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changing... tackling... protecting... reducing...
create a better place... influencing... inspiring...
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Corporate Plan 2010/11

**Creating a better place –
Turning strategy into action**

We are the Environment Agency. It's our job to look after your environment and make it **a better place** - for you, and for future generations.

Your environment is the air you breathe, the water you drink and the ground you walk on. Working with business, Government and society as a whole, we are making your environment cleaner and healthier.

The Environment Agency. Out there, making your environment a better place.

Published by:

Environment Agency
Rio House
Waterside Drive, Aztec West
Almondsbury, Bristol BS32 4UD
Tel: 0870 8506506
Email: enquiries@environment-agency.gov.uk
www.environment-agency.gov.uk

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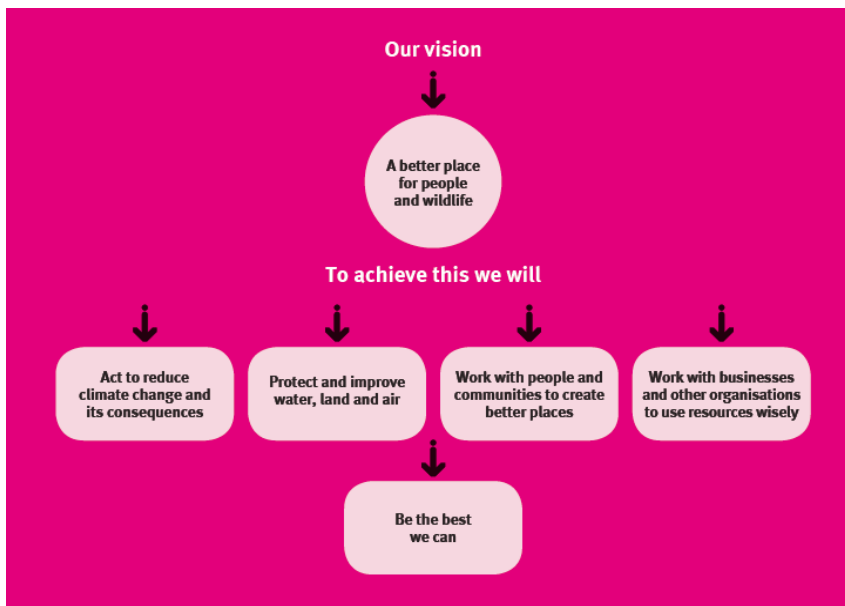
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Introduction: context for this plan

In November 2009 we published our Corporate Strategy for the period 2010-15. Our aim is to create a better place for people and wildlife and contribute to sustainable development through delivering outcomes in five key areas.

We will:

- Act to reduce climate change and its consequences
- Protect and improve water, land and air
- Work with people and communities to create better places
- Work with businesses and other organisations to use resources wisely
- Be the best we can



This document sets out our plan for the first year (2010/11) of our corporate strategy, Creating a better place. It includes, the actions we will take to deliver the outcomes we seek, together with the resources we will deploy and the key performance targets we will use to monitor progress. The plan covers our work in England and Wales. In addition a separate plan is published for Wales based on priorities and funding aligned to the Welsh Assembly Government's agenda in *One Wales*, its environment strategy and priorities agreed with Welsh Ministers.

Achievements and challenges

Our record of achievement is one we can be proud of: water quality in bathing waters and rivers has improved significantly over the last 20 years; emissions to air from Environment Agency regulated processes have continued to reduce; less waste is going to landfill; we have completed over one hundred flood defence schemes since the floods in 2007 providing increased protection to over 100,000 homes and businesses; pollution incidents have halved since 2000, and there are more fish and wildlife in lakes and rivers.

However, we are facing some significant challenges, which will bring a new dimension to our work. For example, the latest climate change projections indicate that the number of properties in England and Wales at the highest risk of flooding could increase by over sixty per cent, from 560,000 today to over 900,000 by 2035, if investment in flood defences does not increase annually. River flow levels in England and Wales are projected to reduce by 10 to 15 per cent on average by 2050, and up to as much as 80 per cent in certain places during summer months. And the country's population is forecast to grow by 16 million by 2050, adding further pressure on limited water supplies and waste treatment facilities.

The pressure on public finances is likely to impact on all parts of the public sector including our own business. At the same time, new EU Directives such as the Water Framework Directive, the Floods Directive and the Revised Bathing Waters Directive – amongst others – mean that environmental protection and quality standards have been raised and we have to do even more to ensure statutory obligations are met.

Priorities

This plan sets out our priorities over the next year, including our intentions to:

- Step up efforts to tackle the causes and consequences of climate change.
- Support low-carbon technologies, including renewables such as wind, hydropower, anaerobic digestion, carbon capture and storage, and nuclear power.
- Improve protection from flooding for 55,000 extra homes in England and Wales; prevent inappropriate new development in areas at risk of flooding; fulfil our new inland and coastal strategic overview roles (subject to the Floods and Water Bill being enacted); and, better engage with communities to find sustainable solutions.
- Improve bathing waters, rivers, lakes and groundwater to meet challenging EU standards for water quality.
- Continue to reduce serious pollution incidents, whatever their source, by at least ten percent.
- Protect communities and the environment from poor waste management practices and illegal operators, and promote more sustainable use of resources and responsible management of waste.
- Implement new legislation in line with better regulation principles.
- Make it easier for businesses to comply with environmental standards and reduce their administrative costs.
- Lead by example and continue to reduce our own carbon footprint - a 16 per cent reduction by 2010/11 compared with the 2006/07 baseline.

Resources

About two-thirds of our total funding is provided by Government in the form of Grant-in-Aid (GiA) - channelled through Defra for our work in England and through the Welsh Assembly Government (WAG) for our work in Wales.

Our GiA funding for 2010/11 has been confirmed by Central Government and WAG but funding for future years is uncertain and will be decided in England through the next Spending Review. As for income we receive from charges, we have assumed a nominal (below inflation) increase in charge levels of 1 per cent for our main regulatory charging schemes.

In the next Spending Review we expect that Central Government will launch a fundamental review across all public funded services to determine the best way of providing them and who should pay for them. We must be in a position to flex our plans and adjust priorities to respond to changes. For example, to help fund the increasing investment needed for flood and coastal risk management we are looking to get contributions from those who will benefit most from our work so that the overall increase in cost to the taxpayer is lessened.

Responding to the economic challenge

With pressure on public finance, cost-effective policies are required more than ever. We will continue to review our priorities and our ways of working to ensure we maximise the value for money we deliver in creating a better place for people and wildlife.

In England, as part of the last Spending Review (CSR07) we agreed to deliver efficiency savings of at least £25 million per annum. In 2007/08 we delivered efficiency savings in excess of £33m and in 2008/09 over £42m.

Although we do not have specific funding agreed for future years, we will be absorbing pay and price pressures and redistributing resources from support to delivery activities. We will continue to improve

how we work to deliver more outcomes for less resource and, in consultation with Government, reduce or stop lower priority activities where these offer less benefit.

Last year the Government launched two further value for money programmes - the Public Value Programme (PVP) and the Operational Efficiency Programme (OEP) to explore how further savings will be achieved in public sector spending. We are taking an active role in these discussions.

We will do all we can to ensure that our work helps economic recovery, for example by promoting regeneration through our flood risk management work and by reducing the costs of regulation to businesses. We welcome the recent findings of a review by the Better Regulation Executive, which recognised the significant progress we have made in developing more effective and efficient approaches to inspection and enforcement. We will continue to use risk-based approaches to target our resources where they are needed most and we will develop our evidence base to ensure that our work is underpinned by good science and takes account of costs and benefits.

We will also seek opportunities to help promote a low-carbon economy and the creation of green jobs. Businesses can also do a lot to help themselves and benefit the environment at the same time. UK companies could save in the region of £6.4 billion a year by using resources more efficiently. Going forward there will be higher energy prices, carbon reduction obligations and greater competition for resources. It is therefore imperative that businesses become more resource-efficient. We will take every opportunity to help and encourage them to do so.

Working with others

If we are to deliver the level of ambition set out in our Corporate Strategy we must actively develop and maintain our partnerships with others. We will develop productive partnerships with other organisations to achieve shared aims and outcomes at lower costs. We are committed to strengthening our partnership work with local organisations – in particular, local authorities and regional and sub-regional bodies. And we will maximise the benefits we deliver through working with other delivery bodies such as Natural England, the Countryside Council for Wales, the Health and Safety Executive, the Health Protection Agency, Public Health Wales, the Homes and Communities Agency, the Scottish Environmental Protection Agency and the Northern Ireland Environment Agency.

We aim to put people and communities at the heart of what we do and be responsive to local needs and priorities. We have a presence across all of England and Wales with teams based in seven English regions and Wales actively working in their local communities. Using our *Building trust with communities* approach we will engage with and involve local communities in areas of our work so that we can better understand issues that affect them and will bring people together to develop shared solutions to environmental concerns.

At a strategic level we will work closely with government departments to help develop, implement and review policy and deliver cross-government priorities in an effective way. These include: the Department for Environment, Food and Rural Affairs, the Department of Energy and Climate Change, the Department of Business, Innovation and Skills, the Department for Communities and Local Government (in England), Her Majesty's Treasury, the Better Regulation Executive and the Welsh Assembly Government. We are a key delivery partner for Public Service Agreements on the natural environment (PSA 28, led by Defra) and climate change (PSA 27, led by DECC) and we also contribute to a number of PSAs led by other government departments.

We believe our new strategy sets clear actions that will make a real difference. We have been successful in meeting the targets within our existing corporate strategy and plan. And we believe that we can be equally successful with the new corporate strategy and plan - even with tougher targets and challenges.

Act to reduce climate change and its consequence

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. Hotter, drier summers with more heat waves and droughts may be matched by warmer, wetter winters with more storms and intense rainfall.

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.

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). Thirty eight 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);
- anaerobic digestion;
- nuclear power and 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.

An important part of our work is helping to prevent future climate change. But some climate change is now inevitable and there is a need 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 and we are working with developing countries on carbon trading and verification.

Dealing with climate change is not just one strand of our strategy: it influences every area of it. 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 deal with climate change, are embedded in many of the aims that appear in other sections of this plan.

Our partners

We work with others on our climate change activities in both mitigation and adaptation. This includes governments at the UK, Wales and EU levels and their agencies; the Committee on Climate Change; the Climate Change Commission in Wales; the Carbon Trust and the Energy Saving Trust; regional and 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.

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 to meet the greenhouse gas emission reductions required and to improve energy efficiency, while minimising their regulatory costs.
- Manage the EU Emissions Trading System efficiently and incorporate aviation.
- Set up and run the CRC Energy Efficiency Scheme (formerly known as the Carbon Reduction Commitment).
- 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 development and use of low-carbon technologies, including renewables, carbon capture and storage and nuclear power, while minimising other environmental impacts.
- Work with the nuclear sector to ensure that designs for new nuclear power stations meet world class environmental standards, and the infrastructure is in place for legacy decommissioning and clean-up, and radioactive waste management and disposal.
- Work with others to ensure renewable energy technologies make a significant contribution to meeting UK and Welsh Assembly Government targets.
- Provide evidence-based and influential advice to governments and others on opportunities and barriers to further carbon reductions to support and encourage the transition to a low-carbon economy.
- Promote energy efficiency, greenhouse gas emissions reductions, carbon capture and storage, and the use of landfill gas and other biogases.

Key Performance Targets	2009/10 Planned	2010/11 Planned
1.1a We reduce methane gas emissions from landfill sites	<i>Targets for methane captured/flared will be set during 2010/11 following the completion of 32 technical reviews at landfill sites. This is anticipated to be available at the end of Quarter 2 2010</i>	
1.1b Trends in emissions of greenhouse gases from sites we regulate or administer (figures in millions of tonnes)	260MT	260MT

We are not in a position to set overall targets for greenhouse gas emissions because these are not within our control. We will, however monitor and report emission levels both from sites that we regulate directly under the Environmental Permitting Regulations and through our administration of the EU Emissions Trading System and the CRC Energy Efficiency Scheme.

Note: Reducing and adapting to climate change is a key driver for all our work and is embedded in the expenditure tables throughout this plan. The expenditure captured in the table below is specific to the actions to deliver aim 1.1 above.

Expenditure for this aim	2010/11 Planned
£ million	12

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

We will:

- Work with local, devolved and central government, and English regional bodies, to help them embed climate change adaptation in their policies and plans, and to meet the adaptation measures contained in the Climate Change Act.
- Work with regional bodies and local authorities to include agreed adaptation priorities in their plans.
- Provide advice, guidance and evidence to key stakeholders on adaptation.
- Work with others to ensure national plans and policies, and business plans for critical infrastructure and essential services incorporate climate change risks into their plans.
- Encourage businesses to develop and implement adaptation action plans.
- Work with partners to create new habitats that allow wildlife to adapt to climate change.

Key Performance Target	2009/10 Planned	2010/11 Planned
1.2a We deliver our planned climate change adaptation actions - Assessment of our progress against the National Audit Office framework for assessing climate change adaptation	<i>Targets will be confirmed once the current levels of progress are reported in Quarter 1 2010/11.</i>	

Note: Reducing and adapting to climate change is a key driver for all our work and is embedded in the expenditure tables throughout this plan. The expenditure captured in the table below is specific to the actions to deliver aim 1.2 above.

Expenditure for this aim	2010/11 Planned
£ million	2

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 UK Climate Projections 2009 to inform our work on adaptation and mitigation.
- Ensure that our staff understand climate change and what it means for their jobs.
- Review our policies where they may be a barrier to climate change mitigation.
- Report effectively on climate change impacts and the challenge of adaptation and mitigation.

Key Performance Targets	2009/10 Planned	2010/11 Planned
1.3a We reduce our own carbon footprint - Cumulative CO ₂ emissions avoided compared to 2006/07 baseline (of 66,100 tonnes)	14% reduction (9,400 tonnes)	16% reduction (10,800 tonnes)

Note: Reducing and adapting to climate change is a key driver for all our work and is embedded in the expenditure tables throughout this plan. The expenditure captured in the table below is specific to the actions to deliver aim 1.3 above.

Expenditure for this aim	2010/11 Planned
£ million	4

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.

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 cost of up to £20 billion per year. Air pollution also affects wildlife with 56 per cent of sensitive wildlife habitats affected by acidification.

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 all of the new and broader standards required under the directive. In most cases there are multiple causes for this, with regulated businesses, including water companies, contributing along with diffuse pollution washed into watercourses from the land. 60 per cent of nitrate and 25 per cent of phosphate in English surface waters is from farming and many watercourses are affected by pollution from silage, slurry and manure. Agriculture is also responsible for about 7 per cent of 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 leading to increased flood risk, reduced water quality and harm to wildlife. 75 per cent of the land with the highest potential to generate run-off and flooding is intensively managed.

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.

Our role

We are a regulator, operator and adviser on the environment in England and Wales.

We directly regulate around 2,900 industrial activities in England and Wales 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 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. Other lower-risk sites and activities are regulated by local authorities. Many more activities are not actively regulated at all, 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 Assembly Government (WAG) gives us a role as advisor on environmental policy and other matters, both to governments and more widely.

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. 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, advice and enforcement action.

We have legal duties to help protect nationally and internationally important wildlife sites and enhance priority wildlife 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. Our work on flood risk protects vulnerable habitats and creates new places for biodiversity.

Each year we are involved in hundreds of 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 have responsibility under the *England Biodiversity Strategy* and *Wales Environment Strategy* 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.

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

We work with others to understand the environmental impacts and benefits of land management. As part of our work to manage flood risk in England and Wales, and coastal erosion in England, 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 and we provide advice to help them maintain and improve good environmental management.

We work with Defra and WAG on how to best 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. We do this through developing strategies and working with others to implement the actions, and advise Defra and WAG on actions needed for future sustainable water management.

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 and 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 the environmental challenges. Government, through Defra and the Welsh Assembly Government, and the European Commission are important partners for us to ensure we have regulations that are fit for purpose. We also work with the public to help them understand our responsibilities and those of business in protecting the environment.

We work with local authorities to help deliver environmental protection and improvement in their areas. In the future this will include work on sustainable urban drainage.

We will continue to work with the Sea Fisheries Committees and their successor bodies, the new Inshore Fisheries and Conservation Authorities, and with the Marine Management Organisation and the Welsh Assembly Government to support effective fisheries enforcement in the inshore zone and to promote the ecosystem approach to marine management.

We have sought the active involvement of all interested parties in the implementation of the Water Framework Directive. Our partners and stakeholders, in particular water companies, farmers and land managers, local authorities, extractive industries, users of chemicals, and NGOs must deliver their actions if the aims of the Directive are to be realised.

We are one of a number of organisations working to improve biodiversity in England and Wales. We work with government, the statutory conservation advisers Natural England and Countryside Council for Wales and the many 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 through a voluntary programme. Working with those who manage land will be essential if the future demands for food production are to be met while protecting the environment

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, river basin and local levels and in conjunction with all interested parties. This includes carrying out some 8,500 investigations over the next two years to reduce areas of uncertainty that are preventing the achievement of good status or to provide a robust justification of why good status cannot be achieved.
- Work with water companies and Ofwat so that 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.
- Improve and expand river and wetland habitats, by implementing projects for the Wetland Vision for England and work by the Wales Biodiversity Partnership.
- Continue to develop and implement a strategic programme on diffuse pollution from agriculture and urban areas to tackle its impact on the water environment, working with relevant stakeholders to implement actions on the ground.
- Strengthen pollution prevention, including extending our capacity to reduce or remove risks from chemicals that may affect water quality and ensure that urban and rural land is managed in a way that minimises the risk of water pollution.
- 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. This will include investigations on the direct and indirect effects of mitigation and adaptation.
- 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.
- Contribute to creating a cleaner, healthier marine environment.

Key Performance Targets	2009/10 Planned	2010/11 Planned
2.1a We work with others to improve the quality of surface waters, groundwaters, coastal waters and wetlands - Number of waterbodies for which overall status is 'good' or 'good potential' under the Water Framework Directive (See Note 1, below)	2,000 out of 7,409 (27%)	2,075 (28%)
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 EC guideline standard (See Note 2, below)	407 out of 495 (82.2%)	420 out of 495 (85%)
2.1c Water companies deliver agreed improvements in line with their Asset Management Plans (AMP5) - Length of river improved - Area of coastal water improved (Figures are expressed as cumulative totals)	See Note 3 below	<i>Annual targets will be set later in March 2010.</i>
2.1d We reduce over abstraction and take action to limit environmental damage caused by over abstraction - Number of voluntary changes to licences (Section 51) - Number of compulsory changes to licences (Section 52) - Number of non-licence changes		16 21 6

Notes:

1. Currently 2,000 out of 7,409 waterbodies (ie 27%) are in 'good or good potential' overall status.

2. 98.6 per cent of bathing waters in England and Wales passed mandatory EC water quality standards in 2009 and 82.2 per cent of sites met the more stringent EC guideline standard. Currently, 495 sites in England and Wales are designated as bathing waters under the EC Bathing Waters Directive.
3. Under the previous 5-year programme - AMP4 - which comes to and in 2010, water companies committed to cleaning up 3,500km of rivers and 70 sq km of coastal waters.

Expenditure for this aim	2010/11 Planned
£ million	125

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.
- 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 to better target and encourage take up of agri-environment schemes e.g. Enhanced Training and Information Programme.
- Work with land managers to help them understand the implications of climate change on 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.

Key Performance Targets	2009/10 Planned	2010/11 Planned
2.2a More farms adopt practices that improve the management of nutrients, soils, water use, pesticides and waste - Percentage of farmers adopting measures or changing practices following our advice See Note 1, below	N/A	50% of farmers advised take action
2.2b We bring more land where contamination is a problem back into beneficial use - Area (hectares) of land where we have been involved in bringing back to beneficial use	Revised measure	500ha

Note:

1. This target will be delivered through regional advice campaigns, pollution prevention activities and visits to individual farms. (Average of 6,500 farm visits per annum)

Expenditure for this aim	2010/11 Planned
£ million	9

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

We will:

- Ensure our water management and flood and coastal risk management activities enhance wildlife conservation and bring wider environmental benefits.
- Influence strategic land-use planning and major development proposals to protect wildlife in towns and the countryside.

- 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 offset past losses, increase their extent and allow wildlife to adapt to climate change.
- 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.
- Help to reduce the impact of the most damaging water-related non-native invasive species, including fish.
- Collaborate in the development of research to understand the drivers of biodiversity loss and to underpin climate change adaptation measures.

Key Performance Targets	2009/10 Planned	2010/11 Planned
2.3a We deliver our contribution to improving the overall condition of SSSIs (See Note 1, below) - Area (hectares) of land on which Environment Agency remedies are complete or underway		11,500ha
2.3b Biodiversity Action Plan habitats and species that we lead on are recovering or increasing - Area (in hectares) of new BAP habitat created	225ha	380ha including 270ha intertidal
2.3c We improve the status of salmon and sea trout fisheries Percentage of rivers in 'not at risk' category - Salmon rivers (64 in total) - Sea Trout rivers (83 in total)	60% 81%	64% 82%

Note:

1. To help meet Defra's SR04 Public Service Agreement (PSA) target for 95% of SSSI area in England to be in favourable or recovering condition by December 2010. Our actions are based on agreed remedies attributed to us on Natural England's Site Information System (ENSIS). By December 2010 we will have delivered remedies on over 100,000 hectares of SSSI land since 2004. Our goal is to have no more than 20,000ha of SSSI area in unfavourable condition as a result of outstanding Environment Agency remedial action by the end of 2010. Delivery will depend on collaborative work with others to find the solutions needed to improve these nationally important sites. Progress is tracked in detail and reported to the Defra PSA Programme Board on a regular basis. Interim targets are being developed with WAG and CCW to ensure that 95% of SSSIs in Wales are in favourable condition by 2015.

Expenditure for this aim	2010/11 Planned
£ million	
- Conservation expenditure	6
- Fisheries expenditure	22
- Total	28

Note: Our flood and coastal risk management programme (see page 19) also helps fund conservation work in targets 2.3a and 2.3b.

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 best 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.
- 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.

Key Performance Targets	2009/10 Planned	2010/11 Planned
2.4a We reduce the number of businesses with poorer compliance - Number of sites with D, E or F OPRA compliance scores for more than 2 years (See Note 1, below)	450	405
2.4b We reduce serious and significant pollution incidents - Number of category 1 and 2 pollution incidents	700	630 (10% reduction)
2.4c We reduce priority air pollutants from processes which we regulate Reductions in tonnes: - Sulphur dioxide - Nitrogen oxides - Particulate matter PM ₁₀	See Note 2, below	-6,200 -3,400 -200
2.4d We set and enforce improvement conditions at sites we regulate which are contributing to poor air quality - Number of sites that have completed required improvements	See Note 3, below	1 out of 7 (14%)
2.4e We reduce the number of sites we regulate that give rise to complaints about nuisances such as odour, dust and noise - Number of sites which are the subject of consistent nuisance-related complaints	90	81 (10% reduction)
2.4f We reduce the overall risk score presented by illegal waste sites, targeting our efforts on the highest risk sites - Risk score	78,700	70,800 (10% reduction)

We have also committed to more FTSE all-share companies disclosing their environmental performance. We will continue to track this, but not on our Corporate Scorecard.

Notes:

1. OPRA – Operational risk appraisal – is a rating system for quantifying the environmental risk presented by a regulated process. It categorises sites into bands, ‘A’ representing the best and ‘F’ the worst.
2. Total emissions in 2009/10 from processes we regulate are forecast as follows: Sulphur dioxide 440,000 tonnes; Nitrogen oxides 345,000 tonnes; PM₁₀ 14,000 tonnes.
3. We currently expect 7 industrial sites to require improvement conditions in 2010.

Expenditure for this aim	2010/11 Planned
£ million	93

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

We will:

- Work with governments and European and international organisations to ensure all legislation promotes 'Better Regulation' principles and, where appropriate, supports economic development.
- Provide guidance on how to comply with environmental regulations and recognise those with rigorous systems in place to demonstrate compliance.
- Work with other organisations to help businesses comply with environmental regulations.
- Target our regulatory activity using a risk-based approach and develop sector-based strategies that efficiently deliver environmental outcomes.
- Apply effective and proportionate sanctions for non-compliant and illegal activity. Where available and appropriate, replace prosecution with civil sanctions and monitor their effectiveness.
- Engage with larger business at board level, as a more effective way of delivering compliance.
- Use the 'Building Trust with Communities' approach where activities we regulate cause significant public concern.

Key Performance Targets	2009/10 Planned	2010/11 Planned
2.5a We encourage more regulated waste sites to implement Environmental Management Systems (EMS) - Number of sites that do not have acceptable EMS (See Note 1, below)	3,360 out of 8,400 (40%)	2,940 (35%)
2.5b We reduce the regulatory burden that we place on business - Cost savings for business per year	See Note 2, below	£11m
2.5c We deliver fit for purpose permits more quickly - Target times for determining permits are met in our 10 main permitting regimes (See Note 3, below)	8 out of 10	8 out of 10

Notes:

1. This measure is focused on regulated waste sites, as these are the highest risk. Currently there are around 8,400 of these sites of which 40 percent do not have an acceptable EMS. We will, in addition, continue to track that there is no deterioration at IPPC and water industry sites.
2. From a starting point of 2005/06 we expect to deliver costs savings for business, resulting from reduced administration, of over £22 m per year by 2009/10.
3. Although the target remains as 8 out of 10, performance will not deteriorate year on year.

Expenditure for this aim	2010/11 Planned
£ million	11

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 putting pressure on the environment.

Many people are concerned about what this means for them and their community – from the effects of pollution on their health, to how much water and other resources will be available, and the effects of flooding and coastal erosion.

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 stretch the capacity of some environmental infrastructure.

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.

Tensions between development and flood risk are likely to increase. There will be a greater focus on avoiding development in places at significant risk of flooding. There will also be more pressure to re-use contaminated and other 'brownfield' land. In some areas water quality standards 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. In many cases the risks to people, communities and key infrastructure like roads, railways, power sub-stations and water treatment plants are increasing. Climate change and sea level rise is already increasing the likelihood of both flooding and coastal erosion, and changing rainfall patterns are causing floods from surface water as well as from rivers. Development and the need for new homes have the potential to increase the impacts of floods unless carefully managed.

Over the longer-term the effects of climate change will intensify and make it more difficult to manage flood and erosion risks. If investment in the asset maintenance and construction budget is kept at current levels (in cash terms) there will be at least 350,000 more properties, of which 280,000 will be residential, with a significant risk of flooding by 2035. To maintain the current levels of protection, spending on new and existing flood risk management assets needs to almost double between now and 2035 and we are working with governments in both England and Wales to inform a public debate on funding options. As part of this, we have introduced a contributions policy in England, through which we are seeking increased contributions from private, public or voluntary organisations or communities who directly benefit from our work. A contributions policy is also under consideration in Wales.

Well-managed opportunities to enjoy the outdoors can provide benefits to communities, people and the environment. Water and the land around it provide a setting for sport, quiet reflection and specific pastimes. These places provide an affordable and accessible way for people to increase their level of physical activity and can play a role in combating poor mental health. Physical inactivity and poor mental health costs the UK £85 billion a year. In 2008/9, around 32 million people visited the rivers, canals and lakes of England and Wales. Of these, around 32,000 people registered boats on waterways we manage and 1.3 million people bought rod licences to fish in inland waters. There is evidence that more would like to enjoy these places if they had the opportunity. Climate change with its associated impacts on water resources, water quality and the marine environment could have implications for how people enjoy the environment. Incorporating well-designed public access into what we do to address climate change can help enjoyment of an area.

Our role

The Environment Agency is a regulator, operator and influential adviser on the environment in England and Wales. 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 also work with local authorities to deliver shared environmental outcomes through Local Area Agreements, as part of our 'duty to co-operate'.

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 both England and Wales.

We provide flood risk management leadership for all sources of flooding in England and Wales and will have responsibility for producing a national flood and coastal risk management strategy for England. We have the strategic overview role of flooding from rivers, the sea, surface water and groundwater in England and an enhanced oversight role is planned for Wales. As well as managing flood risk from rivers and the sea 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 Internal Drainage Boards and support other organisations such as utility companies and insurers through the provision of data and information.

We, and our partners, manage over 27,000 miles of flood risk management assets. 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. It can also help with regeneration as reducing the risks to a community will attract people to live, work and invest there. Every £1 spent on protecting communities from flooding saves £8 spent repairing flood damage over the lifetime of a scheme.

Our modelling and mapping of flood risk from rivers and the sea is recognised across the world and underpins decision making by local, devolved and central government and other sectors such as the insurance industry. Providing this information and accompanying guidance to local authorities is central to our strategic overview role. It informs emergency planning and influences development decisions and helps stakeholders to understand risk and plan for a changing climate. Our advice helps to ensure the continuing provision of essential services by increasing the resilience of national infrastructure. Our understanding of risk from surface water flooding is maturing and increasingly used in our engagement with and support 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.

Floods in recent years have demonstrated the scale of risk from surface water flooding. Our Long Term Investment Strategy confirmed that more people face greater flood risk from surface water flooding than fluvial flooding. Increased support for community engagement in understanding and dealing with risk will be linked to better understanding of the scale of surface water flood risk and its solutions. This will help in the development of our overview role for all forms of flood risk and will help our partners in understanding and managing this risk.

We will fulfil our responsibilities as enforcement authority for reservoirs in England and Wales under the Reservoirs Act. We will implement any legislative changes affecting flood and coastal risk management and reservoir safety.

The European Floods Directive, within the context of the Water Framework Directive, sets out through the Flood Risk Management Regulations 2009 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 Catchment Flood Management Plans and Shoreline Management Plans are in place to set out how flood and coastal erosion risks will be managed. This will contribute to local authorities' work in support of National Indicator 189. We will also deliver the actions identified for us in the Government's response to the Pitt Review of the 2007 floods.

All of our work to protect and improve land, air and water and manage the risk of flood and coastal erosion provides a better and safer place for people to enjoy the environment. We have a statutory duty to promote the use of inland and coastal water and land associated with them for sport and recreation and we are the lead government agency for freshwater and migratory fisheries and work closely with landowners and anglers. We work to enhance both the economic and social value of fishing as a widely available and healthy form of recreation. We work to increase the number of people participating in

angling, create more opportunities for them to fish and to increase the contribution angling makes to the economy.

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, and provide services to help them enjoy these places. We work with others to promote inland waterways and develop new and improved opportunities for the public to enjoy those we manage.

Our partners

We share responsibility for the delivery of many of our objectives with others. Close partnership working is therefore key to creating better places for people and wildlife. Key partners include policy makers in local, devolved and central government, and in England, regional bodies; together with other government agencies and regulators.

We work with others to better understand the risks from flooding and coastal erosion, and to secure sustainable flood and coastal risk management for the future. This includes local communities, Defra and other central government departments, the Welsh Assembly Government, regional and local authorities, Internal Drainage Boards, the Local Government Association, 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.

Our role in managing the impacts of flooding includes providing effective warnings, working with the Met Office through the national Flood Forecasting Centre, and with our partners at resilience forums to prepare for and manage major incidents with the emergency services. This was evidenced by the very good local working relationships during the recent flooding in Cumbria. As part of this work we will provide a new flood warning service for the owners and operators of important national infrastructure.

We will engage openly with communities to develop innovative ways of managing risk, promote resilience to flooding and adaptation to climate change. This includes working with people so that they understand flood risks and take action to reduce the impacts of floods when they happen.

As well as protecting people's health by reducing their exposure to pollution and flooding, we will need to work with decision makers to promote the social and public health benefits of improving poor environments. Our work to restore urban spaces and waterways and to open up access for walking, fishing and water-based sports will make an important contribution.

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. Using our *Building trust with communities* approach, we engage and involve local communities in areas of our work where we have statutory responsibilities and environmental goals such as flood and coastal risk management and the regulation of sites with high levels of public interest.

Many people and organisations have a role in improving angling, navigation and recreation opportunities. We work closely with many of them to achieve shared aims including local authorities, and in England regional bodies; Natural England, the Countryside Council for Wales, Sport England and other navigation authorities. We also work with those who use the outdoors for their leisure time and the bodies that represent them to plan and deliver improved opportunities for users. We also work with partners to open up opportunities to make more land available for recreation. For example, we work locally with farmers and local authorities and nationally with the Forestry Commission, National Trust and English Heritage.

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 to our flood and coastal risk management.
- Implement new legislation including producing a national strategy for flood and coastal erosion risk management for England and advising on one 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.
- Provide and communicate a long-term view on how and where we will invest in FCRM both for maintenance of existing assets and new construction.

Expenditure for this aim	2010/11 Planned
£ million	35

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 with local authorities and others to coordinate the management of surface water and groundwater flooding and coastal erosion.
- Ensure our long-term policy and action plans, including catchment flood management plans and shoreline management plans contribute towards sustainable development.
- Manage our flood and coastal risk management assets effectively and efficiently and encourage others to do the same.
- Provide leadership on coastal erosion management, developing a long-term evidence-based view of the coast helping our professional partners to manage erosion risk.
- Improve our community engagement and communications, working with communities to understand and manage their flood and coastal risks from all sources more effectively.
- Be an active partner for all local flood risk arrangements, providing advice and guidance as part of our strategic overview role.
- Seek to secure increased and continued 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.

Key Performance Targets	2009/10 Planned	2010/11 Planned
3.1.2a We improve protection from flooding for more households - Number of households with improved standard of protection against flooding - Number of households in deprived communities removed from the 'significant flood probability' category	33,000 3,000	55,000 3,000
3.1.2b Our flood and coastal risk management programme delivers economic benefits - Average benefit to cost ratio of our capital programme (See Note 2)	At least £5 for every £1 spent	At least £5 for every £1 spent
3.1.2c We maintain our flood and coastal risk assets at the required condition - Percentage of Environment Agency assets at the required condition	96%	97% See Note 1 below

Notes:

1. The 97% target is based on 30,550 high consequence assets. The total may fluctuate as we reassess our asset inventory.
2. The Environment Agency also allocates Flood Defence Grant in Aid to Local Authorities and Internal Drainage Boards to deliver flood risk management schemes. The targets are for schemes delivered by all Operating Authorities.

Expenditure for this aim	2010/11 Planned
£ million	
Capital spend	303
Revenue spend	281
Total	584

3.1.3 We will reduce the consequences of flooding and coastal erosion

We will:

- 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 help others to take prompt action to reduce risk.
- In England, support local authorities with the provision of government funding and advice for local flood resilience and resistance measures. In Wales a similar scheme exists and is currently administered by Welsh Assembly Government.
- Work with providers of important national infrastructure to ensure that public services are maintained during flooding.
- Play our part in multi-agency planning and preparation for major incidents.

Key Performance Targets	2009/10 Planned	2010/11 Planned
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	0.85m (46% of high-risk properties)	1.04m (56% of high-risk properties)

Expenditure for this aim	2010/11 Planned
£ million	58

3.1.4 Our flood and coastal risk management programme provides environmental benefits

We will:

- Ensure that FCRM values and works with the environment whilst meeting our outcome targets and legal duties.
- Work with nature using land management techniques to tackle flood risk, including creating new wetlands and coastal habitats that accommodate water and aid conveyance.

This contributes to the delivery of measures 2.3a and 2.3b (see page 11)

Expenditure for this aim	2010/11 Planned
£ million	26

Note: The above includes approximately £12m to help deliver measures 2.3a and 2.3b

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, energy use, waste management, illegal dumping and waste crime, contaminated land, biodiversity and flood and coastal risk management.
- Work with partners to help us understand how our work can contribute to improving the state of local environments in ways that also benefit regeneration, social inclusion and public health.
- Engage and involve local communities, bringing people together to develop shared solutions 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 limits.
- Maximise the opportunities to deliver and maintain Water Framework Directive objectives by creative use of flood and coastal risk management engineering solutions.

Key Performance Targets	2009/10 Planned	2010/11 Planned
3.2a Environmental outcomes are delivered through joint working with local authorities and partnerships - Percentage achievement of milestones for our programme of work with local authorities (See Note 1)	N/A	100%

Note:

1. Examples of milestones include: published Community Strategies in Wales and Sustainable Community Strategies in England reflecting localised environmental priorities; and appropriate environmental indicators being adopted within the next Local Area Agreements round in England.

Expenditure for this aim	2010/11 Planned
£ million	7

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

We will:

- Work with planning authorities 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 the long-term planning by water companies so that infrastructure to support new development is taken into account, along with the risks of increasing climate change.
- Work with policy makers to ensure that new national planning policy 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 (local, sub-regional and regional and Wales Spatial Plan groups) respect environmental limits and take into account future climate risks.

Key Performance Targets	2009/10 Planned	2010/11 Planned
3.3a No inappropriate new developments are located in areas at risk of flooding		
- Percentage of planning applications that are in line with our advice on flood risk	95%	96%

Expenditure for this aim	2010/11 Planned
£ million	16

3.4 All sections of society have opportunities to enjoy water and wetlands through angling, navigation, sport and other recreation

We will:

- Manage water quality, water resources, fisheries and flood defence schemes in ways that improve opportunities for people to fish, boat and take part in other water-related sport and 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.
- Work with others to develop and implement strategic plans that influence and promote new and better opportunities for people to enjoy and benefit from the environment.
- Work with others to identify and monitor the wide and varied benefits that enjoying the environment can bring.
- Make the land and water we own and manage accessible where we can.
- Ensure the navigation assets we are responsible for are in a safe working order.
- Grow the funding needed to maintain the condition of the navigable waterways we manage.
- Invest licence income raised from anglers and boaters to provide improved services.

Key Performance Targets	2009/10 Planned	2010/11 Planned
3.4a More people take part in angling - Number of rod licence sales (million)	1.33m	1.36m
3.4b More of the sites we own are available for people to enjoy water and nearby land - Number of sites available	580	586
3.4c We maintain our navigation assets at required condition - Percentage of our navigation assets are at or above the required condition (See Note 1, below)	93% (632)	97% (660)

Note:

1 The 97% target for 2010/11 is based on 680 assets. The total may fluctuate as we reassess our asset inventory.

Expenditure for this aim	2010/11 Planned
£ million	41

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, and demands on natural resources are already at levels that are not sustainable.

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 our most precious resource, essential for life and vital to our economy. But we have some of the highest water demands in Europe and in parts of the country our 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 in England and Wales 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 the country's water supplies.

Our role

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 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 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 dumping concentrating our own efforts on 'big, bad or nasty' incidents involving large-scale 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 provide data and information, for example, on where waste goes and how it is dealt with, to local, devolved and central governments and, in England, to regional bodies. We also input to strategic waste plans and individual planning decisions.

We are responsible for ensuring that there is enough water at the right quality 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 improved water quality in rivers throughout England and Wales, improved biodiversity and developed over 100 sustainable water resource licensing strategies. 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 and Welsh Assembly Government to deliver their strategies on waste and resource management and we share many of our aims with respect to waste and resource management with other organisations. In particular, we work closely with the Waste and Resources Action Programme (WRAP) (and in Wales, WRAP Cymru and Envirowise), who have a core remit to support resource efficiency through market development. Local authorities and regional bodies are also important delivery partners, as are the Department for Business Innovation and Skills (BIS).

Our work on water relies on our close working relationships with many organisations including local, central and devolved governments and regional bodies; 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:

- Develop a better understanding of waste management options that protect the environment and human health, improve resource efficiency and help reduce greenhouse gas emissions.
- Better understand the relative environmental impacts of methods and locations for managing waste.
- Provide advice, guidance and leadership to businesses and the public sector to help promote more efficient and sustainable use of natural resources.

Expenditure for this aim	2010/11 Planned
£ million	2

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, devolved and central governments and to regional bodies in England responsible for planning and delivering waste management infrastructure.
- Improve the quality and timeliness of our data for others as well as for our own internal use.
- Remove regulatory barriers to environmentally beneficial uses of waste.
- Respond positively to innovation.
- Lead by example by procuring waste management services that are best for the environment and work with the Office of Government Commerce to improve practice across Government.

Key Performance Targets	2009/10 Planned	2010/11 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)	7,030	139,000

Expenditure for this aim	2010/11 Planned
£ million	9

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 Waste and Resources Action Programme (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 best effect.
- 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, and take prompt and decisive action to deal with criminal activity, close illegal sites and tackle the illegal dumping of waste.
- Work closely with the UK Borders Agency and with overseas regulators, including through IMPEL, to share intelligence and reduce the illegal export of waste.
- Work with central Government, Welsh Assembly Government and WRAP to better understand how to apply the waste hierarchy under the revised Waste Framework Directive.

Key Performance Targets	2009/10 Planned	2010/11 Planned
4.3a Businesses and other organisations use resources efficiently - Kilo-tonnes of waste produced by industries we regulate	6,468	6,274 (3% reduction)

Expenditure for this aim	2010/11 Planned
£ million	31

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.
- Work in partnership with other organisations to ensure energy and water are considered together in making more efficient use of resources in homes.
- Work with Central Government and Welsh Assembly 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.
- Promote charges that reflect the value of water and act as an incentive to use water more efficiently.
- Work with others to prevent pollution through control at source, for example, through good practice land or process management.

- Communicate how water use can affect the environment and how a good water environment improves quality of life.
- Work with others to restore catchment hydrological characteristics 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 use and manage water.
- 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.
- Support the delivery of River Basin Management Plans to achieve Water Framework Directive objectives, including work to implement the first cycle of River Basin Management Plans and to develop second and third cycle deliverables.
- 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 are realised.
- Ensure that good water resources and drought management plans are in place.

Key Performance Targets	2009/10 Planned	2010/11 Planned
4.4a Water supply and demand is properly managed by the water companies - Water companies' progress towards eliminating deficits in their supply-demand balance (See Note 1 below)	≤120%	≤120%

Notes:

1. This measure only applies to areas where public water supplies are in deficit ie where a water company would need to impose restrictions (such as hosepipe bans) more frequently than its stated level of service in instances when the highest level of demand coincides with their lowest rate of supply. To assess whether water supply and demand is properly managed by the water companies, we compare the gap between the water they can supply and how much their customers would use in a dry year, and compare this to the forecasts they made in their latest set of plans. The target is to keep the overall deficit to no more than 20 percent above the forecast deficit in any year.

Expenditure for this aim	2010/11 Planned
£ million	130

Be the best we can

We are determined to perform at our very best. 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 constantly 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 we will inspire people to 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. 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.

Key Performance Targets	2009/10 Planned	2010/11 Planned
5.1a Our customers say we are providing a good service - Average score, out of 10, awarded by a cross-section of customers for the quality of our service	Revised measure	6.6
5.1b We have a diverse workforce - Percentage of our employees from black and minority ethnic groups	3.7%	3.7%

5.2 Work effectively with partners to deliver shared environmental outcomes

We will:

- Engage with partners, communities and business to improve and protect the environment and to influence behaviour.
- Work with other regulators to reduce any unnecessary administrative workload of regulation on businesses and focus the use of our regulatory powers on environmental priorities.

Key Performance Targets	2009/10 Planned	2010/11 Planned
5.2a Key stakeholders agree we are good at working with them towards shared goals - Percentage of our top 100 stakeholders surveyed who agree	70%	70%

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

We will:

- Recognise data, information and knowledge are assets and manage them accordingly.
- 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.

Leading by example: minimising our own environmental impact

We will:

- Comply with legislation and 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 alternative water sources such as rainwater.
- 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.
- Promote alternatives to driving.
- Increase the energy efficiency 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.
- Work with Partnerships for Renewables to develop wind power on the land that we own.
- Seek opportunities to use our land to generate renewable energy.
- Focus on environmental awareness in our recruitment, induction and training programmes.
- Record and learn from all environmental incidents.
- 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 on the land and water where we work.
- Work with our suppliers to help improve their environmental, social and ethical performance.
- Purchase timber from legal and 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 investment and environmental overlay strategies to address material environmental risks and opportunities of investments in our pension fund.

Our work in this area also contributes to the delivery of measure 1.3a

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 Strategy.
- Provide a healthy and safe working environment.
- Ensure our sensitive information and our assets are secure.

Key Performance Targets	2009/10 Planned	2010/11 Planned
5.4a We have the right knowledge, expertise and experience - Percentage of staff reaching the expected or above levels of capability specified in our Technical Development Framework, where applicable		70%
5.4b We provide a safe place to work - Number of lost time incidents (See Note 1, below)	36	32
5.4c Our staff have personal objectives clearly linked to our Corporate Strategy - Percentage of staff that have personal objectives linked to our Corporate Strategy		95%

Note:

1. Targets is based on achieving a 10 percent reduction. If actual performance is better than the forecast at the end of 2009/10 then we will adjust the target to be 10 percent lower than the actual.

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.
- Maintain our leadership on best value and sustainable procurement.
- Work with others to find opportunities for efficiencies in the delivery of services.
- Manage our pension investments to the highest standards.
- Contribute our expertise to supporting economic recovery and developing the green economy in our work with business.

Key Performance Targets	2009/10 Planned	2010/11 Planned
5.5a We are more efficient - Efficiency savings (See Note 1, below)	At least £25m	At least £25m
5.5b We manage our money to the highest standards - Actual expenditure as a percentage of budget/planned expenditure	100%	100%

We will commit to using external funding to help us achieve our priority environmental outcomes

Note:

1. As part of CSR07 we agreed to make efficiency savings of at least £25 million per annum in 2008/09, 2009/10 and 2010/11.

Managing our resources

Details of how we plan to allocate our resources to protect and improve the environment in England and Wales are contained in each of the preceding chapters of this plan and are brought together in the table below (page 33). An analysis of our income by source is also included on page 34.

Overall, we plan to spend around £1.2 billion in 2010/11. Over half of the total (some 57 per cent) will be spent on Flood and Coastal Erosion Risk Management.

Our income comes from two main sources:

- Grants provided by Government (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 the beneficiary or polluter pays our costs, and we target our resources to achieve the best outcomes. We will reduce the administrative burden of regulation wherever possible 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 and partners to attract third party investment to help deliver our corporate strategy outcomes.

We will also continue to explore and develop commercial opportunities to raise income from the sale of our data, assets and technical services, targeting income of £6 million in 2010/11.

Government grants

The Environment Agency receives Grant-in-Aid (GiA) from Defra to fund our activities in England, and from the Welsh Assembly Government (WAG) to fund our activities in Wales.

Government decisions on funding for the environment in England, which in turn determine the level of our Grant-in-Aid provision, are made through the Treasury's Spending Review process, which sets three-year expenditure budgets for Government departments. This corporate plan sets out our budget for 2010/11, the final year covered by the Government's Comprehensive Spending Review – CSR07.

As determined through CSR07 our GiA from Defra for our flood and coastal erosion risk management (FCRM) work for the first year of this plan (2010/11) will increase by about 9 per cent (approximately £52 million) compared with 2009/10 and for our other functions will reduce by about 7 per cent (approximately £9m). In Wales, GiA from WAG for our FCRM work will increase by about 4 per cent (an extra £1.2m) and for our other functions will remain broadly level.

We will work with Defra on the CSR10 planning process to agree future funding and with WAG for funding in Wales.

Income from charges

Charges represent a significant proportion of our income, and reflect the "polluter pays principle". However, we are also aware of the current economic downturn and have been taking a number of steps to assist business.

For the seventh year running we are aiming to keep increases for most of our charges below inflation, as measured by the CPI index.

Businesses are also 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, so that charges are calculated using a formula that includes the risk to the environment and the operator's environmental performance.

We have also been undertaking a major programme to modernise our Water Quality discharge consenting arrangements. This has included the development of our operational risk appraisal (OPRA) system and the introduction of operator self-monitoring (OSM). Under OSM, operators take over responsibility from the Environment Agency for monitoring their own discharges. This should lead to better and more responsive control of their processes and so reduce their impact on the environment. It may also give them some opportunity for efficiency savings through integration with other monitoring work they undertake.

We have also increased flexibility of 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.

Economic downturn

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

In this regard we will:

- Continue to keep increases in our charges below the level of inflation (except where Ministers agree that an environmental and/or statutory imperative overrides this);
- Continue to review charges on a case by case basis where the economic climate has led to mothballing of operations and which in turn leads us to reduce regulatory effort;
- 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 the Government's target;
- Demonstrate continued value for money in the delivery of the environmental and business priorities agreed with Government from our tightening resources;
- Recognise the financial strictures to which our national, regional and local partners will be increasingly subject and work sensitively with them to achieve shared priority outcomes.

Efficiencies

We have a good track record in delivering efficiencies over the CSR07 period, exceeding the annual target of £25m each year. This is underpinned by a robust efficiency portfolio, comprising a variety of efficiency and improvement programmes across our areas of business.

We are now developing a forward looking Efficiency Plan to support our Corporate Plan, comprising our efficiency portfolio and a pipeline of opportunities.

We have committed to delivering the required savings under the Government's Public Value Programme (PVP) and Operational Efficiency Programme (OEP) and have incorporated our response to these into our overall efficiency plan. We will also consider how lessons learnt from the Government's "Total Place" initiative inform our work. Our approach to delivering the savings required builds on our experience in delivering efficiencies under CSR07. We are also incorporating our commitment to 2 per cent annual efficiencies in real terms under our FCRM Long-term Investment Strategy (LTIS) into our overall efficiency portfolio. We will also incorporate specific Wales-related efficiency measures to take account of any reductions in Welsh Assembly Government funding we receive.

We will continue to provide efficiency savings to charge payers through our annual charge setting mechanisms. Savings will accrue to the majority of charge payers as a result of our OEP and PVP work. We will also continue to absorb annual pay and price pressures through working more efficiently.

We will deliver efficiency savings and increases in our productivity and effectiveness in ways that enable us to maximise the environmental outcomes we can achieve for our resource. This will include re-distributing resources from support activities to delivery activities, improving how we work to deliver more outcomes for less resource and, in consultation with Government, reducing or stopping some lower priority activities where these offer less benefit.

Our main work strands to deliver efficiencies are:

- Options identified and developed jointly with core Defra and the Defra network to contribute to savings that are required from the network under PVP and OEP. These focus on opportunities arising from consideration of respective roles and responsibilities, removal of overlaps, maximising benefits from critical mass and skill resilience, streamlining and improving ways of working. Under PVP, the focus is on Environment Protection activities, and we are developing options, both jointly with Defra and internally, to drive savings in the efficiency and effectiveness of our use of English grant-in-aid. Under OEP, the focus is on the increased sharing of support service provision.
- Options that we are developing internally, include looking at opportunities for further development of our organisation such as Head Office directorate streamlining and simplifying our provision of support services; reducing external spend through consultants and other third parties; savings from our National Accommodation Programme; and improvements and efficiencies in how we work.
For example, our Head Office Accommodation project will complete in 2010/11, with all Bristol and Bath based staff moving into Horizon House by the end of March 2011. In subsequent years we should realise savings of around 10 percent of current head office operating costs as well as the additional benefits gained from co-location, such as improved communications and reduced need to travel between sites. Our environmental performance will also be significantly improved.
- Options to increase cost recovery, for example for pollution incidents, and clarify the boundaries between charging and grant funding.

Under OEP we are seeking ways to improve the efficiency and reduce the cost of our 'back office' support services in Finance, HR, IT, Procurement, Estates and Communications functions.

Government targets for 20 to 25 percent reductions in back office functions by 2013/14 will be set against a 2007/08 baseline position.

The following table shows our 2007/08 (baseline) support costs, by OEP category.

Support function	2007/08 baseline cost (£m)
Finance	23.4
Human Resources	24.8
Information Technology	84.0
Procurement	3.9
Total	136.1

We will drive forward our efficiency programme through changes to structures and working practices, including streamlining evidence-gathering activities, corporate and support activities (not included in OEP) and simplifying internal processes and guidance requirements.

Analysis of expenditure by outcome (strategic aim)

Note: Reducing and adapting to climate change is a key driver for all our work and expenditure for this is embedded in other areas listed in the table below, in addition to the amounts shown in items 1.1 to 1.3

Expenditure £ million

Ref	Aim	2010/11 Planned
1.1	We play our full part in helping England and Wales meet greenhouse gas emissions targets in ways that minimise other environmental impacts	12
1.2	We help people and wildlife adapt to climate change and reduce its adverse impacts	2
1.3	We put reducing and adapting to climate change at the heart of everything we do	4
	Sub-total (See Note above)	17
2.1	The quality of surface, ground and coastal waters and wetlands continues to improve for the benefit of people, the economy and wildlife	125
2.2	Land is managed sustainably protecting soils, water and biodiversity and contributing positively to reducing and adapting to climate change	9
2.3(i)	Biodiversity is enhanced and fish stocks are managed sustainably for the benefit of wildlife and people	6
2.3(ii)	Biodiversity is enhanced and fish stocks are managed sustainably for the benefit of wildlife and people	22
2.4	Businesses and other organisations reduce the impacts of their activities on air, land and water, using resources efficiently and minimising waste disposal	93
2.5	We improve how we work as regulators to maximise environmental outcomes while minimising the cost to businesses	11
	Sub-total	266
3.1.1	We, our professional partners and the public will have a greater understanding of flood and coastal erosion risk	35
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	584
3.1.3	We will reduce the consequences of flooding and coastal erosion	58
3.1.4	Our flood and coastal risk management programme provides environmental benefits	26
3.2	Better local environments enhance people's lives and support a sustainable economy	7
3.3	New and existing developments have a reduced environmental impact and well-planned environmental infrastructure	16
3.4	All sections of society have opportunities to enjoy water and wetlands through angling, navigation, sport and other recreation	41
	Sub-total	767
4.1	Businesses and other organisations know what the best environmental options are for managing waste and using resources wisely	2
4.2	The right waste and resource management infrastructure is in place	9
4.3	Businesses and other organisations are resource efficient, minimise pollution and manage their waste responsibly	31
4.4	Safe, secure water supplies are used efficiently to meet the needs of the public, business and the environment	130
	Sub-total	171
	Other (commercial and unfunded pensions)	18
	Grand Total	1,238

Analysis of income by source

Income £ million

	2009/10 Planned	2010/11 Planned
Income from charges		
Environment Protection licences:		
Waste (including Hazardous Waste)	44	56
Charging for Discharges	67	64
Integrated Pollution Control & Pollution Prevention Control	30	33
Other EP income from charges	30	17
Carbon Reduction Commitment, Emissions Trading, Mining Waste Directive	3	11
Abstraction licences	136	136
Rod licences	24	27
Craft registrations	5	5
Flood Defence local levies	29	41
Sales of assets	1	7
Interest received	1	2
Other income	39	19
Other grants and contributions	0	0
Commercial income	3	6
Total non Grant-in-Aid income	411	423
Funding from Government sponsors		
Defra Flood Defence Grant-in-Aid	549	602
Defra Fisheries Grant-in-Aid	6	6
Defra Grant-in-Aid for other EA services	141	132
WAG Flood Defence Grant-in-Aid	31	32
WAG Grant-in-Aid for other EA services	22	22
BREW	3	3
Other grants and contributions	13	9
Total funding from Government sponsors	764	807
Total funding	1,175	1,230
Use of balances		
Use of FCRM Local Levy balances	6	8
Use of Water Resources balances	-1	0

Note:

This table excludes:

(i) FCRM grant allocated to the Environment Agency for reallocation to local authorities and internal drainage boards (£63.8 million in 2009/10 and £56.9 million in 2010/11).

(ii) Environmental Improvement Unit Charge income (which is paid to certain abstraction licence holders as compensation following requisite changes to their licences to mitigate impacts on the environment).

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