landfill of biodegradable waste by local authorities. We work with local authorities to deal with illegal waste activities, concentrating our own efforts on incidents involving large-scale and persistent illegal activity, organised crime, or hazardous waste. We also tackle waste crime by closing down illegal sites and acting against illegal exports of waste.

We are the designated competent authority in England and Wales for the EU Waste Framework Directive and other EU directives on waste.

We provide data and information to central and local government in England and Wales, for example, on where waste goes and how it is dealt with. We also contribute to strategic waste plans and individual planning decisions.

We are responsible for ensuring that there is enough water to meet the needs of people and the environment. We need to plan decades ahead so that we understand the changing pressures on water. We oversee the way that water companies plan so that supplies are secure, even in droughts, and that the companies' environmental impacts are minimised. We monitor the water environment so that we understand how much water there is, and how clean it is, and we allocate licences to water companies, farmers and businesses to abstract water in a sustainable way whilst safeguarding the environment.

Over recent years we have overseen the improvement of water quality in rivers and biodiversity generally in England and Wales and developed over 100 Catchment Abstraction Management Systems (CAMS). We are extending these into a sustainable abstraction regime, resilient to climate change, that balances the needs of the economy and society with those of the environment.

Our partners

We work closely with Defra to deliver its strategies on waste and resource management, and with WG to deliver its strategy 'Towards Zero Waste'. We share many of our aims with other organisations. In particular, we work closely with the Waste and Resources Action Programme (WRAP) who have a remit to support resource efficiency through market development with the Department for Business Innovation and Skills (BIS) and with local authorities.

We will support government, businesses and local authorities in implementing the revised Waste Framework Directive. We are working with Defra and BIS on how to make a step change in waste regulation through the Waste Review, aiming to make it easier for compliant businesses to do the right thing with their waste, including using it as a resource, while focusing our enforcement effort on those who deliberately choose not to comply and so undercut legitimate businesses.

Our water-related work relies on close working relationships with many organisations including local, central and devolved governments; Ofwat and water companies, industry, land managers and land-use planners, abstractors and users of water.

Our aims and what we will do to achieve them

4.1 Businesses and other organisations know what the best environmental options are for managing waste and using resources wisely

We will:

- Work closely with Defra, WG, WRAP and others to develop a better understanding of waste management options to protect the environment and human health, improve resource efficiency and help reduce greenhouse gas emissions.
- Work closely with Governments to understand better the relative environmental impacts of methods and locations for managing waste.
- Provide advice, guidance and leadership on waste management practice and resource efficiency to businesses we regulate and the public sector, to promote more efficient and sustainable use of natural resources, working with others such as WRAP.

4.2 The right waste and resource management infrastructure is in place

We will:

- Work with waste managers and others to reduce methane emissions from landfill sites.
- Provide advice and support to local and central government and WG.
- Continue to improve the quality and timeliness of our data for others as well as for our own use.
- Remove regulatory barriers to environmentally beneficial uses of waste.
- Lead by example by procuring waste management services that are best for the environment, and work with the Office of Government Commerce and WG to improve practice across government.

4.3 Businesses and other organisations are resource efficient, minimise pollution and manage their waste responsibly

We will:

- Concentrate on improving resource efficiency within the sectors we directly regulate.
- Work with WRAP to encourage waste producers to take more responsibility for minimising their waste and reducing its impact.
- Develop a 'whole life' approach to tackling high impact waste streams.
- Map the environmental impacts of high impact waste streams and identify and implement the most effective interventions to reduce their impact.

- Work with others to prevent pollution through control at source, for example, through good land or process management practice.
- Identify where environmental pressures and illegal activity could be reduced by improved waste management facilities and services.
- Use an intelligence-led approach to tackle waste crime, sharing information and working with other enforcement agencies, including the police and local authorities, and take prompt and decisive action to deal with criminal activity, close illegal sites and tackle the illegal disposal of waste.
- Work closely with the UK Border Agency and with overseas regulators, including through IMPEL, to share intelligence and actively undertake our statutory role to reduce the illegal export of waste.
- Work with central Government, WG and WRAP to help businesses apply the waste hierarchy under the revised Waste Framework Directive.
- Remove regulatory barriers to environmentally beneficial uses of waste.
- Continue to reduce the regulatory burden on business.

4.4 Safe, secure water supplies are used efficiently to meet the needs of the public, business and the environment

We will:

- Promote efficient water use and effective water resources management internally, nationally and internationally.
- Work with water companies to strike the right balance between developing new resources and reducing demand, and ensuring security of supply.
- Work in partnership with other organisations to ensure that energy and water are considered together in making more efficient use of resources in homes.
- Work with Government, manufacturers and others to develop and improve water efficiency labelling of fixtures, fittings and appliances.
- Promote water-efficient homes and buildings and a move towards 'water neutrality' for new developments in water stressed areas.
- Support Defra to ensure the policy framework for future water resource management is robust
- Communicate how water use can affect the environment and how a good water environment improves quality of life.
- Work with others to restore more natural features to deliver multiple benefits for water quality, water resources management, flood risk management, climate change and biodiversity.
- Develop improved methodologies and approaches to identifying significant environmental risks and selecting cost-effective solutions.
- Work with water companies, industry and agriculture on investment to improve security of supply.
- Work with the Drinking Water Inspectorate to protect water sources.
- Work with all abstractors and users of water to ensure they manage demand and use and share water in the most efficient way.
- Use the UK Climate Projections 2009 to determine how to manage water effectively.
- Work with the water industry and other industries to minimise greenhouse gas emissions while maintaining environmental standards and security of supplies.
- Work with local authorities and others to ensure that planning decisions about future infrastructure take the impacts of climate change into account.
- Work with land-use planners so that the long-term planning of growth will not compromise the achievement of environmental standards, and to ensure opportunities for sustainable drainage systems are realised.
- Ensure that good water resources and drought management plans are in place.

Key Performance Measures	2010/11 Forecast	2011/12 Planned	2012/13 Planned	2013/14 Planned	2014/15 Planned
4.2a More waste is fully recovered to the standards defined in Quality Protocols, such that it is no longer classed as waste - Tonnes of waste diverted from landfill (cumulative from 2010/11)	139,000	940,000	2,200,000	3,700,000	5,500,000
2.4f We reduce the overall risk score presented by illegal waste sites, targeting our efforts on the highest risk sites - Risk score of high risk sites	38,045 (10% reduction)	34,240 (10% reduction)	30,816 (10% reduction)	27,734 (10% reduction)	24,961 (10% reduction)

Expenditure for this theme	2011/12 Planned	2012/13 Planned	2013/14 Planned	2014/15 Planned
£ million	196	193	191	188
Water Resources element of this	127	126	125	124

Be the best we can

We will achieve more for people and the environment by managing our own resources carefully, providing excellent services and focusing on environmental outcomes, not processes.

We will seek out ways to improve the way we do business so that we are clearly seen to be achieving the best possible value for the taxpayer. We will use our knowledge and evidence presented in a compelling way to help people understand the need to protect and improve the environment. We will develop productive partnerships with other organisations to achieve shared aims and outcomes. We will bring people together to develop shared solutions to environmental problems and work together to create a better place. We will ensure staff have the necessary skills, capabilities and knowledge to deliver this ambitious programme of work. We will develop more of our thinking and resolve concerns and issues through conversations and face to face meetings. These ways of working will be at the heart of everything we do.

We will be:

- a world class environmental **regulator**;
- an effective and efficient environmental **operator**;
- and an influential environmental **advisor** and **champion for the environment**.

Our aims and what we will do to achieve them

5.1 Provide a first class customer service

We will:

- Build a workforce that reflects the communities we serve and ensure that our staff have appropriate customer service skills.
- Ensure that our communications are appropriate for their audience. We will play our part in developing a bilingual Wales by mainstreaming the Welsh language in our work and in our communications with our staff and customers.
- Converge relevant online content, tools and transactions on DirectGov and Business Link.

5.2 Work effectively with partners to deliver shared environmental outcomes

We will:

- Engage with partners, communities and businesses to improve and protect the environment and to influence behaviour.
- Work with others to reduce any unnecessary administration associated with regulation on businesses and focus our regulatory work on environmental priorities.

5.3 Use evidence and knowledge to guide and inspire our own actions and the actions of others

We will:

- Recognise that data, information and knowledge are valuable assets and manage them accordingly.
- Make more of our data free and more of it readily available for others to use
- Use environmental data to create compelling evidence that supports and informs our decisions, and those of others.
- Learn from others to improve the way we work and the technology we use and to be more efficient and effective.
- Maintain, develop and share our expertise in the fields in which we are already a world leader.

- Lead by example by minimising the environmental impact of our own operations.
- Play a key role in a more strategic approach to evidence work across the Defra family.
- Work with other bodies to join up our monitoring across the Defra and WG network.

Leading by example: minimising our own environmental impact

We will:

- Comply with legislation.
- Adopt good practice wherever possible.
- Reduce our office space and ensure building sizes are appropriate for the number of people working there.
- Reduce energy use of our computer systems.
- Use automatic leak detection and similar technologies to reduce the amount of water wasted.
- Select the most suitable option when we dispose of items.
- Reduce our business mileage and promote alternatives to driving.
- Reduce the carbon footprint of our pumping operations.
- Use our internal carbon reduction fund to support projects that are good value for money, are innovative, and that reduce our carbon emissions.
- Seek opportunities to use our land to generate renewable energy.
- Focus on environmental awareness in our recruitment, induction and training programmes.
- Use our own experiences to work with other organisations to help them operate more sustainably.
- Assess and minimise the environmental impact of our operational activities and learn from all environmental incidents.
- Work with our suppliers to help improve their environmental, social and ethical performance.
- Purchase timber from sustainable sources with an audit trail from forest to end use.
- Lead by example as a construction client in addressing the environmental impacts of activities and materials at all stages of construction, use and disposal.
- Use our pension fund investment and environmental overlay strategies to address material environmental risks and opportunities of investments in our pension fund.

5.4 Equip and train staff to achieve their potential and maximise their productivity

We will:

- Develop the skills, capabilities and knowledge of our staff to equip them to achieve our aims and maximise their potential.
- Ensure that staff have personal objectives clearly linked to our Corporate Plan.
- Seek to increase the proportion of senior managers who are women.
- Provide a healthy and safe working environment.
- Ensure that our sensitive information and our assets are secure.

5.5 Make the best use of our funding to deliver more for people and the environment

We will:

- Manage public money prudently and wisely.
- Plan to reduce our procurement costs for FCRM capital activities by 15 per cent .
- Redesign support services and reduce their costs to protect front line services.
- Reduce our administration costs by at least 33 per cent in real terms over SR10.
- Reduce the number of senior managers in England by 20 per cent .

- Reduce Information and Communications Technology (ICT) costs and share solutions across government.
- Maintain our leadership on sustainable, value for money procurement.
- Develop more efficient ways of delivering services and involve others in their design.
- Manage our pension investments to the highest standards.
- Continue to seek external funding opportunities to increase the environmental outcomes we deliver.
- Support the Whitehall-wide and WG approach to shared services for business support functions.

Key Performance Measures	2010/11 Forecast	2011/12 Planned	2012/13 Planned	2013/14 Planned	2014/15 Planned
5.1b We have a diverse workforce - Percentage of our employees from black and minority ethnic groups	3.4%	3.4%	3.4%	3.5%	3.7%
5.4a We have the right knowledge, expertise and experience - Percentage of staff required to reach the expected or above levels of capability specified in our Technical Development Framework	100%	100%	100%	100%	100%
5.4b We provide a safe place to work - Number of lost time incidents	No more than 30	No more than 27	No more than 24	No more than 22	No more than 20
5.5a We are more efficient - Reduction in our administrative spend (cumulative)	Baseline	£42m	£80m	£92m	£96m
5.5b We manage our money effectively - Actual expenditure as a percentage of budget/planned expenditure	100%	100%	100%	100%	100%

Reporting our performance

We will report high level progress to the UK government through Defra's Supervisory Board using five key outcome indicators:

1. We reduce the risk of flooding for more households
2. We work with others to improve the quality of water
3. We reduce serious and significant pollution incidents
4. We improve business compliance
5. We reduce the administrative burden that we place on business

We will measure and report on our performance in implementing this plan through our corporate scorecard. An overview of our corporate scorecard is provided on page 35. Progress against the corporate scorecard will be reported to the Environment Agency's Board on at least a quarterly basis. The scorecard is also available to the public on our website each quarter.

In addition, on a six monthly basis, the Chairman and Chief Executive report on progress against the full extent of Environment Agency work to the Secretary of State and other Defra Ministers. In Wales we report to WG through quarterly review meetings on progress with the annual operating plan.

Managing our resources

Our income comes from two main sources:

- Grants provided by Governments (which make up about 65 per cent of our total funding)
- Income we raise from charging schemes (33 per cent of our total funding).

Wherever possible, we aim to ensure that our costs are met by those who benefit from our services, or on the 'polluter pays' principle. We target our resources to achieve the best outcomes. We will reduce the administrative burden of regulation and our charging schemes will reflect our risk-based approach to regulation. To complement our main funding sources, we will continue to work with funding organisations, partners and other bodies, in particular local authorities, to attract third party investment to help deliver our corporate plan outcomes.

Government grants

The Environment Agency receives Grant-in-Aid (GiA) from Defra to fund our activities in England and from WG to fund activities in Wales. In England spend on administrative activities will reduce by at least £38m (33 per cent in real terms) from 2010/11 to 2014/15. In Wales, we are reducing our administrative costs by adopting a shared services approach with other public sector organisations.

Income from charges

We propose to absorb cost increases in our activities funded by charge income. In real terms this means a reduction in unit charge levels. We will continue to seek ways of becoming more efficient, including a reduction in administration costs.

Businesses are benefiting directly from the Environment Agency's increasingly efficient, risk-based approach to regulation. Many businesses now benefit from lower charges which reflect their proven sound management of environmental risks while all of our charge payers have shared in the savings achieved through streamlining of licensing administration and inspection activities.

We have made significant reductions to many permit application fees and are working with industry on a range of mechanisms that protect the environment while rewarding good performers. For example, we base our Environmental Permitting Regulations subsistence charges on environmental risk. Charges are calculated on the basis of the risk to the environment and the operator's environmental performance.

We have also increased flexibility in payment options for our charge payers. This includes accepting credit cards and direct debit facilities. We are also looking to increase online access for permit applications.

We are mindful of the difficult economic climate that will prevail during the period covered by this Corporate Plan. In this regard we will:

- Apply debt collection and control in a professional manner, but with sensitivity to the need for pragmatism and understanding in dealing with genuine cases of hardship.
- Review and amend our payment facilities to allow our customers greater flexibility in the use of instalment payments.
- Accelerate our own procedures for paying suppliers to meet governments' targets.
- Demonstrate continued value for money.

Income 2010/11 to 2014/15

	2010/11 Forecast	2011/12 Planned	2012/13 Planned	2013/14 Planned	2014/15 Planned
Income from charges					
Environment Protection licences:					
Waste (including Hazardous Waste, Mining Waste Directive)	62	59	59	59	59
Charging for Discharges	64	64	64	64	64
Environmental Permitting Regime (EPR) Installations	33	32	32	32	32
Other income from charges	14	14	14	14	14
Carbon Reduction Commitment, Emissions Trading	10	6	6	6	6
Abstraction licences	136	136	136	136	136
Rod licences	27	24	24	24	24
Craft registrations	5	5	5	5	5
Flood Defence local levies	35	33	33	33	33
Other income	32	26	26	26	26
Commercial income	6	5	5	5	5
Total non Grant-in-Aid income	424	404	404	404	404
Funding from Government sponsors					
Defra Flood Defence Grant-in-Aid	644	521	510	498	485
Defra Grant-in-Aid for other EA services	142	119	105	99	92
WG Flood Defence Grant-in-Aid	32	28	30	30	30
WG Grant-in-Aid for other EA services	23	21	20	19	19
Other grants and contributions	16	13	13	13	13
Wales Other grants and contributions	3	3	3	3	3
Total Grant-in-Aid	860	708	681	662	642
Total funding	1,284	1,109	1,085	1,066	1,046

Expenditure budget figures by Corporate Plan theme – 2011/12 through to 2014/15

This is a summary of how we will fund the delivery of each of our themes and priority outcomes.

Theme	Corporate Plan Aim	2011/12 (£m)	2012/13 (£m)	2013/14 (£m)	2014/15 (£m)
Act to reduce climate change and its consequences	1.1 We play our full part in helping England & Wales meet greenhouse gas emissions targets in ways that minimise other environmental impacts	10	9	8	7
	1.2 We help people and wildlife adapt to climate change and reduce its adverse impacts	2	2	2	2
	1.3 We put reducing and adapting to climate change at the heart of everything we do.	3	3	3	3
Act to reduce climate change and its consequences		15	14	13	12
Protect and improve water, land and air	2.1 The quality of surface, ground and coastal waters and wetlands continues to improve for the benefit of people, the economy and wildlife.	81	79	78	76
	2.2 Land is managed sustainably; protecting soils, water and biodiversity and contributing positively to reducing and adapting to climate change.	17	16	15	14
	2.3 Biodiversity is enhanced and fish stocks are managed sustainably for the benefit of wildlife and people.	55	52	52	52
	2.4 Businesses and other organisations reduce the impacts of their activities on water, land and air and are responsible operators.	63	61	60	59
	2.5 We improve how we work as regulators to maximise environmental outcomes while minimising the cost to businesses.	12	12	12	12
Protect and improve water, land and air		228	220	217	213
Work with people and communities to create better places	Flood risk and coastal erosion are effectively managed and people and property are better prepared and protected: 3.1a We will reduce the consequences of flooding and coastal erosion.	30	28	26	26
	3.1b We will work effectively with our professional partners and the public to manage risk and reduce the probability of flooding and coastal erosion.	495	486	476	464
	3.1c We, our professional partners and the public will have a greater understanding of flood and coastal erosion risk.	46	44	44	44
	3.1d Our flood and coastal risk management programme provides environmental benefits	26	26	26	26
	3.2 Better local environments enhance people's lives and support a sustainable economy.	7	7	7	7
	3.3 New and existing developments have a reduced environmental impact and well-planned environmental infrastructure.	11	11	11	11
	3.4 All sections of society have opportunities to enjoy water and wetlands through angling, navigation, sport and other recreation.	36	36	36	36
Work with people and communities to create better places		651	638	626	614
Work with businesses and other organisations to use resources wisely	4.1 Businesses and other organisations know what the best environmental options are for managing waste and using resources wisely.	2	2	2	2
	4.2 The right waste and resource management infrastructure is in place.	23	23	23	23
	4.3 Businesses and other organisations are resource efficient, minimise pollution and manage their waste responsibly.	44	42	41	39
	4.4 Safe, secure water supplies are used efficiently to meet the needs of the public, business and the environment.	127	126	125	124
Work with businesses and others to use resources wisely		196	193	191	188
Other		24	24	24	24
Grand Total		1,114	1,089	1,071	1,051

Please note total expenditure is £5m higher than income due to the forecast use of balances

Workforce numbers

We are facing a reduction in workforce numbers over the next four years. We are looking to maximise savings from administrative activities, as a way of protecting frontline services. Change programmes are in place to manage the reduction in staff in the most efficient and effective way possible.

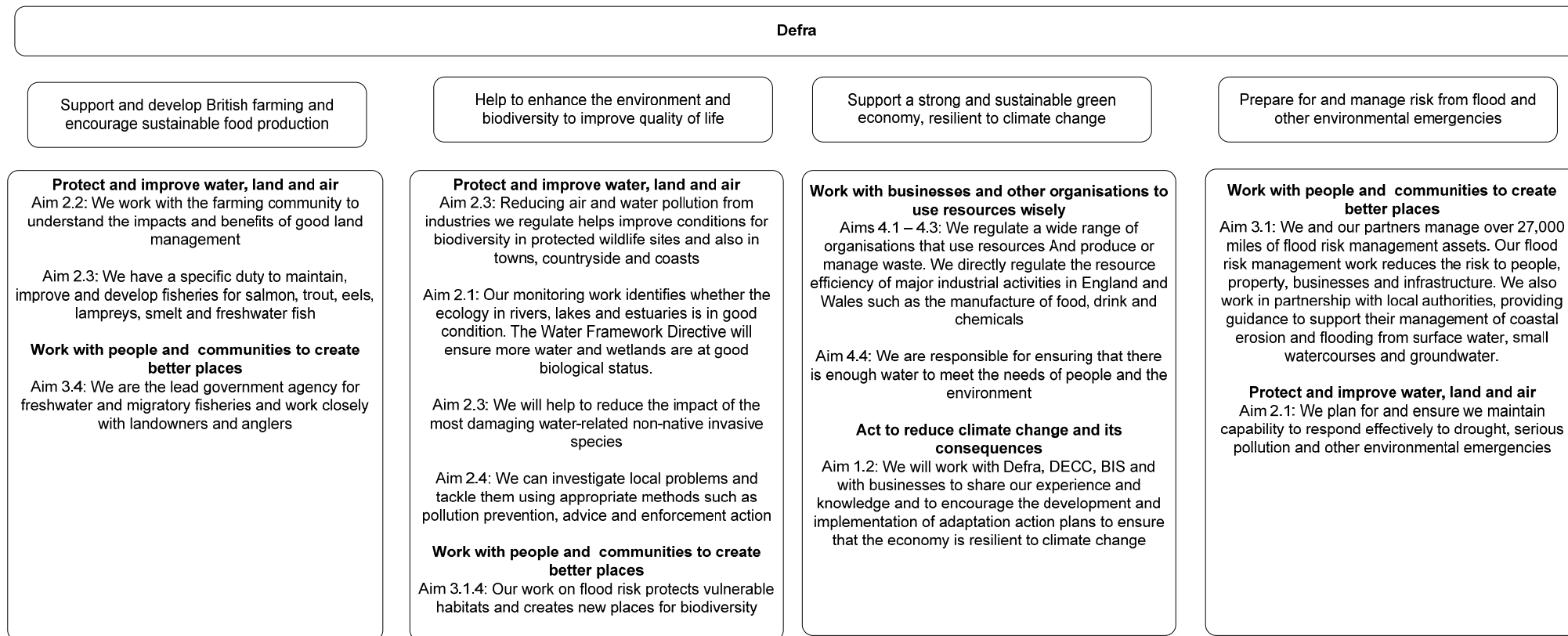
We will support our staff through the changes that must happen over the next few years, helping them to find new ways of working and to maintain our focus on creating a better place for people and wildlife.

APPENDIX ONE – Corporate Scorecard 2011/12

Annex 1- Corporate Scorecard 2011-12			
Act to reduce climate change and its consequences			
1.3a	We reduce our carbon dioxide footprint	RAG Status Page <input type="text"/>	
Protect and improve water, land and air quality		RAG Status Page	
2.1a	We work with others to improve the quality of surface waters, groundwaters, coastal waters and wetlands	<input type="text"/>	
2.1b	The quality of bathing water is getting better	<input type="text"/>	
2.1d	We improve and protect rivers and wetlands damaged by unsustainable abstractions	<input type="text"/>	
2.3b	We create new areas of habitat	<input type="text"/>	
2.3c	We improve the status of salmon and sea trout fisheries	<input type="text"/>	
2.4a	We improve business compliance	<input type="text"/>	
2.4b	We reduce serious and significant pollution incidents	<input type="text"/>	
2.5b	We reduce the administrative burden we place on business	<input type="text"/>	
Work with people and communities to create better places		RAG Status Page	
3.1.2a	We reduce the risk from flooding for more households	<input type="text"/>	
3.1.2c	We maintain our flood and coastal risk management assets at or above the required condition	<input type="text"/>	
3.1.3a	More households and businesses at high risk of flooding can receive direct warnings	<input type="text"/>	
3.2a	Environmental outcomes are delivered through joint working with local authorities and partnerships in prioritised locations	<input type="text"/>	
3.4c	We maintain our navigation assets at or above the required condition	<input type="text"/>	
Work with businesses and other organisations to use resources wisely		RAG Status Page	
2.4f	We reduce the overall risk presented by illegal waste sites, targeting our efforts on the highest risk sites	<input type="text"/>	
4.2a	More waste is fully recovered to the standards defined in the Quality Protocols, such that it is no longer classed as waste	<input type="text"/>	
Be the best we can			
5.1b	We have a diverse workforce	RAG Status Page <input type="text"/>	5.5a We are more efficient <input type="text"/>
5.4a	We have the right knowledge, expertise and experience	<input type="text"/>	5.5b We manage our money effectively <input type="text"/>
5.4b	We provide a safe place to work	<input type="text"/>	

APPENDIX TWO: DELIVERING GOVERNMENT PRIORITIES

Our work is driven by government priorities in England and Wales. The following UK and Welsh Government priorities expressed in departmental business plans will drive our work over the next four years:



The Department of Energy and Climate Change

Deliver secure energy on the way to a low carbon energy future

Act to reduce climate change and its consequences
Aim 1.1: We support the delivery of this priority through using our evidence and regulatory work to support the development and use of low-carbon technologies, and carbon capture and storage.

Drive ambitious action on climate change at home and abroad

Act to reduce climate change and its consequences
Aim 1.1: We support the delivery of this priority through the implementation of the main regulatory schemes to reduce greenhouse gas emissions.
Up to half of the UKs greenhouse gas emissions will be covered by regulatory and economic schemes we implement – including the European Union Emissions Trading System, the CRC Energy Efficiency Scheme and Integrated Pollution Prevention and Control

Aim 1.3: Dealing with climate change is not just one strand of our work; it influences every part of it. We reduce our own environmental footprint by putting reducing and adapting to climate change and the heart of everything we do.

Manage our energy legacy responsibly and cost effectively

Act to reduce climate change and its consequences
Aim 1.1: We support the delivery of this priority through our evidence and regulatory work to minimise the environmental impacts of nuclear energy.

The Welsh Government (WG)

Enhance the economic social and environmental wellbeing of people and communities in Wales achieving a better quality of life for our own and future generations

Help Wales adapt to the impacts of climate change and minimise greenhouse gas emissions

Help conserve and enhance biodiversity while respecting the dynamics of nature

Prepare for and manage risk from flood and other environmental emergencies

Support a strong and sustainable green economy for Wales and help tackle unsustainable practices like waste production and disposal

Deliver secure energy on the way to a low carbon energy future and manage our energy legacy responsibly and cost effectively

Support and develop Welsh agriculture and encourage sustainable food production

Sustainable development is our central organising principle which we are embedding into all our decisions, actions and advice to others. We are embracing the citizen centred approach and are thinking more inventively about how we can engage communities and other parts of the public sector to help us achieve environmental outcomes. We provide evidence and advice to spatial planning and regeneration activities in Wales and ensure our partnership working and collaborative funding cascades the principles of sustainable development to others and helps embed it into organisational practice across Wales.

We support delivery of this priority through the implementation of the main regulatory schemes to reduce greenhouse gas emissions – including the European Union Emissions Trading Scheme, the CRC Energy Efficiency Scheme and Integrated Pollution Prevention and Control (aim 1.1). We support WG with the development of their Climate Change Adaptation Framework and in the implementation of their adaptation programme and via the Climate Change Commission to implement their climate change strategy. We are improving our regulatory processes to increase opportunities for renewable energy.

Through the Water Framework Directive we ensure that more water and wetlands are at good ecological status. We have a specific duty to conserve and maintain freshwater fish salmon, sea trout and eels and a responsibility to lead action for a wide variety of water and wetland habitats and associated wildlife. In freshwater wetland and coastal areas we help to protect wildlife habitats by controlling pollution and regulating the amount of water taken from rivers, lakes and groundwater. Our work on flood risk protects vulnerable habitats and creates new places for biodiversity (aim 3.1.4).

We build, maintain and operate flood defences and work with other operating authorities and communities. We work with land managers and planning authorities to identify and tackle the sources of flood water. We monitor, map and model flood risk across Wales taking into account climate change. We work with local communities to ensure people at risk of flooding know their risk and take action to prepare for flooding. We plan for and ensure we maintain capability to respond effectively to drought, serious pollution and other environmental emergencies (aim 2.1).

We regulate a wide range of organisations that use resources and produce or manage waste. We directly regulate the resource efficiency of major industrial activities in Wales such as the manufacture of food and drink (aims 4.1 – 4.3) and support sustainable waste management through the implementation of WG's Towards Zero Waste Strategy. We are responsible for ensuring that there is enough water at the right quality to meet the needs of people and the environment (aim 4.4).

We support delivery of this priority by using our evidence and regulatory work to support the development and use of low-carbon technologies including carbon capture and storage and renewable energy (aim 1.1). We have a regulatory role for hydropower schemes.

We work with land managers and others to understand the impact and benefits of good land management, both to them and the wider environment (aim 2.2). We work closely with the Forestry Commission and the forestry sector to ensure woodlands deliver a range of beneficial outcomes for the environment. We are the lead government agency for freshwater and migratory fisheries and work closely with landowners and anglers (aim 3.4). We have a specific duty to maintain, improve and develop fisheries for salmon, trout, eels, lampreys, smelt and freshwater fish (aim 2.3).

Reducing air and water pollution from the industries we regulate helps to improve conditions for biodiversity in protected wildlife sites and also in towns, the countryside and coasts (aim 2.3). Our monitoring work identifies whether the ecology in rivers, lakes and estuaries is in good condition (aim 2.1). If not, we can pinpoint and investigate local problems and tackle them using appropriate methods such as pollution prevention advice and enforcement action (aim 2.4). We also provide advice so that the management of land both protects and enhances the environment.

We have published *Working together for a better Wales* which provides further detail on what this means for the communities of Wales. We will agree an Operational Plan with WG each year to further define how we will support their priorities in line with the Ministers Remit letter to us.

The Environment Agency's role in supporting localism:

- Understanding what local communities want to achieve – we will continue to take a 'yes if' attitude to all of our work. This means thinking about where local authorities and community groups are coming from – their motives, priorities, constraints and goals. We will identify joint priorities and be able to explain how we contribute as a service provider.
- Looking for opportunities to work in partnership – we will continue to identify and seek opportunities to work in partnership, agree shared objectives and make sure that together we achieve clear outcomes for the environment whilst avoiding duplication.
- Being an expert advisor whilst respecting the role of local authorities – we will continue to provide advice and information to local authorities to help them make informed decisions.
- Building trust with local communities – we will involve local communities to understand the problem, develop ideas and arrive at solutions.
- Sticking to what we do best - we should be confident in our areas of expertise. But we also need to be open to delivering environmental outcomes where they are better placed to allocate limited resources or can do so at lower cost.

The Environment Agency's role in supporting Big Society:

Big Society for the Environment Agency means being open to new ideas for delivering improvements through others and letting go of some of the activity we lead on. This includes more joint working across the Defra family. We will build on our areas of expertise by being open to others (private, public, voluntary or local groups) delivering environmental outcomes where they are better placed to do so. We already work with over 500 flood groups across the country on issues such as flood warnings and local resistance and resilience measures.

The principles we will follow are:

We will help to empower people and communities by:

- Ensuring data we hold is freely available to them to help them come to decisions and achieve their desired outcomes.
- Providing them with information and case studies that help them to understand what they can do and have.
- Listening, supporting, advising and helping them achieve their outcomes for themselves and each other.

We will continue to engage with people and communities to:

- Ensure we understand and are responsive to local needs.
- Build trust with local communities by sharing information, involving local people and explaining our decision-making process.
- Ensure all sections of society can easily communicate with us so that they can influence our activities and decisions as well as being able to seek our advice and assistance.
- Support co-ops, mutuals, charities and social enterprise to deliver their outcomes.

We will seek new, and develop existing, ways of delivering outcomes that:

- Allow people and communities to help themselves.
- Engage more with volunteers, especially through links with those civil society organisations who are skilled in doing this.
- Encourage the collection of data by individuals that helps to guide their desired outcomes and monitor their environments.
- Help us to be more effective in our day to day roles as a regulator, service provider and advisor.

We support the **Department for Business Innovation and Skills (BIS)** to create a positive business environment

**Would you like to find out more about us,
or about your environment?**

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