

## **Annex C: Stakeholder mapping exercise**

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Some of the groups below are naturally broader in their role and remit than others. For instance work with local government, delivery of the Water Framework Directive and issues which cut across boundaries.

### **Community engagement**

This is considered in every part of the future approaches and so does not have a specific section itself. It is part of the Environment Agency's overall organisational commitment to working locally with communities, civil society organisations and Big Society to deliver priority environmental outcomes.

### **Local Government**

The Environment Agency maintains regular dialogue with Local Government Regulation (formerly LACORS) on issues such as the division of labour between itself and local authorities, fly-tipping and the regulation of sites causing concern to local communities. The Environment Agency will work with the Local Government Group as they reform and revise their approach. This liaison is supplemented by meetings with the Local Government Group on a range of issues of mutual interest such as the role each body has in preventing environmental crime. National dialogue complements significant engagement at local level with individual local authorities. The Environment Agency takes a prioritised approach to our partnership work with local authorities. The focus is on those localities where environmental challenges and the opportunities to secure environmental outcomes are greatest. Nominated account managers, usually a member of the Area Management Team, help lead this work.

At a national level the Environment Agency engages with the key partners on their Sustainable Communities work: planning and air quality including the Local Government Group, the Town and Country Planning Association, and other national agencies including the Planning Advisory Service and the Homes and Communities Agency. The Environment Agency takes a flexible issue-led approach; currently focussing on new and efficient ways of working as part of Defra's Total Environment initiative and the joint 'Defra family' offer to Local Authorities and emerging Local Enterprise Partnerships.

### **Civil Society (previously Third Sector)**

Environmental action is supported by a wide range of civil society organisations. These organisations are already an important part of the national, sub national and local groups the Environment Agency use to foster collaboration and partnership working.

In addition the Environment Agency is already actively working with civil society groups such as wildlife trusts, local community groups and rivers trusts to deliver environmental projects. To supplement this the Environment Agency are putting in place improved account management arrangements with a number of groups including Keep Britain Tidy and Groundwork.

## **Joint Working**

The Environment Agency is committed to a programme of Joint Working with Natural England, Forestry Commission, Marine Management Organisation and other Defra family bodies as appropriate – nationally and locally. There is already good progress from this, such as the ‘Single Voice’ approach to working with Local Government. We have established a joint steering established a steering group for Single Voice working, its purpose being to coordinate work streams, align resources and provide a focal point for customer feedback.

The Environment Agency and Natural England Boards met on 2 March 2011 to discuss ways to progress this further and more recently, the Environment Agency and Natural England published a joint statement in response to the publication of the Natural Environment White Paper. A new Joint Board Sub Group has been established, with members from the Environment Agency, Natural England and the Forestry Commission, focusing on how they can work even more closely together. The first meeting of this group took place on 12 July 2011.

Future approaches to engagement – locally and nationally – include close working with partner organisations and ensuring that the Environment Agency presents a joint face alongside those organisations to customers wherever appropriate.

## **Flood and Coastal Risk Management**

This is covered specifically by the new Regional Flood and Coastal Committees. The Environment Agency has worked with the teams designing the new membership schemes to help make sure that wider biodiversity considerations are considered. It is important that local consideration of Flood and Coastal Risk Management matters happens holistically as part of Water Framework Directive work and other joined up partnership or community facing approaches e.g. working with Internal Drainage Boards. This will be taken into account locally and nationally. The Environment Agency is also looking at how the Regional Flood and Coastal Committees and River Basin Liaison Panels can have a more formal relationship and overlap as appropriate.

## **Water Framework Directive**

The Water Framework Directive takes an approach to managing water called River Basin Management Planning, looking at water within the wider ecosystem and the water cycle. The Water Framework Directive encourages everyone with an interest in water to work together to protect and improve the quality of every aspect of the water environment. It will help the Environment Agency improve and protect inland and coastal waters; drive wiser, sustainable use of water as a natural resource; and create better habitats for wildlife that live in and around water.

The National Liaison Panel advises the Environment Agency on the implementation of the Water Framework Directive. It has members drawn from a wide range of interests including biodiversity and fisheries. It works in combination with the River Basin Liaison Panels.

River Basin Liaison Panels operate at a River Basin District scale. They maintain a strategic overview of planning for Water Framework Directive delivery and draw membership from a wide range of groups including statutory and civil society conservation organisations, landowners and farmers, water companies and local authorities. There is an ongoing need for River Basin Liaison Panels in preparation for subsequent planning cycles of Water Framework Directive. A

meeting of River Basement Liaison Panel Committee Chairs in also highlighted the need for these panels to address delivery of improvements in the water environment. It is likely that these groups will evolve as the focus shifts from planning to delivery.

In some places the Environment Agency will test a new approach to catchment delivery of Water Framework Directive. The Environment Agency will facilitate this by bringing together and working collaboratively with those who have information about the pressures on the water environment and those who can deliver improvements at a local level. This approach, to be trialled in ten catchments across England, will inform arrangements for cycle two.

## **Climate Change**

The Environment Agency's Head of Climate Change and Sustainable Communities is currently reviewing the forums that exist to provide stakeholder engagement on adaptation and mitigation. Most regions have established Climate Change Partnerships providing a good opportunity for the Environment Agency to engage with partners at sub-national level. Although few are likely to remain once the changes to regional government have been made, it is possible that Local Enterprise Partnerships will start to show sub-national leadership on climate change. The Environment Agency are maintaining their current engagement and keeping arrangements under review.

## **Evidence and Monitoring**

The Environment Agency have extensive contact with Environmental Science professionals, in applied research (in collaboration with universities) and professional settings (bodies such as the Chartered Institution of Water and Environmental Management (CIWEM) or Chartered Institution of Wastes Management (CIWM), and there is engagement through some River Basin Liaison Panels. The Environment Agency will ensure that it taps into the extensive knowledge of the Defra/Welsh Government network and of other third parties to inform their work.

The Environment Agency also works with others to provide data, citizen science and local knowledge. Examples of this include the Riverfly Partnership's Angler Monitoring Initiative<sup>1</sup>.

In line with government initiatives on transparency, the Environment Agency will make more of their data available to the public and for research. This is important in terms of helping support the big society and open up, as yet unseen, opportunities for economic growth and environmental improvement based on public data.

## **Specific Topics**

### **Regulated Industry**

The Environment Agency engages with regulated industry through the Regulated Business Forum, regular meetings with sectors, sector groups, account management for companies with the potential to have a significant environmental effect, through a web presence and routine business liaison. The Environment Agency also chairs Defra's Regulatory Advisory Group which provides a feedback mechanism to government on regulated industry. Each of the routes for engaging with industry is discussed in turn below.

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<sup>1</sup> [http://www.riverflies.org/index/riverfly\\_monit.htm](http://www.riverflies.org/index/riverfly_monit.htm)

The Regulated Business Forum, chaired by the Environment Agency's Director of Environment and Business, fosters engagement at a national strategic level between the Environment Agency and key regulated industry. It provides Chief Executives and Directors of regulated industry with an opportunity to comment on and shape the development, implementation and communication of regulation. It assists the development of a more customer-centred culture and the way the Environment Agency responds to industry concerns, for example environmental crime. Members, drawn from the major regulated sectors, include the CBI, IoD, British Chambers of Commerce, Engineering Employers Federation, Chemical Industries Association and Environmental Services Association (waste sector), retail, National Farmers Union and the Federation of Small Businesses. Government is represented by the attendance of BIS and Defra. The forum focuses on how the Environment Agency is performing against better regulation principles and meets quarterly.

Engagement at the Regulated Business Forum is complemented by a planned series of meetings between the Regulated Industry Head of Business and the key sectors of regulated business. The meetings are increasingly prioritised according to the Environment Agency's evidence base, specifically the state of the environment and the impact of the sector on it. They provide an opportunity to discuss mainly national issues that affect the sector such as the Environment Agency's proposed future approaches to regulation, its response to a reduced budget and to receive and address concerns.

These are supplemented by routine business liaison with the main regulated industry sectors. This engagement is proportionate to customer need and the environmental impact of the sector.

The Environment Agency's new approach to regulation (Future Approach to Regulation) will increase the use of sector engagement and is generally supported by regulated industry. Under this new approach the Environment Agency will use sector groups comprising specialist officers working together with officers with permitting and auditing skills to engage closely with their counterparts in business and to collaboratively develop an intervention plan based on analysis of evidence, focussed on where the biggest positive impact can be made.

A particular challenge is supporting small and medium sized businesses. Recent discussions with the Federation of Small Businesses and the National Farmers Union (who are both represented at the Regulated Business Forum) are helping the Environment Agency to focus dialogue more effectively and to maximise the development of Netregs<sup>2</sup> and other web-based communication. This will be considered as part of the website convergence work.

Engagement with the major regulated companies is further enhanced through an account management system. Regional Directors are assigned as account managers for one or more major companies and meet with the CEO and Directors of the regulated business once or twice a year to discuss performance and to receive feedback. This has proved popular with businesses as a mechanism for the Environment Agency to exert influence and for them to raise important issues for quick resolution.

Finally, the Environment Agency Charges Group brings together the main trade associations for charge-paying sectors to deliberate on proposals for changes both to the level of charges and the structure and operation of charging regimes. The group meets three times a year and provides valuable input into the development and operation of the Environment Agency's charging regimes.

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<sup>2</sup> [www.netregs.gov.uk](http://www.netregs.gov.uk)

## **Land Quality and Agriculture**

The Environment Agency has regular liaison meetings with National Farmers Union and Country Land & Business Association on the Water Framework Directive and general issues as well as involving them in work on water resources, anaerobic digestion, Environmental Permitting Regulations (EPR). Both organisations are also engaged ad hoc on more detailed work such as a recent meeting to discuss the Environment Agency developing a guidance note on what would be required for a large dairy application.

The Environment Agency engages nationally with the Red Tractor assurance scheme and with the National Trust as a large farming land owner at both the national and local levels. The Environment Agency also engage with smaller farmers' organisations such as the Tenant Farmers Association. On farming issues there is also ad hoc engagement with NGOs such as RSPB, Soil Association, Compassion in World Farming.

The Environment Agency are currently working with Defra on the recommendations from the MacDonald Review to ensure that they can be implemented.

## **Ecology, Biodiversity, Conservation and Wildlife**

The Environment Agency routinely meets relevant statutory and civil society national groups and organisations. These discussions can examine issues from a strategic, local or issue-specific perspective. This is mirrored by regional and local engagement with local civil society groups such as Wildlife Trusts who are critical partners in the delivery of the Environment Agency's habitat and species conservation work.

Biodiversity interests are represented on the National Liaison Panel which has been set up to help deliver the Environment Agency's commitment to meeting the objectives of the Water Framework Directive. Biodiversity interests are also represented on River Basin Liaison Panels.

The Water Framework Directive is a key driver for much of the Environment Agency's work but they are also responsible for implementing other legislation like the Habitats Directive. Defra is intending to produce a new England Biodiversity Strategy which will refresh arrangements for local engagement and delivery of biodiversity goals. The Environment Agency will need to keep under review their role in any new local governance arrangements for biodiversity set out in this strategy. The Natural Environment White Paper, launched on 17 June 2011 may also set new national and local frameworks that the Environment Agency will need to engage with.

## **Fisheries**

The Environment Agency has established a national fisheries group (England and Wales National Fisheries Group) to bring together national fisheries customers and partners. The inaugural meeting of the group was in July 2011. Going forward, this group will include anglers and civil society fisheries groups. Where necessary, this group will also engage with a wider range of interests such as management professionals and academics, riparian owners and netmen, consistent with a manageable size and transparent operation.

This arrangement will supplement the Environment Agency's developing liaison with Angling Trust's National Group. The Angling Trust's National Group is, in turn, expected to be

complemented by either the Angling Trust's Regional Forums or by existing active groups which will bring out the local activity and inform the Environment Agency's own work on the ground.

Defra Fisheries are also proposing to host discussions similar to the smaller fisheries summit, twice or three times a year, to allow direct discussion on fisheries policy matters. Anticipated to be known as the Fisheries Forum, the Natural Environment and Fisheries Minister, Richard Benyon MP, would attend at least one of these meetings each year. This would complement the Environment Agency's England and Wales National Fisheries Group and secure wider fisheries interests including marine and commercial.

The Environment Agency will hold regular meetings with fisheries and angling organisations. Task and finish groups will be used as appropriate on complex issues such as the recent discussions on hydropower.

At the local level the Environment Agency will continue to meet with fisheries and angling interests. Where there are well established and effective arrangements, such as fisheries consultatives, these will be made use of. The Environment Agency will develop new arrangements, making use where appropriate of the internet to communicate effectively with their 1.5 million licence holders. Fisheries and angling interests will also be part of the evolving catchment based delivery of Water Framework Directive.

On each of the nine Inshore Fisheries and Conservation Authorities in England, there must be one Member appointed by the Environment Agency. The Environment Agency's intention is to be positive and active Members, engaging and networking with other Members on the IFCA's. In managing inshore sea fisheries sustainably, the Environment Agency will work with Local Authority members, and representatives of the Marine Management Organisation, Natural England and people involved in sea fishing and the marine environment.

## **Construction Sector**

The majority of the construction sector does not receive a site-based permit but it has a significant effect on the state of the environment through the quantity of waste produced and the propensity for some of it to be illegally disposed. Following a meeting between the UK Construction Group and the Environment Agency's CEO, there is agreement to build on the success of a recent workshop and maintain an annual forum. This presents the Environment Agency with the vehicle to discuss issues of mutual interest from the development of a low carbon industry, reducing pollution incidents and addressing industry concerns relating to permits and exemptions for treatment and disposal of waste.

## **Water Industry Liaison**

In addition to engagement specifically targeted on the Water Framework Directive, the Environment Agency engages the water industry at three levels. Annual performance reviews are attended by the CEOs and Regulatory Directors of the ten water and sewage companies, and senior representatives of the Environment Agency led by the Director of Operations and the Water and Land Head of Business. This forum provides the opportunity to review progress on funded schemes, to identify and encourage action in respect of pollution incidents and to oversee the environmental performance of the water industry.

The Strategic Steering Group is led by the Environment Agency's Director of Environment and Business and is attended by the CEO of Water UK and senior representatives of the water companies. It provides a national forum to review strategic issues such as the impact of water management on climate change and the sustainable management of water as a resource.

At sub-national level the Environment Agency engages with the water companies through regular meetings at Director and Management team level. Where there are particular pressures such as in Anglia and the South East, Environment Agency Directors have established or play a leading role in pan-Area forums such as the Water Partnership and Water Resources for Anglia and Southeast respectively. These forums are used to develop locally sustainable approaches to growth, water scarcity and similar.

## **Recreation**

Together with angling and navigation interest groups, the Environment Agency meets a number of recreation user groups. For example there is good engagement with the British Canoe Union at a national and regional level, especially in association with our waterways. Over the next planning period, the Environment Agency's recreation work will focus on angling and navigation opportunities and making best use of the assets the Environment Agency holds.

The Environment Agency will continue to work with the Sport and Recreation Alliance, whose Water Recreation and Outdoor Divisions are made up of over ninety relevant Governing Bodies of Sport, to maintain contact with user representatives. The Environment Agency Corporate Plan is clear that recreation work will be discontinued in the forthcoming year with the aim of supporting civil society groups moving into this space.

## **Contaminated Land**

As a member of the Government's Land Forum the Environment Agency discusses ideas and issues across the brownfield and contaminated land sector. As the forum includes representatives from Government, local authorities, problem-holders and landowners, industry, environmental consultants, investigation and remediation providers it provides significant opportunities to engage with customers on these issues.

The Environment Agency also works directly with a range of customer groups such as the Soil and Groundwater Technology Association (SAGTA). This group includes developers, landowners and industry and looks at the challenges associated with the ownership and management of both brownfield and contaminated land, both operational and development sites. The Environment Agency have worked with these sector groups, including those representing local authorities, to identify and resolve issues and provide useful, and timely input to the development and road-testing of their approaches and guidance.

Other indirect mechanisms exist, for instance links with civil society organisations, account management of local authorities, and less formal processes such as the Chairman's speech and discussion with a sector conference in 2009.

## **Navigation**

The Environment Agency supports a National Navigation user forum and local waterway working groups for the South East, Anglian and Wye waterways that helps shape how best to deliver their navigation responsibilities within available resources.

The Government has considered the transfer of the Environment Agency's navigation responsibilities to a new waterways charity with those of British Waterways. The formal consultation<sup>3</sup> on proposals for a New Waterways Charity closed on 30 June 2011.

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<sup>3</sup> <http://www.defra.gov.uk/consult/2011/03/30/waterways-1103/>

In the coming year, the Environment Agency must rise to the challenge of delivering its responsibilities with far less public funding and greater pressures upon it and in the longer term prepare to pass responsibilities across.