



# Northern Ireland Environment Agency Business Plan 2010 - 2011





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## NIEA BUSINESS PLAN 2010 - 2011

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# Chief Executive's Foreword

I am very pleased to present the Northern Ireland Environment Agency's (NIEA) Business Plan for 2010 - 2011, my first since joining the Agency as Chief Executive in January 2010.

NIEA leads in protecting, conserving and promoting the unique natural and built environment of Northern Ireland, both for society today and in the future. This Business Plan sets out our work programme for 2010 - 2011 which includes the targets set by the Minister and the Permanent Secretary of the Department as well as our commitments to the NI Executive's Programme for Government. The Plan sets out how we will support sustainable development in Northern Ireland, contributing to social, economic and environmental enhancement, through our actions as a regulator, influential advisor and advocate.

As a regulator we will control adverse impacts on the environment through licensing and authorisations, by testing for compliance with laid down regulations. We will apply our regulatory duties in a robust, fair and consistent manner and when standards are breached we will investigate and pursue offenders vigorously.

In our role as an influential advisor we will provide scientific, professional and technical advice to assist our colleagues in the Department and other parts of Government to develop environmental policy and legislation. In this role we will provide sound, clear and timely advice. We value the partnerships we have with others who share our concerns for the environment and we will seek to maintain and develop these throughout the year

As an advocate of the environment, we seek to increase awareness and understanding of our environment and heritage and to encourage the public to commit to its protection and enhancement. We will communicate our messages through an interactive website which will be responsive to users' needs and we will continue to run our well established and highly valued programme of events in our country parks, nature reserves and visitor centres. I am convinced that this programme, which is mostly outdoor focused, contributes to the health and wellbeing of people, young and old. However, I believe that more work



needs to be done to encourage all of our population, represented by the categories set out in Section 75 of the Northern Ireland Act to visit and experience our sites and events, and we will set out our strategy for achieving this goal in 2010 - 11.

I also believe that a well regulated and managed environment contributes to the economy of NI and this plan includes this. For instance, our Better Regulation Programme will modernise and simplify regulations for businesses and provide for a streamlined, risk based permitting and inspection system. It also provides for the development and enhancement of our online application and payment facilities. The planning system provides a framework for managing and developing a sustainable economy and environment and NIEA plays a vital part in this system by providing advice and comment on some 7000 consultations each year. I am committed to improving our performance in this area by responding to 75% of routine consultations received within 15 days. I also recognise the impact of our work which contributes to the tourist industry and we are committed to enhancing this where possible.

NIEA has used the Balanced Scorecard business planning tool to prepare the 2010 - 2011 Business Plan, enabling the Agency to consider the impact of all its activities and strategies in formulating operational objectives and performance targets. This is a challenging plan, constructed at a time of decreasing

resources and structural change. However, I believe that it is achievable and that when completed we will have helped further our vision of securing a healthy and well protected environment and heritage in Northern Ireland.

Our performance is wholly dependent on our staff. We can only succeed in achieving all of the targets set out in this plan through the continuing dedication and commitment of the skilled and enthusiastic staff within NIEA.

A handwritten signature in black ink, reading "John McMillen". The signature is written in a cursive style with a large initial 'J' and 'M'.

**John McMillen**  
Chief Executive,



## Introduction

This Business Plan for 2010 - 11 sets out the Northern Ireland Environment Agency's contribution to the final year of the Executive's Programme for Government 2008-11 detailing performance targets which we will be working to in-year.

## Who we are

The Northern Ireland Environment Agency (NIEA) is an Executive Agency within the Department of the Environment, operating within the context of the Department's overall vision and strategic objectives.

We employ a total of 752 people who are located in offices and regional sites across Northern Ireland. There are three headquarters sites; two in Belfast and one in Lisburn. Detailed information on NIEA locations is available on our website [www.ni-environment.gov.uk](http://www.ni-environment.gov.uk).

The Agency is headed by a Chief Executive and a Board of Directors which spans four Directorates - Natural Heritage, Built Heritage, Environmental Protection and Corporate Services. In September 2009 NIEA appointed two additional independent members to the Board. During 2010 - 11 as a result of a review of Corporate Services across DOE, staff and functions provided by NIEA Corporate Services Directorate will be centralised and delivered from within the core of DOE. Details of our organisational structure are available in Figure 2.



## What we do

We aim to be recognised as the leading body responsible for protecting, conserving and promoting the environment and heritage in Northern Ireland and are working towards four long term environmental outcomes:

- The sustainable use and protection of our natural resources;
- Improved conservation and management of our natural heritage;
- Improved conservation and protection of our built heritage; and
- Better public awareness and understanding of the environment.

In working to achieve these outcomes we will act as a Regulator, Influential Advisor and Advocate.

We seek to protect the environment through Better Regulation and enforcement; statutory designations, research and monitoring; provision of grant aid; management and promotion of our sites, parks and monuments. Using our professional and technical expertise we contribute to environmental policy development and delivery across other departments and agencies thereby raising awareness and understanding of society's impact on the environment and heritage.

## How we operate

Our key performance targets are agreed with the Minister responsible for the Department of the Environment. At the end of the financial year, we report our performance against these targets in our Annual Report and Accounts which is laid before the Northern Ireland Assembly.

Our accounts are audited by the Comptroller and Auditor General in accordance with Section 12(2) of the Government Resources and Accounts Act (Northern Ireland) 2001.

## Vision, Aim and Core Values

### Vision

Our vision is that we will have a healthy and well-protected environment and heritage in Northern Ireland which contributes to the social and economic well-being of the whole community.

### Aim

Our aim is to protect, conserve and promote the natural environment and built heritage for the benefit of present and future generations.

### Core Values

We will seek to ensure high standards in all areas of our work through:

- fostering an open and participative working environment in order to maintain and enhance high levels of motivation, skills and performance in our staff;
- maintaining and seeking to build on high professional standards in our Service, and striving for quality improvement in our working practices and the delivery of services to our customers;
- complying with government policy on fairness, equality, human rights and targeting social need;
- complying with our customer and environmental standards;
- securing best value from our operations; and
- providing and maintaining appropriate financial, management and information systems.

## Corporate Planning Context

### Programme for Government 2008 - 11

Building a Better Future – the Northern Ireland Executive's Programme for Government sets out the strategic context for priorities and spending plans for the period 2008-11. It has been translated into action through a framework of Public Service Agreements (PSAs) set for each department. Working within this framework on behalf of DOE, NIEA has responsibility for a number of the identified actions and targets within PSA 22 'Protecting our Environment and Reducing our Carbon Footprint'. Table 1 outlines these actions/ targets and cross-references them to our agreed Key targets for the year.



**Table 1 NIEA Obligations under PSA 22**

Objective		Actions/ Target	NIEA Key Target No.
22.3	Improve the quality and ecological status of the water environment.	Publish River Basin Management Plans containing programmes of measures (POMS) by Dec 2009, and make POMS operational by 2012. By 2015 achieve the environmental objectives set for all water bodies under the Water Framework Directive.	3
22.5	Reduce the annual tonnage of controlled waste illegally disposed of.	Financially investigate a minimum of 10 cases under the Proceeds of Crime Act 2002, with a view to confiscation of financial benefit obtained from waste crime by March 2011.	6
22.6	Improve the condition of our monuments and listed buildings, including structures currently on the Built Heritage at Risk Register (BHARNI).	Save at least 45 buildings or scheduled monuments on the BHARNI by March 2011, contributing to the target of saving 200 structures in 10 years i.e. by 2016.	13
22.7	Conserve Northern Ireland's bio-diversity.	Declare 75 Areas of Special Scientific Interest (ASSIs) by 2011 - contributing towards meeting the PSA22 target: To reduce significantly the loss in biodiversity by 2010, and to halt the loss of biodiversity by 2016.	7

### Department of the Environment Corporate and Business Plan 2008-11

In addition to PSA 22, the Department sets out its goals, priorities and targets in a three year Corporate Plan; most recently for 2008 - 11. As we are in the last year of the current Programme for Government (2008-11), the Department is producing a one year Business Plan for 2010 - 11. NIEA has responsibility for a range of actions contributing to the achievement of the strategic objectives contained within the Department's Plans.

### Northern Ireland Sustainable Development Strategy

We are committed to the principles of sustainable development and the Agency has a number of specific obligations under Northern Ireland's first Sustainable Development Strategy – "First Steps Towards Sustainability" which was published in 2006. The Objectives and Key Targets set out in this Business Plan accord with those obligations. The Northern Ireland Executive are currently in the process of renewing the Sustainable Development Strategy and the Agency will in due course also contribute to the development of a related Implementation Plan.



## The State of the Environment Report

The State of the Environment Report, published in April 2008, provides the evidence base against which to measure progress in protecting and improving the environment. It also sets out the key challenges that NIEA will address in the future.

Northern Ireland Statistics and Research Agency (NISRA) now publish an annual update of the Northern Ireland Environmental Statistics report. The latest 2010 update can be viewed at [www.doeni.gov.uk/northern\\_ireland\\_environmental\\_statistics\\_report\\_2010-12.pdf](http://www.doeni.gov.uk/northern_ireland_environmental_statistics_report_2010-12.pdf).

The indicators contained within the State of the Environment Report measure many of the environmental outcomes, or results, that we will strive to achieve through this Business Plan. We use the indicator set to focus NIEA activities, and to influence a range of Government Plans and Strategies by highlighting where positive environmental outcomes are key to the delivery of Sustainable Development in Northern Ireland. We are also working with the Environmental Protection Agency (EPA) in the Republic of Ireland to develop a set of comparable key indicators for the island.

## Legislation

The Agency's day-to-day activities are governed by primary legislation and regulations. The legislative framework in which we work continues to be amended by the Department to meet international obligations, especially those deriving from European Commission Directives and International Conventions to which the UK is a signatory.

## Efficiency Planning

In line with all NICS Departments, NIEA has to deliver cash releasing efficiencies year on year under the NI Executive's Budget 2008-11. The Agency has developed an efficiency strategy, which it is delivering through a cessation of low priority activities, reduction in consultancy spend and changing ways of working.

In addition, following a review by the Department, most corporate services currently provided by NIEA Corporate Services Directorate will be centralised within the Department during 2010 - 11. This will reduce costs and release savings to be offset against other financial pressures facing the Department.

## Economic Context

The current economic downturn is challenging for everyone in Northern Ireland. While recognising our primary duty to protect the environment and our built heritage, the Agency will focus on helping businesses comply with legislation by providing clear guidance, streamlining permitting and payment methods and targeting our resources on those activities that pose the greatest environmental threats. We will pursue those who flagrantly break the laws protecting our natural and built environment and heritage. We will also support the economy and wider environmental sector by spending our available budgets in full and paying invoices promptly.

## Review of Public Administration

NIEA is not significantly affected by the transfer of functions to the 11 new councils that are to be created under the Review of Public Administration (RPA). However, the Agency already plays an important role in commenting on planning applications and the planning process in general, and this role will be given a statutory footing when the transfer of planning functions to Councils takes place. In addition, NIEA is dependent on partnerships with district councils to assist in the application of our statutory duties across a diverse range of environmental matters. In preparation for the new arrangements under RPA we will review these relationships and develop them as appropriate.



## Operational Framework

As indicated previously, in order to achieve our aim and vision, NIEA is working towards four long term environmental outcomes:

- The sustainable use and protection of our natural resources;
- Improved conservation and management of our natural heritage;
- Improved conservation and protection of our built heritage; and
- Better public awareness and understanding of the environment.

In seeking to achieve these outcomes, NIEA acts as a Regulator, Influential Advisor and Advocate.

### 1 NIEA as a Regulator

NIEA controls impacts upon the environment by regulation and through licences and authorisation, compliance testing, enforcement, and by monitoring and survey. Better Regulation initiatives are promoted to modernise and simplify regulation to enable businesses to achieve better standards for the environment.

At an operational level formal agreements are made with landowners to protect ASSIs and field monuments. We provide grant aid to individuals and a wide range of bodies to encourage best practice.

We have developed a range of partnerships involving NGOs, district councils and formal agreements with other Departments to assist us in the application of our statutory duties across a diverse range of environmental matters, for example with DARD to protect biodiversity through targeted agri-environmental schemes. Where our sister agencies, such as the Planning Service, are responsible for regulatory duties in respect of environmental assets we work closely with them to achieve common aims.

At an organisational level, NIEA has a number of strategic partnerships. These include the Built Heritage Stakeholders Forum set up following a Ministerial initiative in 2008, and with district councils to monitor waste management. Partnerships with the Ulster Architectural Heritage Society, the Architectural Heritage Fund and Building Preservation Trusts save buildings and scheduled monuments at risk. NIEA works with the Environmental Protection Agency (EPA) in the Republic of Ireland towards the

implementation of cross-border requirements on a range of water related issues driven by EC Directives for nitrates control and water quality and to ensure cost effective delivery.

We apply our regulatory duties in a robust, fair and consistent manner and when standards are breached, we investigate and pursue offenders vigorously. Our Environmental Crime Unit, while focusing primarily on waste crime at present, is also ready to investigate any environmental crime wherever it occurs. It works with a range of other law enforcement agencies to ensure that our response to serious environmental crime is as effective as possible.

### 2 NIEA as an Influential Advisor

Members of the Agency's staff are widely recognised for their knowledge and expertise. We provide scientific, professional and technical advice to assist our colleagues in the Department and other parts of Government to develop environmental policy and legislation.

The Agency is consulted on a range of regulatory issues such as planning applications, shellfishery licences, water and wastewater schemes. In this role we uphold our core principles through provision of sound, clear and timely advice. Where we believe that environmental standards, habitats, species or built heritage features are under threat, we will make the strongest representations. The policies on which we will base our advice are clearly documented and publicly available.

The Agency maintains comprehensive monitoring networks to assess and record the state of the water environment. The monitoring data and classification results are made available to a wide range of stakeholders including environmental consultants, public sector agencies, members of the public and academic institutions. We also receive a large number of information requests mostly through the [Waterinfo@DOEni.gov.uk](mailto:Waterinfo@DOEni.gov.uk) website, and annually respond to over 750 such requests.

We are an important consultee on planning matters and have the opportunity to comment on planning policy, area plans, development plans and the determination of planning applications. This is one of our most important roles. It requires considerable staff resources and expertise and our decisions must be based on good scientific and professional knowledge. Although we are committed to becoming more

efficient in processing our input to these consultations, this will not compromise the quality of our advice. Under the Strategic Environmental Assessment (SEA) regulations we have statutory responsibility for commenting on all programmes falling under these regulations.

The Agency is responsible for monitoring and enforcing Northern Ireland Water's (NIW) compliance with its discharge consents. In addition we have been involved through the price control process in establishing environmental investment priorities for NIW for the period 2010 -2013.

### 3 NIEA as an Advocate

We focus on delivering key messages about the state of the environment, the pressures on it and the steps that must be taken to deal with them. NIEA is increasing contact with industry and landowners through pro-active visits and giving advice. Our campaigns highlight specific environmental issues and we seek to promote good environmental practice. We strive to make best use of our properties for interpreting and promoting the environment and heritage.

Through their expertise and commitment our staff are advocates for environmental protection and conservation. We lead by example in our guardianship of protected sites and in our use of Environmental Management Systems (EMS) to manage our buildings and other resources.

We have a permanent presence at Country Parks and many of the major Monuments in Care. At these locations, the public has a direct opportunity to engage with our staff and avail of services. We promote equality of opportunity for access to our sites and properties.

NIEA supports management partnerships to protect important landscapes. Existing arrangements include those with the Mourne Heritage Trust and the Causeway Coast and Glens Heritage Trust to protect important landscapes including their built heritage. Conservation of biodiversity and enjoyment of the countryside have benefited from NIEA's support to local councils and a number of environmental NGOs.

NIEA greatly benefits from the support we get from individuals who share our interest and concern for the environment, for example; from those who report incidents that may cause harm to the environment

and owners of protected properties who accept their responsibility to maintain these properties to an acceptable standard.

Our level of knowledge and understanding of the environment and built heritage is advanced through planned research and development. The Agency is actively involved in identifying and supporting research at a national level through engagement with bodies such as the Joint Nature Conservation Committee and the Scotland and Northern Ireland Forum for Environmental Research. NIEA also belongs to the Environmental Research Funders' Forum, a UK body set up to improve collaboration between government departments, agencies and research councils.

With the development of our publication and information management systems, including our web site, we are continuing to make our information more widely accessible. A major review of our internet site was carried out in 2009 to make it more 'user friendly' and to ensure that it conforms to accessibility requirements. We aim to provide straightforward, tailored guidance for businesses on environmental regulations and best practice through our NetRegs website ([www.NetRegs.gov.uk](http://www.NetRegs.gov.uk)), in partnership with the Environment Agency (England and Wales) and the Scottish Environment Protection Agency (SEPA). In addition we provide direct (online) access to environmental data and will provide links to other information sources by agreement with our partners.

By improving access to our services, we aim to heighten the awareness and appreciation of the natural and built environment and our role in protecting it.

## NIEA Activities

Examples of NIEA carrying out its key roles of Regulator, Influential Advisor and Advocate in recent years include:

- A total of 305 natural habitats and earth science features have been protected through their designation as Areas of Special Scientific Interest – a further 25 having been declared during 2009 - 10;
- A restoration project for the species rich Horse Mussel communities of Strangford Lough has been established with DARD;
- An extension to the Agency's Ness Country Park near Londonderry was launched in July 2009. This extension included a new centre, interpretation and other visitor facilities;
- During 2009 - 10, 19 premises were inspected under the terms of the Zoos Licensing Regulations (Northern Ireland) 2003;
- During the severe cold weather in December 2009 we introduced a Special Order to protect wildfowl by banning shooting for a 14 day period. The hunting ban was lifted in mid January after the onset of a thaw and a suitable recovery period had elapsed to allow wildfowl to return to their over wintering grounds and recover;
- Approximately 2 million visitors annually to the country parks, nature reserves, visitor centres and historic monuments in State Care managed by NIEA;
- A revised route and website for the Ulster Way long distance footpath was launched in September 2009;
- We supported 7 biodiversity officers through grant aid working in 8 Council areas and a further two biodiversity officers working in industry;
- Approximately 8,500 buildings are listed. In 2008 a new grant scheme was introduced which doubled the number of listed buildings eligible for assistance and in most cases increased the percentage of grant offered from 20% to 35%. In 2009 - 10, approximately 142 listed buildings have received our grant aid;
- The Built Heritage at Risk Northern Ireland (BHARNI) register provides an indicator of changes in the number of building judged to be at risk. In 2009 - 10 a total 17 listed buildings were removed from the database and because they have been saved are no longer at risk;
- In 2009 - 10 we completed the second survey of the Omagh and Strabane District Council Areas . We also evaluated and transferred to public registers 450 records principally relating to Antrim, Carrickfergus and Newtownabbey Council Areas. Of the 526 wards (1972 boundaries apply) 190 wards have now been surveyed;
- in 2008 - 09, the amount of household waste recycled or composted had increased 34.4% (1,017,215 tonnes) and the amount of municipal waste recycled or composted had risen to 31.6% (321,457 tonnes) compared with only 18.9% and 18.2% respectively in 2004/05;
- Using data to the end of 2008, 20.1% of river water bodies classified under the Water Framework Directive were classified as good ecological status or better. This includes cross-border water bodies not wholly within Northern Ireland;
- Since 2001 there has been an overall decline in the percentage of monitored river length with an annual mean of reactive phosphorus greater than 0.1mg/l; decreasing from 27% in 2001 to 17% in 2008.
- 24 beaches were monitored in 2009 for bathing water quality. Out of these only 2 failed to meet the mandatory standards and 11 achieved the higher guideline standard;
- more than 1,800 historic monuments and sites are afforded protection by scheduling with at least 12 new management agreements entered into annually;
- On 22 December 2009 NIEA published the three River Basin Management Plans as required under the Water Framework Directive (WFD). The Plans cover:
  - a) North Eastern River Basin District;
  - b) North Western International River Basin District;
  - and c) Neagh Bann International River Basin District
- The final Plans, comprising of the summary Plans, interactive web map & website, will take an integrated approach to the protection, improvement and sustainable use of the water environment. The Plans report on the status of the water environment, set objectives to improve status and prevent deterioration and specify the measures that must be taken to address a range of impacts.
- Over 190 sites are in state care and each year at least 12 of them are subject to conservation works undertaken by our specialist in-house workforce;



- NIEA provide advice and guidance to Planning Service in relation to over 7500 development control related consultation requests annually and to the Department of Agriculture and Rural Development (DARD) in relation to consultations on the management of historic monuments on farmland. In 2009 - 10 we responded to 53 such DARD requests;
- NIEA responded to 2244 reports of water pollution in 2008, a decrease of 2% from 2007. This equates to over 6 investigations per day.
- The downward trend in confirmed water pollution incidents has continued with 1571 incidents in 2001 and 1237 during 2009. The number of confirmed incidents is now just less than half of what it was in 1996 (2380).
- The Water Pollution Hotline operates on a 24/7 basis to receive reports of pollution from members of the public and from the emergency services. In 2009 the total number of calls relating to water pollution received via the hotline was 951 of which 282 were received outside office hours.

## Accountability and Governance

The Northern Ireland Audit Office provides independent assurance to the NI Assembly on the proper accounting for, and regularity and propriety of, Agency expenditure, revenue and assets.

NIEA produced an Agency Corporate Governance Framework Document in November 2009. This sets out in detail the Agency's approach to Corporate Governance providing information on the arrangements that have been put in place to ensure proper and effective management of the Agency's affairs. The Framework document reflects NIEA's compliance with the guidelines set out in HM Treasury's Code of Good Practice on Corporate Governance.

Through the Department, the Chief Executive appointed two Independent Board Members (IBMs) to the Board of NIEA in September 2009 to further enhance the Agency's approach to Corporate Governance and to bring an independent perspective to our corporate decision making.

Following the appointment of IBMs, the composition of the Agency's Audit Committee has been revised to have wholly independent membership, and meetings are held on a quarterly basis. The Audit Committee

oversees a programme of internal audits designed to provide the Chief Executive as Accounting Officer with an independent assessment of the effectiveness of our system of internal control. In addition, our annual resource accounts are scrutinised by the Comptroller and Auditor General.

## NIEA Business Plan 2010 - 11

### Business Planning

This Business Plan covers the period from 1 April 2010 to 31 March 2011. The associated corporate balance scorecard specifies at a high level objectives, measures and targets that shape and guide our business planning processes. It is informed by the Agency's previously discussed obligations under PSA 22 and the DOE's key business objectives for 2010 - 11. The Corporate Scorecard, illustrated at Figure 1 sets out 17 objectives across the four perspectives of the Balanced Scorecard in which NIEA must excel if it is to continue to meet the expectations of its customers and stakeholders. While NIEA will measure its performance against all of the objectives identified in the Corporate Scorecard, to ensure that it remains focused on the key aspects of its business, the Minister has set 15 key performance targets for the Agency in 2010 - 11. Table 2 shows the key strategic objectives and Key targets which are lifted from the detailed schedule of measures and targets that support the Corporate Scorecard - shown in Annex A.

Each of the Agency's Directorates uses the Balanced Scorecard approach to business planning. These set out the key objectives and targets for each Directorate for 2010 - 11 and cascade from the Corporate Scorecard. In 2010 - 11 all of the Agency's Business Units have introduced use of the Balanced Scorecard to prepare their operational plans. The use of the methodology should enable staff to link into the work of their Business Unit, Directorate and the Agency within their Personal Performance Agreements (PPAs).



Figure 1 NIEA Corporate Scorecard 2010 - 11

Results		Customers	
R1	To lead the way in increasing understanding and appreciation of the environment and commitment to its protection and enhancement.	C1	To advise and support the Minister.
R2	To control pressures on the environment by fulfilling statutory and international obligations.	C2	To provide advice and assist the understanding of environmental issues for DOE, other Government Departments and public bodies.
R3	To support the development of a sustainable NI economy.	C3	To provide an efficient and effective service to all our customers.
R4	To manage our resources efficiently and effectively and comply with corporate governance requirements.	C4	To provide a positive, safe and enjoyable experience for visitors to NIEA properties.
Processes		Organisation And People	
P1	To develop and communicate the Agency vision and objectives.	OP1	To develop a strategic, integrated approach to information management.
P2	To improve key business processes.	OP2	To develop a strategic, integrated approach to research.
P3	To develop working relationships with key partners.	OP3	To ensure NIEA is fit for purpose in terms of structures and resources.
		OP4	To help staff acquire the necessary skills and competencies to deliver NIEA business objectives.
		OP5	To promote a best practice culture within a safe and healthy environment.
		OP6	To ensure new corporate services arrangements are appropriate for NIEA business requirements.

**Table 2 NIEA Key Targets 2010 - 11**  
(Target date is 31 March 2011 unless otherwise stated)

Corporate Scorecard Reference	Objective	Key Target	
R1	To lead the way in increasing understanding and appreciation of the environment and commitment to its protection and enhancement.	1	Run an Environmental Sustainable Development Awards event involving Ministers in conjunction with OFMDFM
		2	Increase awareness of NIEA from the baseline in the 2009 Annual Customer Survey of 59% to 65%
R2	To control pressures on the environment by fulfilling statutory and international obligations.	3	Develop and make operational 9 Local Management Area Plans
		4	Maintain 88% compliance with numeric discharge consents to waterways in 2010 as a milestone towards target of achieving 90% by 2016
		5	Take enforcement action in 90% of high/medium severity water pollution incidents within 5 months of the incident being substantiated, where the polluter can be identified. Enforcement action is defined as one of the following: <ul style="list-style-type: none"> <li>• The case has been passed to PPS for consideration for prosecution;</li> <li>• A notice has been issued ; or</li> <li>• A warning letter has been issued</li> </ul>
		6	During 2010 - 11, to have in place at least 10 major criminal investigations of environmental crime, involving financial investigations where appropriate, on an ongoing basis
		7	Declare 25 Areas of Special Scientific Interest towards target of 75 new ASSIs required by 2011 under PSA22
		8	Complete the Northern Ireland suite of Marine Special Areas of Conservation (SACs) by submitting two further sites to DEFRA
		9	Progress the Second Survey towards completion by 2020 by carrying out the recommendations of the Survey on 700 buildings and transferring the results to the Northern Ireland Buildings Database
R3	To support the development of a sustainable NI economy	10	Respond to 75% of routine planning consultations within 15 days
		11	Establish a new management structure for Strangford Lough incorporating Strangford and Lecale AONBs
		12	Complete 12 agreed phases of conservation programmes at Monuments in State Care and 2 agreed phases of conservation programmes at Scheduled Monuments
		13	Save at least 15 structures at risk on the (Pre April 2006) Built Heritage at Risk Northern Ireland (BHARNI) register
C3	To provide an efficient and effective service to all our customers	14	Develop, test and implement a rolling programme of On-line Permit Applications by having 20 Permit Applications available On-Line by December 2010 and 34 available by March 2011
P2	To improve key business processes.	15	Implement Charges Policy including revised fees and charging schemes resulting from the comprehensive review



## Resources

### Staff Complement and Funding

In March 2010, the Agency had 746 staff (full time equivalents), comprising 680 scientific, professional & technical and administrative staff, and 66 industrial staff spread across 4 Directorates.

Our primary source of income in terms of Departmental Resource and Capital Expenditure continues to come from Central Government. The table below sets out the Agency's budget allocation over the next year:-

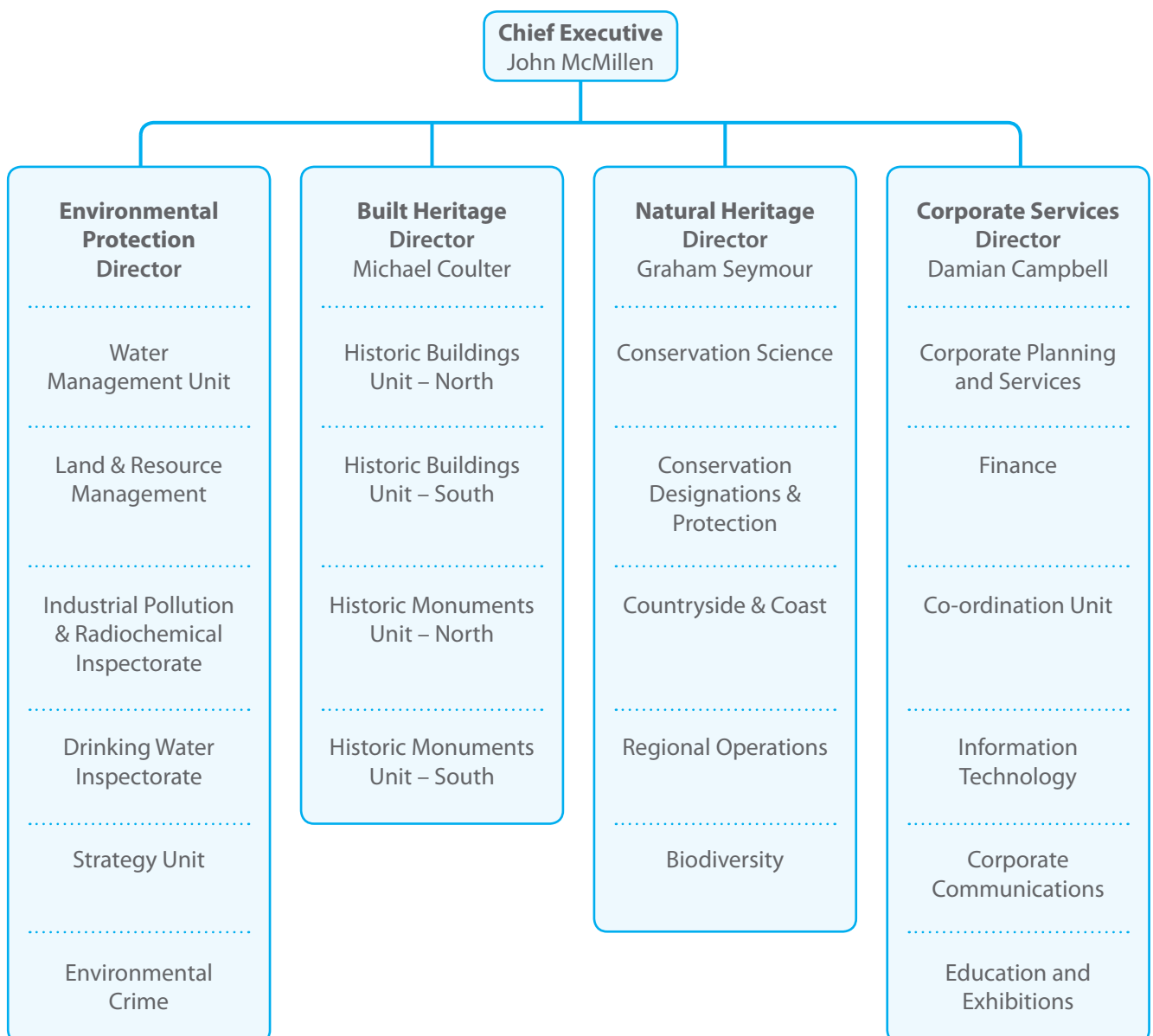
	2010 - 11 NIEA £m
Resource Costs	40.98
Capital Costs	1.46
Total Resource	42.44

Under appropriate legislation we also avail of the flexibility to use receipts to support activities funded from Resource Expenditure; these are used to implement statutory obligations under European and domestic legislation through the issue and monitoring of licences, consents and authorisations.

As mentioned previously NIEA is required to contribute to the Department's efficiency savings required under Budget 2008-2011. Savings in administration and other resource will continue to be delivered in this the final year of the three year Budget period.

## Figure 2: Functions and Structures

NIEA is divided into four Directorates, whose functions cover the wide diversity of our activities and statutory duties. The chart below illustrates our present structure and Table 3 describes the roles and activities of each of the Directorates. As noted previously during 2010 - 11, the staff and functions of NIEA Corporate Services Directorate will be centralised within the core of DOE.



### Management Board

The Agency's Management Board consists of the Chief Executive, the Agency's four directors and two Independent Board Members: Martyn Todd and Eileen Mullan.

**Table 3: NIEA Directorate Roles and Key Activities**

Directorate	Roles and Key Activities
<p><b>Environmental Protection (EP)</b></p>	<p>The Environmental Protection Directorate seeks to safeguard the quality of the environment through effective regulation of activities that have the potential to impact on air, water and land.</p> <p>This involves engagement with businesses and the public to provide information and advice; monitoring, recording, reporting and setting standards for compliance; issuing consents, licences, permits and authorisations and enforcing legislation.</p> <p>The Directorate is responsible for a diverse range of activities and comprises 6 functional Units; Water Management Unit; Land &amp; Resource Management Unit, Industrial Pollution &amp; Radiochemical Inspectorate, Drinking Water Inspectorate; Strategy Unit and Environmental Crime.</p> <hr/> <p>The <b>Water Management Unit</b> has responsibility for the protection of the aquatic environment. It achieves this through a number of activities including:</p> <ul style="list-style-type: none"> <li>• Monitoring water quality;</li> <li>• Preparing water quality management plans;</li> <li>• Controlling effluent discharges;</li> <li>• Taking action to combat or minimise the effects of pollution; and</li> <li>• Supporting environmental research.</li> </ul> <hr/> <p>The <b>Land and Resource Management Unit (LRM)</b> is responsible for the implementation of waste management policy and the promotion of a more sustainable approach to dealing with waste in Northern Ireland.</p> <hr/> <p>The <b>Industrial Pollution and Radiochemical Inspectorate (IPRI)</b> is responsible for controlling the keeping and use of radioactive material and the disposal of radioactive waste under the Radioactive Substances Act 1993.</p> <hr/> <p>The <b>Drinking Water Inspectorate</b> is responsible for regulating the drinking water quality in Northern Ireland for public and private supplies.</p> <hr/> <p>The <b>Strategy Unit</b> takes forward strategic issues for the Agency. It has a broad remit including horizon and future scanning for issues that may impact on the Agency and the environment in the future and provides support to the Board on policy matters. The Strategy Unit is also responsible for the co-ordination of Strategic Environmental Assessment (SEA) responses.</p> <hr/> <p>The <b>Environmental Crime Unit</b> was formed on the 31 December 2008 to act as a resource for all of NIEA to deal with all types of serious and persistent environmental crime.</p>



Directorate	Roles and Key Activities
<p><b>Natural Heritage (NH)</b></p>	<p>Northern Ireland has a rich and varied biodiversity, a diversity of earth science features that is almost unparalleled and outstanding landscapes that play a major role in defining the region's tourism product.</p> <p>NIEA, through its Natural Heritage Directorate, is responsible for protecting, conserving and enhancing these assets which it DOES through a variety of statutory and non-statutory means. These include the protection and management of designated sites and areas, promoting biodiversity conservation and public access in the wider countryside and commissioning research to increase our knowledge and understanding of the natural environment.</p> <hr/> <p>The Natural Heritage Directorate is comprised of five business units:</p> <p><b>Countryside and Coast;</b> which promotes and facilitates the conservation and enjoyment of the countryside and coast, particularly in areas of natural beauty and wildlife interest.</p> <hr/> <p><b>Conservation Designations and Protection;</b> whose main functions are the designation of sites and areas for nature conservation purposes and providing for their protection and management to further the aims of designation.</p> <hr/> <p><b>Conservation Science;</b> which generates, gathers, evaluates, interprets and makes available the scientific information required to underpin the work of conserving the natural heritage.</p> <hr/> <p><b>Biodiversity Unit;</b> whose main function is the conservation of biodiversity through direct action and through advice and influence within departments/agencies.</p> <hr/> <p><b>Regional Operations;</b> whose primary functions are to ensure that NIEA properties are managed and maintained effectively to facilitate their enjoyment by the visiting public and to deliver local services to other NIEA units.</p>

Directorate	Roles and Key Activities
<p><b>Built Heritage (BH)</b></p>	<p>The role of Built Heritage Directorate is to identify, protect, conserve and promote the built heritage. Divided into two functional units: the <b>Historic Monuments Unit</b> deals with archaeology and historic monuments and the <b>Historic Buildings Unit</b> deals with architecture and historic buildings. Together they deliver the Directorates keys roles of:</p> <ul style="list-style-type: none"> <li>• Identification though recording surveys;</li> <li>• Protection principally through state care, scheduling and listing;</li> <li>• Conservation through direct works, offering advice, planning responses, grant aid, management agreements and developing initiatives to tackle built heritage at risk; and</li> <li>• Promotion through events such as European Heritage Open Days, Archaeology Days, the Monuments and Buildings Record and through talks and publications.</li> </ul>
<p><b>Corporate Services (CS)</b></p>	<p>Corporate Services provide a range of cross-cutting services within NIEA. Currently the following activities occur across three functional units:</p> <p><b>Finance</b> ensures that the Agency’s financial resources are managed in an effective manner, meeting high standards of probity and propriety in compliance with relevant DFP requirements. Key activities include:-</p> <ul style="list-style-type: none"> <li>• preparation of annual Agency Accounts;</li> <li>• providing a management reporting framework to assist budget holders in actively managing their expenditure against budgets;</li> <li>• co-ordination of contract procurement across the agency</li> <li>• processing invoice payments/receipts.</li> <li>• implementation of Account NI.</li> </ul> <hr/> <p><b>Corporate Planning and Services</b> provide a range of corporate services to support all staff perform their roles effectively and with due regard for corporate governance. Key activities include:</p> <ul style="list-style-type: none"> <li>• co-ordination of all corporate level business planning;</li> <li>• application of corporate governance best practice and risk management;</li> <li>• collation and facilitation of learning and development for staff;</li> <li>• provision of health and safety advice</li> <li>• Klondyke premises management and building security.</li> </ul> <hr/> <p><b>Corporate Communications</b> provides specialist communications, IT and administrative support services to all of NIEA. Its key activities include:</p> <ul style="list-style-type: none"> <li>• Marketing, advertising, delivery of events and external communications;</li> <li>• Internal communications, Design Studio, exhibitions and education services;</li> <li>• IT management and support</li> <li>• Web services</li> <li>• EU Programmes administration</li> <li>• Chief Executive’s Office</li> </ul>



## ANNEX A: NIEA Corporate Balanced Scorecard 2010 - 11

Results		Customers	
R1	To lead the way in increasing understanding and appreciation of the environment and commitment to its protection and enhancement.	C1	To advise and support the Minister.
R2	To control pressures on the environment by fulfilling statutory and international obligations.	C2	To provide advice and assist the understanding of environmental issues for DOE, other Government Departments and public bodies.
R3	To support the development of a sustainable NI economy.	C3	To provide an efficient and effective service to all our customers.
R4	To manage our resources efficiently and effectively and comply with corporate governance requirements.	C4	To provide a positive, safe and enjoyable experience for visitors to NIEA properties.
Processes		Organisation and People	
P1	To develop and communicate the Agency vision and objectives.	OP1	To develop a strategic, integrated approach to information management.
P2	To improve key business processes.	OP2	To develop a strategic, integrated approach to research.
P3	To develop working relationships with key partners.	OP3	To ensure NIEA is fit for purpose in terms of structures and resources.
		OP4	To help staff acquire the necessary skills and competencies to deliver NIEA business objectives.
		OP5	To promote a best practice culture within a safe and healthy environment.
		OP6	To ensure new corporate services arrangements are appropriate for NIEA business requirements.

### NOTE:

UNLESS OTHERWISE STATED, TARGET DATES ARE 31 MARCH 2011.

KEY TARGETS ARE SHOWN IN **BOLD** AND HIGHLIGHTED IN **DARK BLUE**

**BLUE** TAGS INDICATE TARGETS THAT RELATE TO THE CURRENT PSA22 AND / OR THAT RELATE TO TARGETS INCLUDED IN THE DOE BUSINESS PLAN 2010 - 11

#### KEY:

<b>R</b>	Results	<b>EP</b>	Environmental Protection Directorate
<b>C</b>	Customers	<b>NH</b>	Natural Heritage Directorate
<b>P</b>	Processes	<b>BH</b>	Built Heritage Directorate
<b>OP</b>	Organisations and People	<b>CS</b>	Corporate Services Directorate





## Results - R2

Objectives	Measures	Targets	Resp (lead in Brackets)
R2 To control pressures on the environment by fulfilling statutory and international obligations.	Water Framework Directive River Basin Management Plans	<ul style="list-style-type: none"> <li>Develop and make operational <b>9 Local Management Area Plans (PSA Target) (DOE Target)</b></li> </ul>	EP
	Applications processed. Consents/ Licences compliance	<ul style="list-style-type: none"> <li>Maintain <b>88% compliance with numeric discharge consents to waterways in 2010 as a milestone towards target of achieving 90% by 2016. (DOE Target)</b></li> </ul>	EP
	Site inspections/ Producer Visits	<ul style="list-style-type: none"> <li>To progress towards achieving 90% of targeted risk based site inspections / producer visits by 2012 by achieving 88% as a milestone to ensure compliance with European and Domestic legislation.</li> </ul>	EP
	Enforcement Activities	<ul style="list-style-type: none"> <li>Take enforcement action in <b>90% of high/medium severity water pollution incidents within 5 months of the incident being substantiated, where the polluter can be identified. Enforcement action is defined as one of the following:</b> <ul style="list-style-type: none"> <li>The case has been passed to PPS for consideration for prosecution;</li> <li>A notice has been issued ; or</li> <li>A warning letter has been issued. <b>(DOE Target)</b></li> </ul> </li> <li>During 2010/11, to have in place at least <b>10 major criminal investigations of environmental crime, involving financial investigations where appropriate, on an ongoing basis. (PSA Target) (DOE Target)</b></li> </ul>	EP
		<ul style="list-style-type: none"> <li>Achieve a success rate of at least 90% for prosecution cases brought before the Courts</li> </ul>	EP/NH (EP)
		<ul style="list-style-type: none"> <li>Agree a fly tipping protocol with local authorities/ PEPG</li> </ul>	EP
		<ul style="list-style-type: none"> <li>Support the wider Department in addressing issues arising from "closed" landfill infraction cases</li> </ul>	EP
		<ul style="list-style-type: none"> <li>Manage and supervise the excavation and removal of illegally deposited waste from 2 illegal landfill sites in N.I.</li> </ul>	EP

## Results - R2 continued

	Objectives	Measures	Targets	Resp (lead in Brackets)
R2	To control pressures on the environment by fulfilling statutory and international obligations.	Areas of Special Scientific Interest (ASSIs)	<ul style="list-style-type: none"> <li>• <b>Declare 25 Areas of Special Scientific Interest towards target of 75 new ASSIs required by 2011 under PSA22 (PSA Target) (DOE Target)</b></li> </ul>	NH
		European Designations	<ul style="list-style-type: none"> <li>• <b>Complete the Northern Ireland suite of Marine Special Areas of Conservation (SACs) by submitting two further sites to DEFRA (DOE Target)</b></li> </ul>	NH
		Protected Species	<ul style="list-style-type: none"> <li>• Publish a strategy for surveillance and monitoring for habitats and species protected under the Habitats Directive</li> </ul>	NH
		Historic Monuments	<ul style="list-style-type: none"> <li>• 40 new schedulings, with proposals made based on previously agreed thematic selection and need</li> </ul>	BH
		Historic Buildings	<ul style="list-style-type: none"> <li>• <b>Progress the Second Survey towards completion by 2020 by carrying out the recommendations of the Survey on 700 buildings and transferring the results to the Northern Ireland Buildings Database (DOE Target)</b></li> </ul>	BH

## Results - R3

	Objectives	Measures	Targets	Resp (lead in Brackets)
R3	To support the development of a sustainable NI economy.	Planning Consultation	<ul style="list-style-type: none"> <li>• <b>Respond to 75% of routine planning consultations within 15 working days</b></li> <li>• Determine the need for an EIA within 20 working days of a formal request</li> <li>• Respond to 90% of planning consultations which include either an:               <ul style="list-style-type: none"> <li>- Environmental Impact Assessment;</li> <li>- Hydrogeological Assessment; or</li> <li>- Article 6 Assessment (required to assess impacts on European Sites) within 30 working days.</li> </ul> </li> <li>• Meet in full consultation requirements for Area Plans</li> </ul>	EP/NH/BH
		Better Regulation	<ul style="list-style-type: none"> <li>• Agree and deliver NIEA 2010/11 Better Regulation Action Plan (<b>DOE Target</b>)</li> <li>• Publish 6 Waste Quality Protocols</li> <li>• Publish NIEA Position Statement on EMS by 31 December 2010</li> </ul>	EP/ NH/BH
		Conserve and enhance natural and Historic environment	<ul style="list-style-type: none"> <li>• <b>Establish a new management structure for Strangford Lough incorporating Strangford and Lecale AONBs</b></li> <li>• <b>Complete 12 agreed phases of conservation programmes at Monuments in State Care and 2 agreed phases of conservation programmes at Scheduled Monuments</b></li> <li>• <b>Save at least 15 structures at risk on the (Pre April 2006) Built Heritage at Risk Northern Ireland (BHARNI) register (PSA Target) (DOE Target)</b></li> </ul>	NH
		Grant expenditure	<ul style="list-style-type: none"> <li>• To have spent all funds available under the NIEA Built Heritage Listed Building and Natural Heritage Grant Programmes (<b>DOE Target</b>)</li> </ul>	BH/NH
		Events Programme	<ul style="list-style-type: none"> <li>• Deliver agreed 2010/11 programme of events</li> </ul>	All (CS)

## Results - R4

	Objectives	Measures	Targets	Resp (lead in Brackets)
R4	To manage our resources efficiently and effectively and comply with corporate governance requirements.	Budget Compliance	<ul style="list-style-type: none"> <li>Actual expenditure within -0.5% budget <b>(DOE Target)</b></li> </ul>	All
		Efficiency Delivery Plan	<ul style="list-style-type: none"> <li>Deliver £1.3m efficiency savings. <b>(DOE Target)</b></li> </ul>	All
		NIAO Audit Opinion	<ul style="list-style-type: none"> <li>Unqualified audit opinion on Annual Report and Accounts</li> </ul>	All (CS)
		Internal Control Assurance Framework	<ul style="list-style-type: none"> <li>Quarterly assessments of internal control and completion of checklists at Business Unit, Directorate and Agency level</li> <li>Quarterly consideration of assurance level by Board</li> <li>Completion of 9 &amp; 12 month Departmental Assurance Statements and end of year Statement on Internal Control</li> </ul>	All (CS)  CS CS
		Grant delivery	<ul style="list-style-type: none"> <li>By June 2010 report on outcomes of 2009/10 NIEA Grant Programme and review criteria of the 2010/11 Grant Programme to ensure effectively targeted</li> </ul>	NH / BH
		Site fees and charges	<ul style="list-style-type: none"> <li>Prepare draft charging policy for entry to and use of NIEA properties</li> </ul>	NH/CS (CS)
		Attendance levels	<ul style="list-style-type: none"> <li>Achieve targets set by the Department <b>(DOE Target)</b></li> </ul>	All

## Customers - C1

	Objectives	Measures	Targets	Resp (lead in Brackets)
C1	To advise and support the Minister.	Response times	<ul style="list-style-type: none"> <li>100% of Ministerial Private Office (PO) correspondence requests cleared within PO deadlines (monitored through PO statistics in the Stewardship Report) <b>(DOE Target)</b></li> </ul>	All
		Key/ PFG/ PSA Targets	<ul style="list-style-type: none"> <li>100 % achieved</li> </ul>	All
		Corporate & Business Plan / Corporate Scorecard	<ul style="list-style-type: none"> <li>2011/14 Plan agreed with Minister</li> </ul>	All (CS)

## Customers - C2

	Objectives	Measures	Targets	Resp (lead in Brackets)
C2	To provide advice and assist the understanding of environmental issues for DOE, other Government Departments and public bodies.	Advice provided	<ul style="list-style-type: none"> <li>NIEA Board to present the annual Business Plan to the Environment Committee by June 2010</li> <li>Quarterly reports from Directorates on substantive advice provided</li> </ul>	All (CS)  EP/NH/BH
		Response times	<ul style="list-style-type: none"> <li>90% of CMB (Central Management Branch) requests for input cleared within set deadline (monitored through CMB statistics in the Stewardship Report) <b>(DOE Target)</b></li> </ul>	All
		Strategic Environmental (SEA) Assessments	<ul style="list-style-type: none"> <li>Process 100% of Strategic Environmental Assessment (SEA) requests in compliance with internal and statutory requirements</li> </ul>	EP/ NH/BH (EP)
		NICMS Referrals	<ul style="list-style-type: none"> <li>Deliver 95% Northern Ireland Countryside Management Scheme (NICMS) referrals to DARD within 8 weeks of receipt</li> </ul>	NH
		NI plan for Government's historic estate	<ul style="list-style-type: none"> <li>Prepare and consult on a policy paper to care for the historic government estate in NI</li> </ul>	BH

### Customers - C3

Objectives	Measures	Targets	Resp (lead in Brackets)
C3 To provide an efficient and effective service to all our customers	Response times (including delivery of permits/ licences/ consents/	<ul style="list-style-type: none"> <li>Agree and publish procedures for reporting against the revised Customer Care and Environmental Legislation and Service Standard Charter by June 2010</li> <li>Implement agreed procedures for reporting</li> </ul>	CS  All (CS)
	SLA Compliance	<ul style="list-style-type: none"> <li>To review the existing NIEA SLA/MOU programme for gaps and draw up action plan where appropriate by Sept 2010 <b>(DOE Target)</b></li> </ul>	All (CS)
	On-line applications	<ul style="list-style-type: none"> <li><b>Develop, test and implement a rolling programme of On-line Permit Applications by having 20 Permit Applications available On-Line by December 2010 and 34 available by March 2011. (DOE Target)</b></li> </ul>	EP
	Customer complaint levels authorisations)	<ul style="list-style-type: none"> <li>To respond to Ombudsman's reports within set deadlines <b>(DOE Target)</b></li> <li>To answer 95% of complaints within 10 working days <b>(DOE Target)</b></li> </ul>	All (CS)  All (CS)

### Customers - C4

Objectives	Measures	Targets	Resp (lead in Brackets)
C4 To provide a positive, safe and enjoyable experience for visitors to NIEA properties.	Customer feedback	<ul style="list-style-type: none"> <li>Maintain satisfaction levels at specified NIEA sites at an average of 80% (based on 2009 Annual Customer Survey) <b>(DOE Target)</b></li> </ul>	NH/BH/ CS (NH)
		<ul style="list-style-type: none"> <li>Install automated counters at selected NIEA properties and establish baseline visitor counts <b>(DOE Target)</b></li> </ul>	NH
		<ul style="list-style-type: none"> <li>Complete H&amp;S audits at specified sites as agreed in H&amp;S Annual Work Programme</li> </ul>	CS



## Processes - P1

	Objectives	Measures	Targets	Resp (lead in Brackets)
P1	To develop and communicate the Agency vision and objectives.	NIEA Business Plan/ Corporate Scorecard	<ul style="list-style-type: none"> <li>Publish 2010/11 Business Plan/ Corporate Scorecard in agreement with the Department</li> </ul>	CS
		Functional Unit Balanced Scorecards	<ul style="list-style-type: none"> <li>Functional Unit Balanced Scorecards in place and operational by April 2010</li> </ul>	All
		NIEA Strategy	<ul style="list-style-type: none"> <li>Draft Strategy to Board by December 2010 Board meeting</li> </ul>	EP
		Internal Communications Strategy	<ul style="list-style-type: none"> <li>Agree an annual activity Plan drawn from the existing Strategy by July 2010 Board meeting and implement the agreed activity Plan</li> </ul>	CS
		External Communications Strategy	<ul style="list-style-type: none"> <li>Agree an annual activity Plan drawn from the existing Strategy by July 2010 Board meeting and implement the agreed activity Plan</li> </ul>	CS

## Processes - P2

	Objectives	Measures	Targets	Resp (lead in Brackets)
P2	To improve key business processes.	Process Mapping	<ul style="list-style-type: none"> <li>Each Directorate to identify list of key business processes by April 2010</li> <li>Agree a process mapping programme by July 2010 Board meeting</li> <li>Review objectives and delivery mechanisms for the Natural Heritage Grant Programme</li> </ul>	<p>All</p> <p>All (CS)</p> <p>NH</p>
		Regulatory Fees and charges	<ul style="list-style-type: none"> <li><b>Implement Charging Policy including revised fees and charging schemes resulting from the comprehensive review</b></li> </ul>	EP
		Effective Enforcement	<ul style="list-style-type: none"> <li>Implement revised Enforcement Policy including the publication of an Annual Enforcement Report</li> <li>Implement requirements arising from the CJNI Report Action Plan, in particular, develop an SLA with PPS</li> </ul>	<p>EP/NH/BH (EP)</p> <p>EP/NH/BH (EP)</p>
		Change management as a result of Planning Reform and RPA	<ul style="list-style-type: none"> <li>To keep Planning Reform and RPA processes under review by maintaining appropriate lines of communication with local government, existing / transitional councils and Planning Service</li> </ul>	All
		Procurement	<ul style="list-style-type: none"> <li>To ensure that NIEA is channelling 95% of procurement spend through a Centre of Procurement Excellence (CoPE) <b>(DOE Target)</b></li> </ul>	All (CS)

### Processes - P3

	Objectives	Measures	Targets	Resp (lead in Brackets)
P3	To develop working relationships with key partners.	Key Partners	<ul style="list-style-type: none"> <li>Agree list of key partners by June 2010 Board meeting</li> <li>Ensure where appropriate, formal relationships exist with each key partner identified</li> <li>NIEA Board to meet at least twice a year with: <ul style="list-style-type: none"> <li>NI Assembly Environment Committee;</li> <li>DOE Planning &amp; Environmental Policy Group;</li> <li>Planning Service; and</li> <li>Statutory Advisory Councils</li> </ul> </li> </ul> <p>And at least once a year with:</p> <ul style="list-style-type: none"> <li>Northern Ireland Tourist Board; and</li> <li>Northern Ireland Water</li> </ul>	<p>All (CS)</p> <p>All</p> <p>All</p>

### Organisation and People - OP1

	Objectives	Measures	Targets	Resp (lead in Brackets)
OP1	To develop a strategic, integrated approach to information management.	IT/Information Management Strategy Environmental data management systems	<ul style="list-style-type: none"> <li>To have a strategy (compatible with the NICS IT Strategy) in place by July 2010 Board meeting</li> <li>Complete the review of NIEA Environmental Data Management systems by October 2010</li> </ul>	<p>CS</p> <p>EP</p>

### Organisation and People - OP2

	Objectives	Measures	Targets	Resp (lead in Brackets)
OP2	To develop a strategic, integrated approach to research.	Science Strategy	<ul style="list-style-type: none"> <li>Publish Agency Science Strategy, based on agreed high level thematic areas by December 2010</li> </ul>	EP/NH/BH (EP)

### Organisation and People - OP3

	Objectives	Measures	Targets	Resp (lead in Brackets)
OP3	To ensure NIEA is fit for purpose in terms of structures and resources.	Agency Structure	<ul style="list-style-type: none"> <li>Report from Structural Review group by June 2010 Board meeting</li> <li>Implement agreed actions from Structural Review</li> <li>Assess resource implications of forthcoming legislation</li> </ul>	EP All EP/NH/BH
		Manpower plan Recruitment and vacancy filling	<ul style="list-style-type: none"> <li>Updated plan in place</li> <li>To ensure approved vacancies are filled within six months (<b>DOE Target</b>)</li> </ul>	CS All

### Organisation and People - OP4

	Objectives	Measures	Targets	Resp (lead in Brackets)
OP4	To help staff acquire the necessary skills and competencies to deliver NIEA business objectives.	Learning Plan	<ul style="list-style-type: none"> <li>90% of 2010/11 Learning Plan delivered (<b>DOE Target</b>)</li> <li>End of year report for 2009/10 prepared by June 2010</li> </ul>	All (CS) CS
		Performance Review Reports	<ul style="list-style-type: none"> <li>90% of 2009/10 performance review reports completed and recorded on HR Connect by June 2010 (<b>DOE Target</b>)</li> <li>100 % of 2010/11 PPAs completed by June 2010 (<b>DOE Target</b>)</li> <li>Agree and complete 100% of 2010/11 PDPs by June 2010 (<b>DOE Target</b>)</li> <li>100% of 2010/11 in-year performance review reports by October 2010 (<b>DOE Target</b>)</li> </ul>	All All All All

## Organisation and People - OP5

Objectives	Measures	Targets	Resp (lead in Brackets)		
OP5	To promote a best practice culture within a safe and healthy environment.	H&S Strategy	<ul style="list-style-type: none"> <li>To agree an annual programme drawn from the existing H&amp;S Strategy by May 2010 Board meeting and implement the agreed programme</li> <li>Risk assessments, for all NIEA locations and activities where there is a reasonable likelihood of injury to staff or others, are current and being applied <b>(DOE Target)</b></li> </ul>	CS	
		Business Continuity Plan	<ul style="list-style-type: none"> <li>Develop Business Continuity Plans (BCPs) for Klondyke at Business Unit levels and first level BCPs for Lisburn and Hill Street</li> <li>Develop supporting plans for the Corporate BCP (IT, Communications, Evacuation and Emergency Response)</li> </ul>	All (CS)	
		Staff Survey Action Plan	<ul style="list-style-type: none"> <li>Develop Action Plan devised in response to 2009 Staff Survey by Sept 2010 Board meeting and implement agreed targets within agreed timeframe <b>(DOE Target)</b></li> </ul>	All (CS)	
		Organisational growth and improvement	<ul style="list-style-type: none"> <li>Agree by September 2010 Board meeting actions required for NIEA's re-accreditation of IIP in 2012</li> </ul>	All (CS)	
		Environmental Management Systems (EMS)	<ul style="list-style-type: none"> <li>Meet ongoing requirements of ISO 14001 accreditation at Lisburn, Hill Street and Moira to maintain accreditation</li> <li>Prepare strategy to obtain ISO 14001 at the Klondyke Building and implement actions agreed for 2010/11</li> <li>Complete first phase of construction of Roe Valley Hydro-electric Scheme (demonstration project)</li> </ul>	EP/BH	
		NICS Security Policy	<ul style="list-style-type: none"> <li>Zero breaches in respect of 'protected' information during NIEA security audits</li> </ul>	CS	
		Corporate and social responsibility	<ul style="list-style-type: none"> <li>To prepare policy paper (to include staff volunteering &amp; charitable fundraising) by September 2010</li> </ul>	EP/NH (EP)	
					All
					All (CS)

## Results - OP6

	Objectives	Measures	Targets	Resp (lead in Brackets)
OP6	To ensure new corporate services arrangements are appropriate for NIEA business requirements.	Corporate Services Review Implementation Plan	<ul style="list-style-type: none"><li>Agency Implementation Plan delivered within timescale set by the Department</li></ul>	All



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Our aim is to protect, conserve and promote the natural environment and built heritage for the benefit of present and future generations.

