



Engineering a Better Environment  
Sustainable Engineering  
Procurement Strategy  
2011 to 2020

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

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

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

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

**Published by:**

Environment Agency  
Horizon House, Deanery Road  
Bristol BS1 5AH  
Tel: 0117 934 4000  
Email: [enquiries@environment-agency.gov.uk](mailto:enquiries@environment-agency.gov.uk)  
[www.environment-agency.gov.uk](http://www.environment-agency.gov.uk)

© Environment Agency

All rights reserved. This document may be reproduced with prior permission of the Environment Agency.

Further copies of this report are available from our publications catalogue: <http://publications.environment-agency.gov.uk> or our National Customer Contact Centre: T: 08708 506506

E: [enquiries@environment-agency.gov.uk](mailto:enquiries@environment-agency.gov.uk).

# Foreword

Over the next 10 years, we will be investing more than £2.5 billion to reduce the risk from river and coastal flooding and to secure wider environmental and social benefits. Our professional relationships with both contractors and consultants will be crucial to delivering these multiple benefits. This document sets out how those relationships will work in future.

In 2000, we published our first engineering procurement strategy “Constructing a Better Environment” and have made major strides forward in the effectiveness and efficiency in the delivery of our programme of projects. We now deliver more safely, more quickly and more reliably to cost and deliver more for the environment and people. By sharing the aspirations of our corporate plan, our integrated project teams have been at the heart of this improvement.

We will continue to work even more closely with local communities and, through more partnerships, to achieve more outcomes for people and the environment with every pound we spend. We will establish and quickly develop excellent working relationships with our suppliers to improve performance and reduce costs.

We encourage innovation, collaborative working and challenge in order to deliver sustainable outcomes.

David Jordan Director of Operations

David Rooke Director of FCRM

# Contents

**Foreword iii**

**Contents iv**

<b>1</b>	<b>Introduction</b>	<b>5</b>
<b>2</b>	<b>Driving Efficiency</b>	<b>7</b>
<b>3</b>	<b>Procurement Approach</b>	<b>9</b>
<b>4</b>	<b>Collaborative Working</b>	<b>12</b>
<b>5</b>	<b>Sustainability</b>	<b>13</b>
<b>6</b>	<b>Health, Safety and Wellbeing and Environmental Site Management</b>	<b>15</b>
<b>7</b>	<b>Summary of Measures of Success</b>	<b>16</b>
<b>8</b>	<b>Conclusion</b>	<b>18</b>
	<b>Appendix</b>	<b>19</b>
	Table 1: Delivering Efficiently	19
	Table 2: Procurement Approach	21
	Table 3: Collaborative Working	23
	Table 4: Sustainable Development	24
	Table 5: Environmental Risk Management	26
	Table 6: Health, Safety and Environmental Management	27
	Figure 1: Relationship of Client, Strategic Commercial Programming and Supply Chain Needs	7
	Figure 2: Essential Components for Success	8
	Figure 3: Risk - Value Model	9
	Figure 4: Selection of the Optimum Project Procurement Route	10

# 1 Introduction

The Environment Agency's vision is to help create a better environment for present and future generations. Our projects help to turn the vision into reality.

Creating a Better Place 2010-2015, our corporate strategy, sets out how we, working with others, will bring pace and ingenuity to the challenge of a changing environment. Our corporate strategy aims to achieve positive outcomes for both people and wildlife; and shows how 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; and
- Be the best we can.

Our Sustainable Engineering Procurement Strategy seeks to ensure we deliver value for money in creating a better place for people and the environment.

We have benefited from long term relationships with consultants and contractors over the last ten years. We have consistently delivered against our outcome measures with a good level of cost certainty and effectiveness against the capital programme. The total capital investment by Defra in flood risk management (all operating authorities) will be approximately £1 billion over the four years from 2010/11 to 2014/15. This will be further increased by Partnership Funding.

In March 2000, the Environment Agency published Constructing a Better Environment – A Procurement Strategy for Engineering Work. This outlined a new and successful collaborative direction in the delivery of our capital works programme. This was subsequently reviewed and updated in 2006 by the publication of Constructing a Better Place 2006-2010: Procurement Strategy for Engineering Works.

The **National Flood and Coastal Erosion Management Strategy**<sup>1</sup> (Defra, May 2011) allows local choices to be made about how schemes should be funded or where savings should come from. Lead Local Flood Authorities will develop, maintain and monitor local flood risk management strategies. We will continue to develop and implement more efficient approaches to the procurement of capital schemes and make our contractual frameworks accessible to other public authorities.

**Flood and Coastal Resilience Partnership Funding**<sup>2</sup> (Defra, May 2011) aims to allow more schemes to go ahead and give each community a greater say in what is done to protect them. Funding levels will relate to the planned outcomes delivered by schemes. Our Sustainable Engineering Procurement Strategy supports identifying and obtaining optimum levels of external funding.

---

<sup>1</sup> <http://www.official-documents.gov.uk/document/other/9780108510366/9780108510366.asp>

<sup>2</sup> <http://archive.defra.gov.uk/environment/flooding/funding/documents/flood-coastal-resilience-intro-guide.pdf>

This document describes how we will engage potential suppliers over the next ten years, in supporting the Environment Agency and our stakeholders to build and maintain our flood and coastal risk management assets and deliver improvements for the environment. Driving efficiency and value will be a fundamental priority of our Sustainable Engineering Procurement Strategy. Getting more from our contracting activity will be crucial to delivering better value through cost savings, innovation and collaborative procurement, with other public and private sector organisations.

Subsequent sections in this document provide an overview of our strategic approach and further details are provided in the Appendix.

## Our Partners

We work with a range of people and organisations to create better places. Our government partners include Defra and the Welsh Government. We work with local authorities, Internal Drainage Boards and other partners to understand and resolve risks to people and their environment. We work with other public authorities to share information, best practice and access to suppliers.

We will work with the Government Construction Board and construction best practice groups to ensure that our approach reflects current best practice.

We want the supplier arrangements procured under this strategy to be accessible and attractive for local authorities delivering flood risk management capital investment.

We will continue to deliver our projects in collaboration with local communities and funding partners, third sector organisations, contractors, consultants and other public authorities.

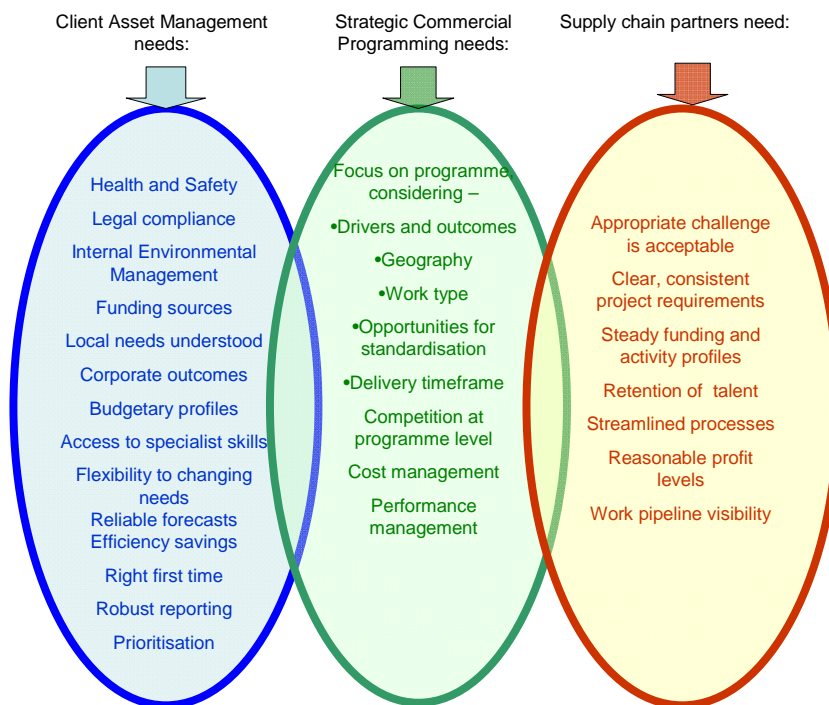
## 2 Driving Efficiency

We have a continuing commitment and focus on achieving year on year efficiencies in our project delivery.

We are committed to achieving the efficiencies and approaches identified in the **Government Construction Strategy**<sup>3</sup> (Cabinet Office, May 2011).

We are committed to realising 15% procurement efficiencies from our capital programme between 2011-2015, as identified in our **Corporate Strategy**<sup>4</sup> and reflected in the Government's SR 2010 spending announcement. These savings can be reinvested into other projects within our capital programme.

In order to deliver efficiencies through successful projects and meet the combined needs of the client and our suppliers, there will be a greater focus on strategic commercial programming as illustrated in Figure 1.



**Figure 1: Relationship of Client, Strategic Commercial Programming and Supply Chain Needs**

### Essential Components for Efficient Delivery

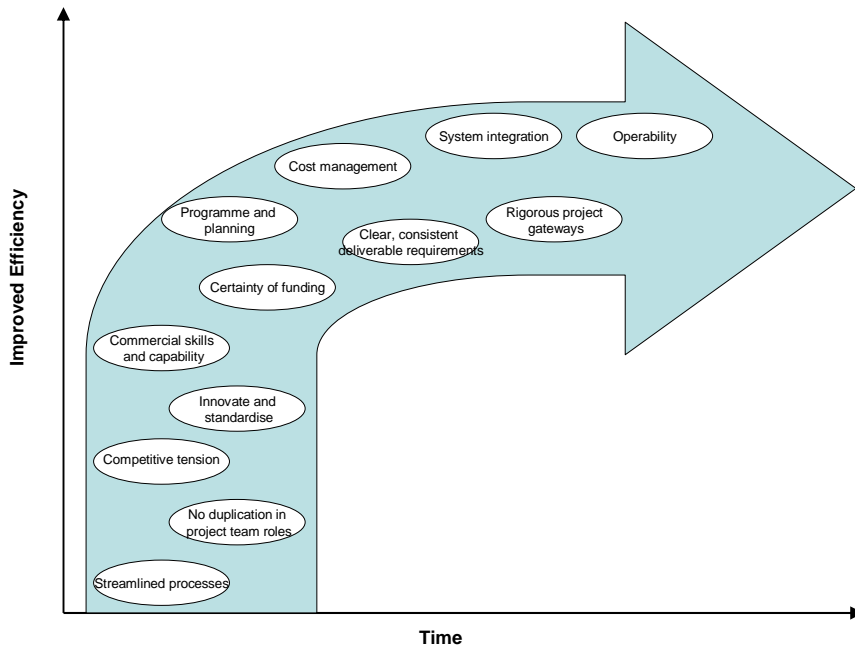
There are a number of essential components for efficient delivery of projects. These are illustrated in Figure 2. These include the need for greater certainty of funding and programming with a clear focus on obtaining optimum efficiency gains. We will look to always use the most appropriate contracting solution for our projects with the right level of competitive tension. We will increasingly define our requirements based on the achievement of key outcomes. In making our investment decisions, we will

<sup>3</sup> [http://www.cabinetoffice.gov.uk/sites/default/files/resources/government-construction-strategy\\_0.pdf](http://www.cabinetoffice.gov.uk/sites/default/files/resources/government-construction-strategy_0.pdf)

<sup>4</sup> <http://publications.environment-agency.gov.uk/PDF/GEHO1109BQXE-E-E.pdf>

increase our consideration of whole life project costs associated with creation, operation, maintenance and renewal of our assets.

These essential components would need to be in place to provide us with the best opportunity of driving efficiency through our contracting activity. We are committed to making the necessary changes to our organisation and business processes to ensure these essential building blocks are put in place. We will continue to develop and use performance baseline information which allows us to more easily demonstrate tangible improvements in the delivery of our FCRM programme.



**Figure 2: Essential Components for Success**



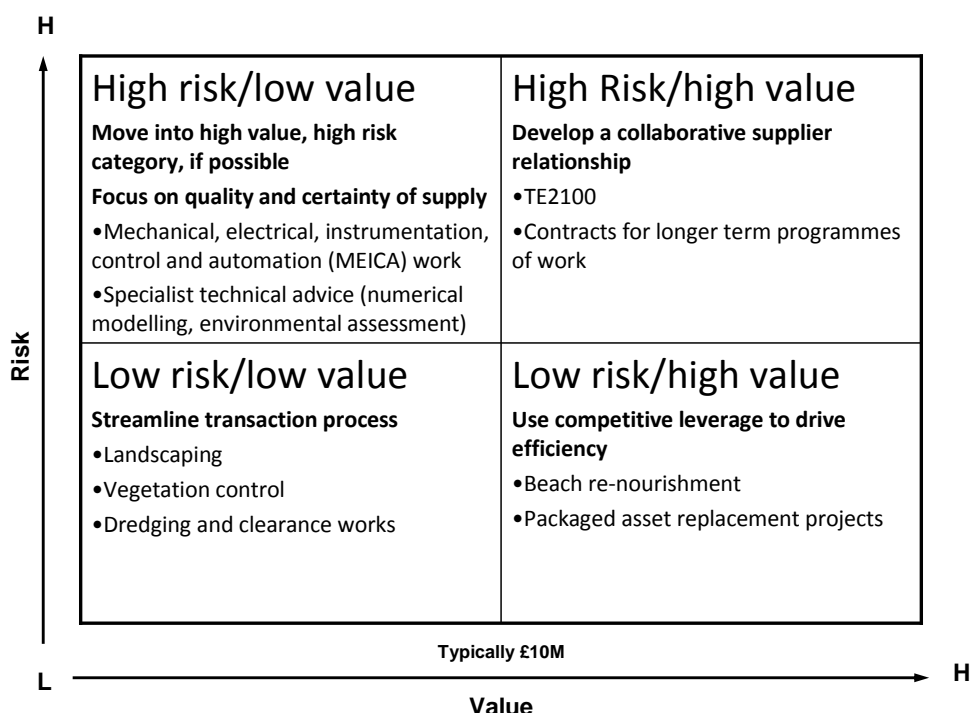
# 3 Procurement Approach

We will continue to build on current best practice and maintain flexibility in our commercial arrangements. We will use a variety of procurement models shaped around work categories and will also trial a number of 'pathfinder' projects to see whether greater efficiency gains are possible from adopting more innovative contracting approaches. We will maintain the appropriate level of cost management, market intelligence and supplier competition to clearly demonstrate any value for money gains.

Typically the work types that we deliver can be broadly defined as:

<b>Preliminary Studies</b> - Strategies - Appraisal - Models - SEA, EIA, - Ecology, Archaeology	<b>Project and Major Works</b> - Civil Engineering - Coastal Works - MEICA	<b>Asset Maintenance</b> - Low risk work - Landscaping - Vegetation control - Dredging/clearance
--	---	--

We will take a structured approach in determining the right procurement strategy for our projects by comparing risk and value as indicated in Figure 3.



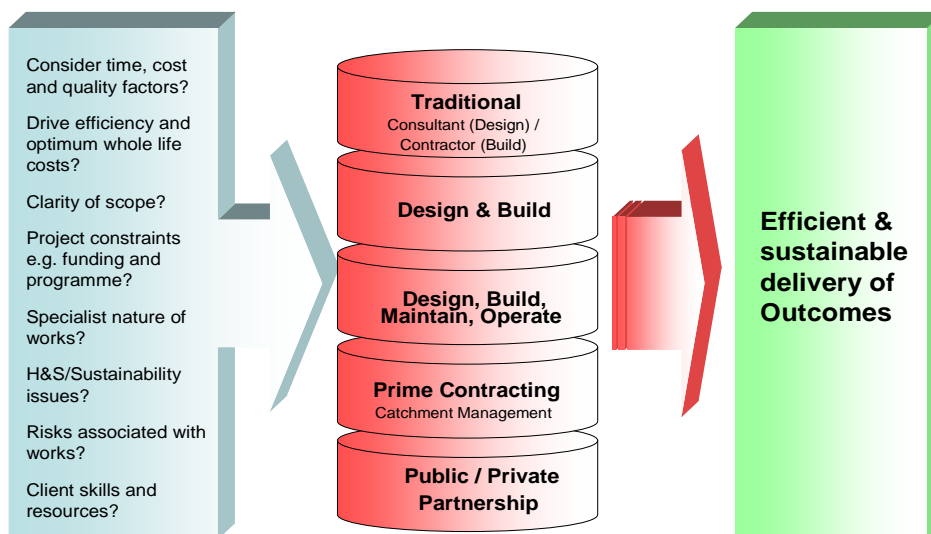
**Figure 3: Risk - Value Model**

We recognise the importance of properly considering the optimum procurement route (see Figure 4) at an early stage for each project or programmes of work by considering the following factors:

- Do any of the three basic objectives of time, cost or quality stand out?

- How can we best drive efficiency and achieve the optimum whole life costs for the works?
- Can we clearly define the scope for the works and is there certainty on the outcomes we need to achieve?
- Are there any project constraints e.g. budget and funding, environmental considerations, access, planning approval, certainty of programme, time available for delivery etc
- How much flexibility do we need to change our requirements? How much do we need to maintain close control and oversee the works?
- Is there a specialist nature to the works e.g. Mechanical, Electrical, Instrumentation, Control and Automation (MEICA) projects, specialist design capability required etc
- Are there particular health & safety and sustainability concerns on the project?
- For risks associated with the works - how and where can the project risks be best managed?
- Are there a number of stakeholders and are we working on our own land?
- Does the Client have the necessary resources, skills and capabilities to sufficiently manage the works?

## Considering the optimum Procurement Route



**Figure 4: Selection of the Optimum Project Procurement Route**

We are seeking to rationalise the number of contractual arrangements but maintain access to the best resources in the market place.

Our suppliers will deliver with national consistency and provide all the benefits and advantages of a local service. They will demonstrate local knowledge and have established local networks.

We will embrace the policy commitment made by Government to have 25% of spend across all core departments, executive agencies and non-departmental public bodies

to be with small and medium sized enterprises and Voluntary Community Sectors. Our use of SME's engaged in FCRM related work will be continually measured and reported both on a direct and indirect spend basis. Our major 1st tier suppliers will be asked to regularly report on their use of SME's within their supply chain.

The new procurement strategy approach will allow us to deliver a better environment and be available to our partners and other third parties. By putting in place such an arrangement, we aim to be recognised by others as a front runner in delivering sustainable outcomes, through innovative procurement and supplier performance management.

## Skills and capabilities

We will ensure we have the right skills and capabilities both within the Environment Agency and our suppliers to successfully deliver the range of procurement routes available to us.

There will be the right level of specialist skills, experience and resources integrated in the project team.

We need project managers that have a set of skills that will enable us to develop and maintain partnerships, facilitate contributions from beneficiaries, and handle multi objective projects with multiple funding sources. We need project managers and project executives skilled in engaging and communicating with a wide range of people. We also need project managers that have core project management skills: defining project objectives, managing projects and suppliers so that they deliver on time, within cost, to the right quality with an acceptable level of risk. As a public sector commissioning organisation we are expected to be an intelligent client able to commission and challenge external expert advice and deliver projects that are a good investment of public money.

How we have re-defined role of a Project Manager

# 4 Collaborative Working

The **National Flood and Coastal Erosion Management Strategy**<sup>5</sup> (Defra, May 2011) builds on existing approaches to flood and coastal risk management and promotes the use of a wide range of measures to manage risk. Risk should be managed in a co-ordinated way within catchments and along the coast and balance the needs of communities, the economy and the environment.

The National Flood and Coastal Erosion Strategy forms the framework within which communities have a greater role in local risk management decisions and sets out the Environment Agency's strategic overview role in flood and coastal erosion risk management (FCERM).

The strategy encourages more effective risk management by enabling people, communities, business, infrastructure operators and the public sector to work together to:

- ensure a clear understanding of the risks of flooding and coastal erosion, nationally and locally, so that investment in risk management can be prioritised more effectively;
- set out clear and consistent plans for risk management so that communities and businesses can make informed decisions about the management of the remaining risk;
- manage flood and coastal erosion risks in an appropriate way, taking account of the needs of communities and the environment;
- ensure that emergency plans and responses to flood incidents are effective and that communities are able to respond effectively to flood forecasts, warnings and advice;
- help communities to recover more quickly and effectively after incidents.

We will share procurement arrangements with local government responsible for both coastal and inland water, navigation authorities, internal drainage boards, water companies and other stakeholder bodies who have a responsibility to mitigate the impact from flooding. We will also use, where beneficial and appropriate, supplier arrangements offered by other public authorities.

---

<sup>5</sup> <http://www.official-documents.gov.uk/document/other/9780108510366/9780108510366.asp>

# 5 Sustainability

The term 'Sustainability' embraces a broad range of issues, from reducing our reliance on natural resources, minimising our impacts on the environment, procuring materials sustainably and delivering work on the ground that has a positive effect on people and communities. We shall always seek to balance environmental, social and economic aspects of projects to ensure that we deliver the most sustainable outcomes possible.

Around 70 per cent of our environmental impacts arise from our supply chain, with construction and related maintenance activity for flood and coastal risk management being by far the most significant proportion of this. Furthermore, greenhouse gas emissions are the biggest single impact in our supply chains. Therefore, this activity has the biggest impact on our own carbon footprint. Through our procurement strategy we will strive to substantially reduce our greenhouse gas emissions in line with UK and Welsh Government targets.

Our Corporate Strategy 2010-2015 defines our contribution to sustainable development. We will use our new procurement strategy to deliver our corporate objectives through our work by:

- recognising the challenge of climate change and working to drive down carbon emissions resulting from our work
- working with people and communities to deliver sustainable solutions
- managing the sustainability impacts of our supply chain
- focussing on being effective in delivering shared aims and outcomes with regard to sustainability

Additionally, the **Environment Act (1995)**<sup>6</sup> makes it explicitly clear that the primary role for the Environment Agency is to make a clear contribution to sustainable development in the UK. Through this procurement strategy, we shall operate throughout with this principle in mind and in so doing, have a significant contribution to sustainable development.

Our procurement strategy fully embraces the sustainable construction principles detailed in the **Government's Sustainable Construction Strategy**<sup>7</sup> June 2008.

The Government's Sustainable Procurement Taskforce produced **Procuring the Future: The Sustainable Procurement Task Force National Action Plan**<sup>8</sup> - to improve Sustainable Development in procurement across government. The Environment Agency is committed to leading the way in the implementation of the proposals and encouraging our key supply chain partners to improve their own performance.

---

<sup>6</sup> <http://www.legislation.gov.uk/ukpga/1995/25/contents>

<sup>7</sup> <http://www.bis.gov.uk/files/file46535.pdf>

<sup>8</sup> <http://collections.europarchive.org/tna/20080530153425/http://www.sustainable-development.gov.uk/publications/procurement-action-plan/documents/full-document.pdf>

## The services that we need

Projects need to demonstrate a high level of protection for people and the environment and must promote sustainability in its widest spatial concept. Our Strategy will ensure that there are sufficient resources, skills and innovative environmental expertise available to the Agency in the future to enable us to resolve increasingly complex environmental issues.

We need access to expertise across a range of environmental disciplines from Town and Country Planning, hydro-ecology, archaeology and public engagement in addition to the core discipline of environmental assessment. Pulling together these environmental skills will allow us to get the best service and value possible. High quality environmental capabilities will be key to driving sustainability into appraisal and project design development at a catchment and spatial plan level to leave a lasting environmental legacy for those communities we work with, so delivering a sense of place for people and their environment.

We are a leader in environmental technical expertise with very experienced staff. We will use this experience and expertise combined with our procurement capabilities to secure the best skills from the environmental marketplace.

Environmental capability will sit at the heart of the procurement strategy. The management of a full range of environmental services in one place will enable the very best environmental professional skills to be available to the whole business. It will allow us to drive sustainable outcomes into schemes from the outset and integrate our engineering solutions with multiple benefits for the environment.

This strategy will allow us to address future environmental challenges, such as the Water Framework Directive and integrated catchment management, which require a fundamental adaptation in traditional ways of working. We will be equipped to work strategically in the pursuit of both 'built' and 'non-built' outcomes that benefit flood risk management, sustainable communities and environmental resilience.

# 6 Health, Safety and Wellbeing & Environmental Site Management

Over the last 10 years, the Accident Frequent Rate (AFR) of our suppliers has consistently reduced. We have encouraged through good management practice a “Safety is Paramount” culture. The management of site based environmental risk is much improved and the number of environmental incidents is vastly reduced. However we need to do more and build upon “Safety is Paramount”. We need to reduce the likelihood of harm to our staff, our suppliers, enhance the benefit of a safety culture through strong leadership and further improve our attention to environmental risks whilst on site.

## ENVIRONMENT AGENCY HEALTH, SAFETY AND WELLBEING POLICY STATEMENT

We aim to be leaders in health, safety and wellbeing as we carry out our important work of protecting and improving the environment. We will only achieve this by working together as a single team. Health, safety and wellbeing has to be a way of life at work and at home. All of us have the right to remain healthy, well and injury free at work. We are all responsible for, and vital to, improving health, safety and wellbeing. We will:

- ➔ strive to prevent all injuries and occupational illnesses
- ➔ stop and think about the risks before we do something and learn from what we are doing, and
- ➔ challenge poor behaviours and actions and respond positively when challenged.

Our leaders and managers are essential to our success. They will be visible in their commitment. We will identify good practice wherever it exists and use it to drive our performance. We will do more than just achieve legal compliance. We know that risk cannot be eliminated completely. We use our risk management procedures to improve our performance. We will ensure our employees have the skills and competence necessary to work within these procedures. Our commitment to drive forward continuous improvement is underpinned by a robust health and safety management system. This includes regular audit and review so that we make properly-informed decisions. We all have a role to play in achieving our goal of zero injuries and occupational illnesses, with everyone being fit for work. We will communicate clearly and will involve everyone. Our Partnership and Participation Agreement with the Trade Unions will help us achieve this. To be amongst the best, we know that we need to learn effectively, work together and celebrate our successes.

**Dr Paul Leinster**  
Chief Executive

**Rt Hon Lord Smith of Finsbury**  
Chairman

‘Safety is Paramount’ is the accepted fundamental on how we do business across all of our work. It integrates our health, safety and wellbeing policy statement and should be regarded as a mission statement for us and our suppliers.

### ‘Safety is Paramount’

- ➔ to be an industry leader in terms of health and safety performance;
- ➔ to ensure a healthy and safe working environment for all, throughout every project;
- ➔ to ensure all employees, CDM duty holders and others working on our behalf are adequately resourced, competent to lead on health and safety and actively challenge standards;
- ➔ to ensure that project teams consider all risks associated with the construction, operation and maintenance and demolition phases of a project.
- ➔ to have an effective health and safety management system that supports and encourages behavioural safety across project teams;
- ➔ to review industry initiatives and adopt those that will improve our performance;
- ➔ to set minimum standards for common aspects of our work, which will be comparable with the best that industry has to offer.

# 7 Summary of Measures of Success

Successful delivery of this strategy will be determined by how well we meet Government and corporate targets for FCRM; internal commercial performance indicators; supplier performance measures and improvements against historic cost benchmark data.

## Meeting Corporate Targets

We will monitor progress against the following high level corporate targets:

- Delivery against our high level corporate targets (Outcome Measures)
- Demonstrate 15% procurement efficiency savings in the delivery of our asset management capital programme between 2011-2015.
- Improving and maintaining the condition of our existing asset base.
- Government Sustainable Procurement Taskforce Flexible Framework - we will achieve Level 5 against two areas by 2012 and all areas by 2015

## Internal performance Indicators

We will also challenge ourselves to deliver against the following performance indicators to improve our effectiveness and ensure that we continue to deliver sustainable projects:

- 100% timber from FSC or equivalent sustainable managed source.
- Reduction of waste to landfill (<20%)
- 80% of the aggregates we use will be from secondary or recycled sources.
- Carbon footprint - reduce our ghg emissions in line with or exceeding UK and Welsh Government targets.
- Monitoring delivery against key project milestones and increasing the cost/time predictability of our projects.
- Reducing the development phase of works to 20% of the overall project costs by 2012/2013.

## Measuring the performance of our suppliers

A core set of performance indicators will be developed for our major commercial arrangements. This will include:

- Measuring our suppliers' contribution in helping us achieve our high level corporate targets.
- Monitoring progress against clearly defined outcomes and pre-determined performance criteria.



- Project team performance measures which will drive an integrated team culture
- Capturing all value engineering and efficiencies achieved from our external contracting activity.

We will monitor individual suppliers performance and work together to address any development needs.

# 8 Conclusion

This strategy has described how we will approach the procurement of our Sustainable Engineering work in future, ensuring how we will deliver More for People and the Environment.

The delivery challenges that we will face over the coming decade will no doubt increase, We are confident that, through this strategy, we will meet those challenges successfully.

The alignment of supplier objectives with our own, will continue to be fundamental to successful delivery. We hope that this document helps to describe our objectives and we look forward to working with our future partners.

# Appendix

Summary of our Strategic aims, how we will achieve them and how we will recognise success

**Table 1: Delivering Efficiently**

Aims	We will...	We'll know we're succeeding when...
<p>We will work effectively with our suppliers to deliver shared Outcomes</p>	<p>Incentivise our partners against our corporate targets.</p> <p>Increasingly procure work using performance and outcome based specifications</p> <p>Share our programme with our suppliers.</p> <p>Work with suppliers who have a proven and demonstrable track record of delivering quality outcomes</p>	<p>We are delivering our corporate targets at a reducing unit cost.</p> <p>Our suppliers have a longer planning horizon and better continuity of work so they can offer us greater measurable project delivery efficiencies.</p> <p>Quality products are delivered right first time with no need for significant corrections and re-writes</p>
<p>We will make best use of our funding</p>	<p>Increasingly specify our long term requirements, and be prepared to make multi-year commitments when necessary.</p> <p>Use the most appropriate contracting model with the right level of competitive tension</p> <p>Streamline our project development and approval processes</p> <p>Understand better the condition of our assets and focus on optimising whole life project costs and benefits.</p> <p>Seek opportunities for bulk purchase of materials.</p>	<p>Our programme reflects, opportunities for delivery efficiencies, local needs and priorities, likely funding sources, drivers, outputs and outcomes, work types, delivery timeframe</p> <p>Our cost information shows that project costs are reducing and project development costs are comparable with similar clients</p>

Aims	We will...	We'll know we're succeeding when...
	<p>Monitor our use of SMEs through the supply chain</p> <p>Focus on lean construction principles such as value added analysis of supply chain processes, driving out waste, standardisation of design and materials</p>	
<p>We will use evidence and knowledge to guide and inspire our actions</p>	<p>Use and further develop our project cost databases to provide key baseline information to measure improvement in the delivery of outcomes and enable us to set realistic budgets for our projects.</p> <p>Be clear about work types within our capital and maintenance programme and understand the productivity data associated with our key work activities</p>	<p>We can use the cost information from historic projects so that we know what future projects should cost, we can use that information to ensure we get value for money and we can compare our performance with other comparable sectors.</p>
<p>We will provide project teams with the tools to maximise productivity</p>	<p>Improve our project delivery capability, systems and processes</p>	<p>Our projects are consistently delivered to the quality, cost and time detailed within original business cases.</p>

**Table 2: Procurement Approach**

Aims	We will...	We'll know we're succeeding when...
<p>We will work effectively with our suppliers to deliver shared Outcomes</p>	<p>Increasingly deliver work programmes through an integrated supply team with a single lead partner</p> <p>Target our project development work on the highest value adding activities</p> <p>Build on current best practice</p> <p>Maintain flexibility in our commercial arrangements</p> <p>Test new approaches to delivery through pathfinder projects</p> <p>Ensure we have access to the right level of skills, experience and expertise in the market.</p> <p>Ensure that SMEs are part of the integrated team.</p>	<p>Our unit costs to deliver our outcome measures are reducing</p> <p>Stakeholder feedback and our delivery performance information indicates that our approach is continually improving</p>

Aims	We will...	We'll know we're succeeding when...
<p>We will work effectively with partners to deliver shared environmental outcomes</p>	<p>Continue to use the NEC (New Engineering Contract) suite of contracts</p> <p>Control projects through a Gateway approach</p> <p>Support the OGC Fair Payments initiative</p> <p>Focus our internal resource on identifying and commissioning programmes of work.</p> <p>Co-locate project teams where this is beneficial and cost effective.</p>	<p>We maintain a collaborative contractual approach with clearly defined roles and responsibilities.</p> <p>We are assured that 2nd and 3rd tier suppliers are paid promptly and appropriately</p> <p>Work programmes are delivered by effective integrated project teams working together over a long period of time.</p> <p>We share common processes and resources across a number of projects.</p>
<p>We will equip and train staff to achieve their potential and maximise their productivity</p>	<p>Continue to develop the commercial skills to manage longer-term higher value contracts</p> <p>Promote the behaviours required to deliver the benefits of collaborative integrated team working.</p>	<p>Our assessments indicate that we have the right levels of skills in our project teams.</p> <p>Our knowledge and expertise plays a key part in delivering our corporate targets and objectives</p>
<p>We will work with the best suppliers available</p>	<p>Engage suppliers with a suite of capabilities that will deliver effective and robust products</p> <p>Expect our suppliers to resolve issues promptly and effectively</p> <p>Use suppliers who can demonstrate a shared aspiration to create a better place</p>	<p>Delivery of the products remains within tolerable limits with regard to quality, expenditure and programme</p> <p>Our suppliers understand fully the ethos of the Environment Agency, our Corporate Plan and are always seeking to deliver against those commitments</p>

**Table 3: Collaborative Working**

Aims	We will...	We'll know we're succeeding when...
Better local environments that enhance people's lives and support a sustainable economy	Ensure project teams engage with local communities to understand their needs and priorities	We local participation in all projects that we deliver for local communities  Economic resilience of local communities is enhanced by the projects we deliver
We will work effectively with partners to deliver shared environmental outcomes	<p>Develop supplier arrangements that allow access by other public authorities and use their arrangements where appropriate</p> <p>Build open, collaborative but challenging relationships with our suppliers at both corporate and project levels.</p> <p>Develop a culture of feedback with our suppliers</p> <p>Use our suppliers experience and funding networks to develop effective and exciting partnerships with which to deliver our outcomes</p>	<p>We can demonstrate cost reduction through: streamlining project development providing faster access to relevant supplier resources sharing knowledge through databases that can support project cost benchmarking, a culture of collaboration</p> <p>Our project teams are able to attract an increasing amount of local partnership funding.</p>
We will make best use of our funding to deliver more for people and the environment	<p>Encourage better integration through shared objectives and incentivise our suppliers to optimise value for money opportunities</p> <p>Systematically review suppliers' performance.</p> <p>Recognise good performance from our suppliers</p> <p>Expect continuous improvement and monitor how successful we have been.</p>	We can provide reasonable continuity of work for the best performing suppliers, develop the supplier skill base, learn from experience and derive better value for money.

**Table 4: Sustainable Development**

Aims	We will...	We'll know we're succeeding when...
<p>Better local environments that enhance people's lives and support a sustainable economy</p>	<p>Promote socio-environmental awareness in the wider market place through the supply community.</p> <p>Ensure that, together with our suppliers, we have the necessary skills and knowledge to deliver sustainable outcomes.</p> <p>Encourage apprenticeships and the use of local resources within our supply chains to help create a sustainable economy.</p> <p>Continue to promote opportunities for regeneration</p> <p>Consider the key impacts at each stage of our project life cycle</p>	<p>Sustainability is embedded and integrated into all our business processes and everything we do.</p> <p>More properties are better protected from flooding from all sources.</p> <p>More properties in disadvantaged communities are better protected from flooding.</p> <p>Our FCRM programme continues to deliver at least £8 of benefits for each £1 we invest.</p> <p>Our FCRM assets meet their target condition.</p> <p>The overall condition of designated sites is improving</p> <p>Biodiversity Action plan habitats and species are recovering or increasing</p> <p>Socio-environmental outcomes are delivered with local authorities and through partnerships.</p>
<p>Our suppliers are resource efficient, minimise pollution and manage their waste responsibly</p>	<p>Share our procurement risk assessment tools and work with our suppliers to embed them into their own business processes.</p> <p>Our supplier development activity will continue to have a strong focus on Sustainable Development</p> <p>Work with our suppliers to actively manage their own impacts</p>	<p>Suppliers recognise the benefits it will give to their organisation</p> <p>The environmental, social and ethical performance of our top suppliers is of the highest standard</p>



Aims	We will...	We'll know we're succeeding when...
<p>We will be acknowledged as leaders in managing our own environmental impact</p>	<p>Re-use existing assets where possible</p> <p>Deliver sustainable solutions that optimise design life, minimise waste and use the most sustainable materials.</p> <p>Ensure our construction activities deliver sustainable outcomes</p> <p>Ensure all timber is legal and sustainable</p> <p>Respect people and their environment and avoid pollution</p> <p>Preserve biodiversity and conserve resources.</p>	<p>We minimise the economic and social impacts of our activities.</p> <p>We can get more for people and the environment as well as reducing our environmental footprint.</p> <p>We maximise the benefit to local economies within the supply chain.</p>
<p>We put reducing and adapting to climate change at the heart of everything we do</p>	<p>Promote a low-carbon economy through our suppliers</p>	<p>Reduce the carbon impacts associated with our contracting activities and share our experiences with others</p>

**Table 5: Environmental Risk Management**

Aims	We will...	We'll know we're succeeding when...
<p>We will work effectively with our suppliers to deliver shared aspirations with regard to socio-environmental outcomes</p>	<p>Expect our suppliers to act in the spirit of environmental legislation to ensure the delivery of socio-environmental outcomes over and above mere legal compliance</p> <p>Expect our suppliers to identify and promote opportunities for environmental and social improvements for the benefit of local communities</p>	<p>Programmes are delivered to time without significant contention and no legal infringements</p> <p>Delivery of substantial socio-environmental improvements that contribute to the our Corporate Plan objectives, Government targets and help the UK achieve other environmental policy objectives and commitments</p> <p>Environmental issues are resolved in a timely manner</p>
<p>Our suppliers deliver high quality, fit for purpose assessment of the socio-environmental impacts of our projects</p>	<p>Ensure that the Agency and its suppliers apply environmental assessment that is proportionate to risk</p> <p>Ensure that the environmental assessment process is central to the development of any project and fundamental to decision-making</p> <p>Ensure that our suppliers apply objective and robust environmental assessment approaches at all times</p>	<p>The environmental assessment process is applied in an efficient and effective manner</p> <p>The direction and progress of projects is clearly being strongly influenced and dictated by environmental risk and opportunity.</p> <p>No projects are promoted with unacceptable environmental impacts</p> <p>Risk mitigation reduces environmental impact to acceptable levels</p>
<p>We have in place the suppliers that we need to ensure a consistently high quality of the environmental product</p>	<p>Ensure that our supplier development activities focus on environmental capability</p>	<p>Performance of suppliers is noted as being excellent and the product quality remains consistently high.</p>

**Table 6: Health, Safety and Wellbeing and Environmental Management**

Aims	We will...	We'll know we're succeeding when...
<p>Zero accidents and environmental incidents .</p> <p>Our environmental performance sets an example to those who we work with, regulate and influence.</p>	<p>Develop a clear, shared vision of a team that delivers benefits for the environment, communities, employees and stakeholders</p> <p>Commit to being visibly and continuously engaged with our suppliers</p> <p>Treat accidents and environmental incidents as preventable but an opportunity to improve</p> <p>Take every opportunity to improve individual project performance and the way in which we and our suppliers operate</p> <p>Identify and eliminate blockers to our goal of zero accidents and environmental incidents</p> <p>Ensure that Health, Safety, Wellbeing and Environmental Management is fully accounted for when pricing projects and integral to all aspects of design, including operation, maintenance and demolition as well as construction.</p> <p>Identify problems and solutions before harm to people and the environment occurs</p> <p>Use the investment made in safety, health and environment by everyone, to increase efficiency, lower costs and improving competitiveness of our suppliers</p>	<p>We all believe we are the team and we are the individuals who can ensure zero accidents and environment incidents</p> <p>We expect our suppliers to operate to the same high standard than we expect of ourselves.</p> <p>We are prepared to be accountable for our part in creating zero accidents and environmental incidents.</p> <p>We share lessons learnt and use them to make organisational improvements. We concentrate on what's important and will benefit in the long as well as the short term.</p> <p>We build safety, health and environment into our designs and into our organisations from the beginning We share new technologies and techniques.</p> <p>We share in the success and failure of all framework partners.</p>



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

**Then call us on**

**03708 506 506** (Mon-Fri 8-6)

Calls to 03 numbers cost the same as calls to standard geographic numbers (i.e. numbers beginning with 01 or 02).

**email**

**[enquiries@environment-agency.gov.uk](mailto:enquiries@environment-agency.gov.uk)**

**or visit our website**

**[www.environment-agency.gov.uk](http://www.environment-agency.gov.uk)**

**incident hotline 0800 80 70 60** (24hrs)

**floodline 0845 988 1188**



**Environment first:** Are you viewing this on screen? Please consider the environment and only print if absolutely necessary. If you are reading a paper copy, please don't forget to reuse and recycle if possible.

