



## **Corporate Plan Update 2013/14**

## Introduction

In 2011 we published our Corporate Plan for 2011-15 which set out what we aim to achieve for people and the environment. We remain committed to delivering these outcomes. This update sets out how we are adjusting our work in response to government priorities.

The Environment Agency has an important role to play in supporting sustainable growth of the economy while improving and protecting the natural environment. We do this through:

- Investing in and maintaining flood risk management schemes.
- Simplifying the regulatory process including advice and guidance, making it easy for business to perform to the right environmental standards and providing a level and fair playing field for business to thrive and grow.
- Preparing for and responding to incidents, so that we reduce the consequences of incidents on people, businesses and the environment.
- Driving efficiency to reduce our own costs, and the costs of doing business with us.
- Helping others plan for and invest with confidence in the natural environment, such as through our work on abstraction reform and our water resource planning guidance.

We are already working with government partners, with business, with developers and with local communities to deliver more and better shared outcomes by pooling our collective skills and experience.

We will continue to work with others to plan and deliver for the natural environment. This includes the efficient delivery of our flood and coastal risk management investment programme and continuing our work on catchment planning and delivery of water based environmental improvements. In doing this we will continue to seek the broadest range of benefits overall to people and for the environment, maximising value for money.

We will work closely across the Defra network to implement the findings from the Triennial Review, and play an active part in the Defra strategic alignment programme. We will work alongside the newly formed environment body in Wales, Natural Resources Wales, particularly on cross border issues, and will provide them with a range of services.

2012/13 was a year of extremes. It started with drought and then became one of the wettest years on record. During the year we had eleven flood events. Nearly 8,000 properties flooded, around 205,000 were protected and damage to the environment was avoided. Some properties were protected or flooded on more than one occasion. 5,000 of our staff were involved in a cross-agency response to these floods. There are important lessons from 2012/13 that we will carry into the future.

We have indicated on our scorecard for 2013/14 where we aim to go beyond our original targets should the opportunity arise.

To deliver all this we will continue to invest in people and ensure we make time to support their development.

## **Update to our Corporate Plan 2011-15**

### **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.*

We will continue to support the delivery of the National Flood and Coastal Erosion Risk Management Strategy including enhancing the environment and biodiversity to improve people's quality of life and support sustainable growth. We continue to develop our partnership working with other risk management authorities, potential contributors and beneficiaries. We will seek to secure further external contributions to reduce the risk of flooding to households and businesses and develop the next generation of investment projects.

An additional £120m in funding for flood and coastal erosion risk management (£35m for 2013-14 and £85m for 2014-15) will speed up the delivery of flood defences that will help protect up to 60,000 homes and deliver up to £1bn of economic benefits. Half of this will be targeted where flood defences can unlock new areas for development and growth and where it will have the greatest economic impact. The remainder will help speed up the delivery of up to 50 flood defence schemes already in progress. With £294 million to be invested in flood and coastal risk management this year, 165,000 homes are now expected to be better protected by 2015, which is 20,000 more than the target.

We will publish more mapping information including the National Flood Risk Assessment and the Flood Map for Surface Water. We will continue to learn from our experience of managing flooding incidents. We will provide easier access to our data.

We will work with communities using catchment-based approaches to integrate local evidence on key water issues. We will monitor the number of groups that are operating within catchments, whether catchment plans have been agreed, and how these groups are facilitated.

We will positively engage with Local Enterprise Partnerships (LEPs) on economic growth based on the Offer to LEPs, combined authorities and City Deals we have developed with others in the Defra Network.

### **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.*

Our sector based approach will include a focus on priority waste streams including, Waste Electronic and Electrical Equipment, hazardous wastes, construction waste, tyres and dry recyclates. We will intervene at the most effective stage of the transfer chain. We are working with business to encourage the reuse of more waste, including undertaking a targeted programme to improve the quality of waste derived products.

We will work with Defra to implement the Material Recycling Regulations and define our role in enforcing separate collection.

We will contribute to sustainable growth by continuing to eliminate unnecessary or perceived barriers to sustainable development; for example we will be working with the Department for Communities and Local Government on their proposal for a one-stop shop for nationally significant infrastructure projects.

We will continue to support Defra to develop the Water Bill, with a particular interest in upstream competition and water resource management changes. We will also deliver our commitments in the Water White Paper. In 2013/14 we will:

- Support abstraction reform, and respond to consultees views on the use of environmental improvement unit charge income to help address unsustainable abstractions.
- Implement Government policies to deliver New Authorisations from April 2014 to meet Water Framework Directive requirements.
- Advise Defra on:
  - strategic water resources planning issues, including interconnections,
  - bulk transfers and large scale transfers,
  - the content of the Rural Development Programme for England.
- Implement serious damage provisions.
- Implement the Drainage Strategy Framework to assist in longer term and consistent planning for drainage infrastructure.

## **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.***

We are committed to stretching our contribution to the government's England Biodiversity Strategy (Biodiversity 2020). We will do this by joining up our water and flood risk management programmes to create new priority habitat, restore Sites of Special Scientific Interest (SSSIs) to favourable condition, and work with Natural England to support projects in Nature Improvement Areas. We will also partner with land-owning organisations such as the National Trust, taking a catchment approach to sustainable land and water management. We will embed the natural capital approach in our decision making and options assessments so we can invest in growth and environmental improvements in parallel. The commitment to 500 ha targets in each of 2013/14 and 2014/15 are further milestones towards our longer term ambition.

We will use the information from our programme of investigations into the reasons for water bodies failing to achieve Water Framework Directive objectives to develop a programme of work to improve water quality and quantity and biological condition. We will work with Defra to develop further ways of assessing our performance in delivering the Water Framework Directive for 2014/15. We will dedicate teams to support the catchment approach working with partners and local communities. We will support Defra in determining approaches for tackling urban diffuse pollution.

We are participating fully in the government's regulatory reform programme and will continue to work with Defra to implement actions arising from the Red Tape Challenge and the Better

Regulation Executive Focus on Enforcement reviews and implementation of Accountability for Regulator Impacts assessments. These include:

- Extending the environmental permitting framework to include water abstractions, impoundment licences, fish pass approvals and flood defence consents.
- Piloting environmental account managers for complex developments which require consents from a number of Defra agencies.
- Reviewing the producer responsibility regulations.
- Streamlining the waste transfer note system by allowing businesses to use more flexible approaches to documentation, including electronic reporting.
- Reviewing the regulation of sewage works and associated anaerobic digestion and biogas activities.
- Reviewing the permitting of water company activities, including the use of cold weather waivers, and the scope for increased use of seasonal permits and earned recognition schemes.
- Investigating providing a single website for information on flood consents, irrespective of who issues them.
- Working more closely with the Health & Safety Executive on implementation of the COMAH (Control of Major Accident Hazards Regulations) in the chemicals sector.
- Continue working with Natural England to help developers bring forward proposals that contribute to sustainable growth.
- Working with the Marine Management Organisation, Natural England and others to streamline licensing and approvals processes for marine and coastal developments.

We will review our strategy for pollution prevention to further reduce the number and impact of pollution incidents and, with partners, undertake a range of targeted projects.

We are working with the Better Regulation Executive as a “pioneer” regulator developing and testing Accountability for Regulator Impact ahead of its launch in July. Where we are considering changes to our regulatory activity which will have a significant impact on business, we are engaging with trade associations to agree an assessment of the costs of such changes. We will take those into account in deciding how to achieve the intended outcomes.

We will complete our trial of Environmental Permitting Regulations Assurance where we have been examining the benefits of collaborating with third party accreditation bodies to reduce the overall burden of regulation on high performing sites. We plan to move into an implementation phase in the second half of the year.

We will continue our approach to build trust with communities around sites of high public interest, taking actions to ensure that community liaison groups and local authorities are engaged where appropriate. We are also engaging with trade associations so that they can help their membership tackle issues that give rise to persistent complaints such as odour, noise and dust.

We will implement the Industrial Emissions Directive and contribute to determination of European definitions of Best Available Techniques.

We will work closely with Ofwat, Defra and other partners in the Periodic Review 2014 as we seek to achieve multiple benefits from the price review and to improve customer engagement. We will use sound evidence with water companies to encourage them to go

beyond the minimum requirements and seek opportunities to explore new techniques, methods and ways of working that best deliver environmental improvements.

An outcome from the Red Tape Challenge was the Defra Smarter Environmental Regulation Review and an action plan to improve co-ordination of advice across the Defra network to developers in the coastal zone. We will help to streamline and simplify guidance across the Defra network, and identify the potential to reduce data requirements from business.

We will work in partnership to deliver the outcomes of the National Angling Plan – Fishing for Life. We will deliver a programme of fish passage improvements. We will implement new Live Fish movements regulations which will take a risk based, proportionate approach.

## **Be the Best**

We will continue to improve our readiness for and resilience to manage all types of incident.

2013/4 will see the start of our work to converge our web presence with the government single domain, gov.uk.

# Corporate Scorecard 2013-15



## Act to reduce climate change and its consequences

	England and Wales			England only		Unit
	2010-11	2011-12	2012-13	2013-14	2014-15	
1.3a We reduce our carbon dioxide footprint	11,666	22% reduction 15,011	26% reduction 17,699	30% reduction	33% reduction	Tonnes of CO <sub>2</sub>

## Protect and improve water, land and air quality

2.1a* We work with others to improve the quality of surface waters, groundwaters, coastal waters and wetlands	2,008 (26%)	2,150 (29%)	2,220 (30%)	1,818 (29%)	1,866 (30%)	Number of water bodies
2.1b The quality of bathing water is getting better	89.7%	88%	88%	91%	93%	% meeting standards
2.1d We improve and protect rivers and wetlands damaged by unsustainable abstractions	24	34	38	64	60	Number of schemes
2.3b We create new areas of habitat	46.4	24.5	37.5	500	500	Hectares created
2.3c We improve the status of salmon fisheries	64%	70%	72%	73%	75%	% of rivers not at risk
2.4a* We improve business compliance through supporting legitimate business to comply and by tackling the deliberately non-compliant	563	172	156	141	129	Poor compliance
2.4b* We reduce serious and significant pollution incidents	567	560	532	505	480	Number of incidents
2.5b* We make it less burdensome for business to comply	£7.3m	£15m	£20m	£267m	£317m	£m per year cumulative savings

## Work with people and communities to create better places

3.1.2a* We reduce the risk from flooding for more households	79,000	24,350 (750 in Wales)	62,750 (1,250 in Wales)	97,400	145,000	Number of households
3.1.2c We maintain our flood and coastal risk management assets at or above the required condition	98%	at least 97%	at least 97%	at least 97%	at least 97%	% of assets
3.1.3a More households and businesses at high risk of flooding can receive direct warnings	56.7% (1.05m)	58% (1.11m)	62% (1.18m)	64%	66%	% of properties
3.2a Environmental outcomes are delivered through joint working with local authorities and partnerships in prioritised locations	100%	100%	100%	100%	100%	Number of actions
3.4c We maintain our navigation assets at or above the required condition	97.8%	82%	82%	81%	80%	% of assets

## Work with businesses and other organisations to use resources wisely

2.4f We reduce the overall risk presented by illegal waste sites, targeting our efforts on the highest risk sites	10% (risk)	10% (risk)	6% reduction	12% reduction	12% reduction	Number of sites
4.2a More waste is fully recovered to the standards defined in the Quality Protocols, such that it is no longer classed as waste	73,000	940,000	2,200,000	3,625,000	5,455,000	Tonnes

## Be the best we can

5.1b We have a diverse workforce	3.4%	3.4%	3.4%	3.5%	3.7%	% of staff BME
5.4a Performance in relation to the technical development framework	69%	100%	100%	100%	100%	% of staff at required skill level
5.4b We provide a safe place to work	37**	no more than 27**	no more than 24**	0.17	<0.17	Lost time incidents per 100,000 hrs
5.5a We are more efficient	Baseline	£42m	£80m	£92m	£96m	£m admin savings
5.5b We manage our money effectively	100%	100%	100%	100%	100%	% spend to budget

\* = Reported quarterly to Defra's Supervisory Board

\*\* calculation method changed for 2013/14 onwards. Previous definition was a simple count of LTIs

## Managing our resources

### Income 2013/14 to 2014/15

	2013/14 Planned (£m)	2014/15 Planned (£m)
<b>Income from charges</b>		
Environment Protection licences:		
Waste (including EPR Waste, Hazardous Waste, Producer Responsibility)	60	60
EPR Water Quality	56	56
Environmental Permitting Regime (EPR) Installations	29	29
Other income from charges	1	1
Carbon Reduction Commitment Energy Efficiency Scheme, Emissions Trading, Climate Change agreements	9	9
Abstraction licences	119	119
Rod licences	23	22
Craft registrations	6	6
Flood and Coastal Risk Management local levies	31	31
Other income (including income from services provided to Natural Resources Wales)	38	36
Commercial income	9	9
Radioactive substances regulation	13	13
Partnership funding	30	36
<b>Total non Grant-in-Aid income</b>	<b>425</b>	<b>427</b>
<b>Funding from Government sponsors</b>		
Defra Flood Defence Grant-in-Aid - Capital	294	344
Defra Flood Defence Grant-in-Aid - Revenue	241	226
Defra Grant-in-Aid for other EA services - Capital	9	8
Defra Grant-in-Aid for other EA services - Revenue	101	96
Other grants and contributions	14	11
	<b>658</b>	<b>685</b>
<b>Total funding</b>	<b>1,083</b>	<b>1,112</b>



## Expenditure budget figures by Corporate Plan theme – 2013/14 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	2013/14 (£m)	2014/15 (£m)
Act to reduce climate change and its consequences	1.1 We play our full part in helping England meet greenhouse gas emissions targets in ways that minimise other environmental impacts	11	11
	1.2 We help people and wildlife adapt to climate change and reduce its adverse impacts	2	2
	1.3 We put reducing and adapting to climate change at the heart of everything we do	3	3
<b>Act to reduce climate change and its consequences</b>		<b>16</b>	<b>16</b>
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	77
	2.2 Land is managed sustainably; protecting soils, water and biodiversity and contributing positively to reducing and adapting to climate change	16	15
	2.3 Biodiversity is enhanced and fish stocks are managed sustainably for the benefit of wildlife and people	49	48
	2.4 Businesses and other organisations reduce the impacts of their activities on water, land and air and are responsible operators	55	54
	2.5 We improve how we work as regulators to maximise environmental outcomes while minimising the cost to businesses	12	12
<b>Protect and improve water, land and air</b>		<b>213</b>	<b>206</b>
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	29	28
	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	519	563
	3.1c We, our professional partners and the public will have a greater understanding of flood and coastal erosion risk	46	45
	3.1d Our flood and coastal risk management programme provides environmental benefits	27	26
	3.2 Better local environments enhance people's lives and support a sustainable economy	7	7
	3.3 New and existing developments have a reduced environmental impact and well-planned environmental infrastructure.	10	10
	3.4 All sections of society have opportunities to enjoy water and wetlands through angling, navigation, sport and other recreation	34	32
<b>Work with people and communities to create better places</b>		<b>672</b>	<b>711</b>
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
	4.2 The right waste and resource management infrastructure is in place	22	21
	4.3 Businesses and other organisations are resource efficient, minimise pollution and manage their waste responsibly	39	37
	4.4 Safe, secure water supplies are used efficiently to meet the needs of the public, business and the environment	119	119
<b>Work with businesses and others to use resources wisely</b>		<b>182</b>	<b>179</b>
<b>Grand Total</b>		<b>1,083</b>	<b>1,112</b>