

# **Future Focus**

## **Environmental Protection UK (formerly NSCA)**

### **Five-year Strategic Plan 2007-12**

This document is designed for an audience of Environmental Protection UK members, Trustees, Council members, staff, donors, closely aligned organisations and individuals with a specific interest in our work, regulatory agencies, and those with a particular focus on environmental protection working at a central, regional, devolved and local government level. A summary version is also available.

*[approved 9 August 2007]*

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## 1. Executive Summary

Environmental Protection UK, formerly the National Society for Clean Air and Environmental Protection (NSCA), has been playing a leading role in environmental protection in the UK since 1898. Initially our focus was solely on air quality, but for the last few decades we have broadened our remit to incorporate other types of pollution. In Future Focus we identify which of these issues we can most effectively tackle and limit ourselves to addressing these.

Future Focus presents a clear vision and mission for the organisation. We set out our programme goals and the aims and objectives within these. We make it clear how we will approach our work and what our organisational values are. In related documents we indicate what our longer-term resource needs will be to deliver Future Focus and how we intend to secure them. This is an important time of change for the organisation as we change our name and set out to improve our governance.

The **vision** Environmental Protection UK has is of a cleaner, quieter, healthier world.

To achieve this vision we have a **mission** of seeking changes in policy and practice to minimise air, noise and land pollution by bringing together stakeholders to inform debates and influence decision-making.

Our **aim** is to educate, influence and work in partnership with policy makers, environmental professionals, industry, academics and the public by developing policy; promoting innovation; running campaigns and raising awareness; providing training and resources; and promoting effective enforcement.

In this document we set out the three programmes we will focus on. These are in Air Quality and Climate Change, Noise, and Land Quality.

For **Air Quality and Climate Change** our long-term goal is to promote integrated policies and practices that reduce the negative effects on health and the environment of both air pollution and greenhouse gases.

For **Noise** our long-term goal is to promote integrated policies and practices that encourage the effective management and control of noise.

For **Land Quality** our long-term goal is to promote integrated policies and practices that encourage the use and reuse of land in a way that protects human health and the environment.

To achieve these goals we will need to be an organisation that attracts support from local authorities, industry, business, government, regulators, academia, students and informed members of the public. Our **external goals** are to:

- Achieve our key policy objectives
- Ensure a more strategic approach is taken to environmental protection
- Increase our impact in national and European policy making
- Raise our profile with devolved administrations, local and regional government
- Develop more partnerships
- Increase our relevance for local authorities
- Work more with industry and business.

In order to achieve our external goals we will need to change as an organisation. Our **internal change priorities** are to:

- Improve our governance
- Increase the effectiveness of our management
- Grow our membership
- Develop our fundraising capabilities
- Increase our staffing levels and capacity
- Re-invigorate divisional activity
- Become a learning organisation
- Complete a successful name change and re-branding.

We will **approach** our work by addressing environmental issues sectorally, while acknowledging broad underlying themes such as sustainability, quality of life, and health. One of Environmental Protection UK's strengths is our ability to tackle problems holistically by bringing together a range of stakeholders. We take a pragmatic and practical approach that recognises the need to prioritise actions according to their costs and benefits.

There are seven core **values** that underlie our work and govern *what we do, how we do it*, and *how we are* as an organisation. These values are:

- Excellence
- Impartiality
- Transparency
- Accountability
- Openness to learning
- Teamwork
- Fulfilment

## **2. Introduction**

Environmental Protection UK, formerly the National Society for Clean Air and Environmental Protection (NSCA), has been playing a leading role in environmental protection in the UK since 1898. Although for much of its history the organisation was concerned solely with air quality, for many years now we have been active across a range of environmental sectors. As society's understanding of the environment has expanded, so has Environmental Protection UK's desire to influence policy development across an ever-growing spectrum of concerns. The growth in public awareness of, and concern for, green issues means there are now more environmental organisations than ever before. These range from green sectors within or close to government, industry bodies and campaigning organisations. Where once Environmental Protection UK was the only voice and natural leader on key environmental issues, there are now many other stakeholders with meaningful contributions to make in an increasingly competitive advocacy arena. In parallel to this, environmental concerns are being ratcheted up the national and international political agendas at unprecedented rates.

In recent years, despite the increasing interest in environmental issues, Environmental Protection UK's resources have been declining as those that have traditionally supported us have found their own budgets squeezed. As a result we ended up extending ourselves into more areas of work than we could sustainably manage. This meant we

did not always have the impact that we could have. One consequence of this has been that we did not put enough effort into ensuring our management and governance remained up to date and efficient. It is now, therefore, imperative that we define what sort of organisation we are and what specific role we are going to play in bringing about our ultimate vision of a cleaner, quieter, healthier world. Future Focus does both of these things and puts us on the path to becoming a more modern, professional, efficient and effective organisation. We aim to be the leading charity in the UK working on environmental protection issues. We also aim to inspire similar organisations working across Europe and offer global leadership in taking an integrated approach to the complex environmental challenges the world faces.

While not returning to single-issue interests, Future Focus once again tightens the remit of our work. By narrowing down the sectors we will work in over the next five years to Air Quality and Climate Change, Noise, and Land Quality, we aim to have a greater impact in each. The future for Environmental Protection UK is therefore to take a focused approach to three specific and interrelated topics that reflect our traditional interests, build on our expertise and capitalise on the institutional strengths that have been gained over 109 years. As such, our **external goals** are to:

- Achieve our policy objectives
- Ensure a more strategic approach is taken to environmental protection and that thinking is joined up across government
- Increase our impact in national and European policy making
- Raise our profile with devolved administrations, local and regional government
- Develop more partnership working
- Increase our relevance for local authorities
- Work more with industry and business.

In order to achieve our goals we will focus on the following **internal change priorities**:

- Improving our governance
- Increasing the effectiveness of our management
- Re-branding
- Growing our membership
- Developing our fundraising
- Increasing our staffing levels
- Training and developing our staff and volunteers
- Becoming a learning organisation
- Re-invigorating divisional activity.

In this document we acknowledge the unique history that has culminated in the organisation we have today. We then reflect on how our past strengths can be applied to the modern environmental context. We set out clearly our future vision and what we see as our mission in turning this vision into reality. The values we hold as an organisation and the approaches we will take to our work are then presented. Following this we set out our Air Quality and Climate Change, Noise, and Land Quality programmes, giving details of a long-term goal for each and the range of aims we will work towards in trying to achieve our goals. More detailed objectives and actions are annexed. The ways in which we will review and plan our work are covered, along with an explanation of our structure and approach to good governance. During the first year of Future Focus a document setting out our plans for how we will resource our work over the next five

years will be developed and presented to Trustees. The processes that have resulted in Future Focus being produced are annexed.

These are critical and exciting times for environmental protection. The stakes are high for the planet, meaning it has never been more important to develop rational, effective, and progressive environmental policy. There has also never been a greater need for an organisation like Environmental Protection UK, which can bring different stakeholders together to seek solutions. Hard choices needed to be made in developing Future Focus but the results are a modern, professional organisation that will remain 'fit for purpose' well into our second century. We now have a clear vision of a cleaner, quieter, healthier world and the confidence to make that vision into a reality.

### **3. History**

Environmental Protection UK – formerly The National Society for Clean Air and Environmental Protection (NSCA) – is the UK's, and probably the world's, oldest organisation dedicated to reducing the harmful effects of pollution. The organisation, through sound argument and fair advocacy, was responsible for landmark environmental legislation throughout the twentieth century that has directly contributed to hundreds of thousands of lives being saved as well as improving the quality of life for millions of others – Appendix 4 to this document summarises NSCA's key achievements over the years. In the 1960s, in recognition of the international nature of pollution, we helped create the International Union of Air Pollution Prevention and Environmental Protection Associations. More recently we worked at a European wide level through the European Environment Bureau and by supporting the foundation of the European Federation of Clean Air and Environmental Protection Associations. From its inception, NSCA recognised that the harmful effects of pollution often fall on those most disadvantaged. In *Clearing the Air*, the publication that marked NSCA's centenary, we noted that:

Environmental problems such as pollution and noise are linked to social problems such as fuel poverty, inadequate mobility and poor housing. These impact directly on vulnerable sectors of society and can in turn lead to poor health... The broader challenge therefore remains to turn this vicious circle round and promote lifestyles which are socially fulfilling, economically viable and environmentally sustainable.

That summary of the effects on society of a poor environment remains equally valid ten years on. However, our understanding of environmental issues, in particular climate change, has advanced rapidly, leading to an unquestionable need to take action to mitigate against scenarios that threaten not just vulnerable sectors of society, but all of us.

In the next five years, Environmental Protection UK will need to continue working nationally and internationally to ensure environmental justice is not sacrificed at the expense of continuing improvements in the quality of life for both current and future generations.

"I particularly admire the Society's ability to look to the future and think in the long term... this Society can fairly claim to be the trailblazer for all environmental non-governmental organisations." HRH The Prince of Wales, 1998, speaking at NSCA's Centenary Celebration.

“NSCA is an organisation that meets the acid test – if it didn’t already exist it would have to be invented.” Professor Lord Julian Hunt, NSCA President 2005-07

#### **4. Environmental Context**

In many areas of environmental protection in the UK, great gains have been made over recent years. The creation of the Environment Agency, the Scottish Environment Protection Agency, and the Environment and Heritage Service in Northern Ireland, has strengthened enforcement functions. Industry is far less polluting than it used to be, there is an unprecedented level of public concern for the environment and politicians of all parties are trying to out ‘green’ each other. There are however new challenges to be addressed, such as the increasing need to tackle environmental problems in an integrated way while avoiding the onset of a ‘green fatigue’. Specific challenges relating to Environmental Protection UK’s areas of interest are that gains in air quality are being threatened by absolute rises in transport levels; quiet areas are under threat as sources of noise increase and socio-economic shifts mean we become an increasingly 24-hour society; and the demand for new housing and urban renewal means that redeveloping brownfield and contaminated land is becoming a priority. And of course, concern over climate change necessitates an examination of how we can meet society’s aspirations for increased living standards without threatening the environment.

European legislative frameworks are driving the development of UK policies. In some circumstances the UK has transposed stricter requirements or more ambitious timetables than those required by Brussels. Regrettably, in other important areas we have lagged behind or failed to meet our obligations. While the UK has now shed its mantle of being the ‘dirty man of Europe’, far more environmental leadership could be expected from a country as affluent and educated as ours. Indeed, if global environmental problems are to be seriously addressed, the world will need strong leadership from politicians, the business community and voluntary organisations. Environmental Protection UK has a clear role to play in offering such leadership and supporting government and industry also to rise to the challenge. That is why in Future Focus we are setting out so clearly what we see as being the main challenges for air quality and climate change, noise, and land quality, and what contribution we will make in addressing these.

#### **5. Vision**

Our vision is of a cleaner, quieter, healthier world.

#### **6. Mission**

We seek changes in policy and practice to minimise air, noise and land pollution, bringing together stakeholders to inform debates and influence decision-making. We educate, influence and work in partnership with, policy makers, environmental professionals, industry, academics and the public by:

- Developing policy
- Promoting innovation
- Running campaigns and raising awareness
- Providing training and resources
- Promoting effective enforcement

## **7. Values and Approaches**

### **7.1 Our approach**

We have chosen to approach our work by identifying three key sectors where we have some expertise (Air Quality and Climate Change, Noise, and Land Quality) and developing programmes for each of these. Underpinning this sectoral approach are the broader themes of health, quality of life and sustainable development. This approach complements the work done by other organisations and reflects the thinking, and therefore organisation, of government, which is one of the key legislative drivers we are seeking to influence. In addition, where there are overlaps between the sectors we have chosen we will be examining these linkages to ensure we address the issues concerned in a programmatic way. In particular, climate change and transport have air quality, noise, and land quality implications. We will approach these two areas primarily from a sectoral perspective but where there are linkages that can be exploited we will draw on these to increase the impact of our work.

We also recognise the increasingly interrelated nature of environmental issues and the fact that many local environmental problems are symptoms that have their root causes in national and international systems and processes. We will approach the issues upon which we intend to focus in a holistic way by simultaneously addressing local and national symptoms as well as tackling underlying causes at whatever level is appropriate. Environmental Protection UK is a UK-based charity with members predominantly from Great Britain and Northern Ireland. However, as so much of our UK legislation is now drawn up in Brussels, we must seek to influence decision making at least at a European level. Indeed, we aim to become a leading and renowned international organisation. In addition, we recognise that due to Environmental Protection UK's age and history, some of our accumulated knowledge and experience could be shared with our equivalent organisations in other parts of the world.

In Future Focus we are limiting our work to three areas for which we already have a strong reputation. We want to build on our standing to become a leading player in each of these areas. This will allow us to increase our expertise, develop our specific skills and ultimately increase our chances of bringing about positive change. By focusing where we have a niche it will be easier for people to understand who we are and what we stand for. This will allow us to cover issues in greater depth and give a higher level of policy clarity. It also recognises the limits of our resources and gives us a more manageable number of areas to work across.

To accomplish our objectives we will adopt a range of different roles, for example:

- Policy development – developing and advocating for policies that, if adopted by government, industry and others, will help achieve our objectives.
- Lobbying – encouraging government and industry to adopt certain policies, processes and procedures, through direct approaches, press and publicity, consultation responses, campaigning and working in partnership.
- Guidance – providing authoritative guidance for those implementing regulations, provision of 'best practice' examples, supporting the development and dissemination of existing guidance to ensure wide scale use and a consistent approach.
- Standard setting – challenging existing standards where we feel they are not high enough and offering appropriate standards.

- Watchdog – monitoring implementation of laws and regulations at EU, national and local levels, and highlighting any failures.
- Training – providing practical training, both nationally and through our regional Divisions, for those in the private and public sector involved in understanding and implementing environmental improvements.
- Building partnerships – creating awareness, developing policy and implementing practical action through supporting partnerships, promoting networking and enabling others to change within the UK and internationally.
- Printed resources – producing high quality reference documents such as the Pollution Handbook, information leaflets and Briefings for members.
- Website – maintaining and developing our award-winning website so that it not only remains a source of high quality information, but also becomes a place where information is exchanged and ideas developed.
- Awareness raising – developing resources, holding events and promoting and joining larger activities to bring about behavioural change.
- Communication – carrying out media work to raise awareness of environmental issues.
- Project work – pursuing specific funded projects that support our objectives.

## 7.2 Our partners

Environmental Protection UK is a membership-based organisation that draws subscriptions from a wide range of interested parties. The breadth of our membership reflects the fact that we take note of different views in order to work constructively. We are a meeting place for differing stakeholders and our unique blend of membership drawn from local authorities, industry, regulators, trade bodies, government, academia, consultancies, NGOs and individuals allows critical thinking, innovation and discussion across differing arenas. Environmental Protection UK seeks solutions to complex issues by fostering rational debate across a broad range of partners. We do not seek to unnecessarily provoke, exploit controversy or present a biased position. However, if necessary, we have the strength and conviction to articulate ‘uncomfortable’ messages should they be well founded and in the best interests of society, taking into consideration costs and benefits.

To deliver Future Focus we will need to increase the amount of work we do in partnership with others. We will need to build on existing partnerships as well as establishing new partnerships within the UK and across Europe. It will be important for us to work more closely with organisations that have similar aims, especially those concerned about the health impacts of pollution.

## 7.3 Our values

The values that underlie our work can be categorised as those that inform *what we do*, those that govern *how we do it*, and those that demonstrate *how we are* as an organisation. There are seven core values embedded in the way Environmental Protection UK operates.

### 7.3.1 Excellence

Everything we do and produce is driven by a desire to deliver excellent quality. Environmental Protection UK is a highly respected organisation and we seek to maintain that respect by being excellent in all that we do. Over the last 109 years we have at

times been inspirational and shown leadership within the environmental movement. Future Focus gives us the structure, strategies and focus to regain such a reputation. We will be rigorous in ensuring our work is of the highest standards. In such an endeavour we have the benefit of expert members to inform and advise us.

### **7.3.2 Impartiality**

We take an impartial and balanced view in all that we do and say. Our goals are clear and we have the conviction to deliver them. We do not unduly favour any sectors of society, organisations or individuals. We are prepared to be challenging when that is believed to be the most effective way of achieving our aims. Likewise, we understand that pragmatism can be a legitimate and effective strategy and that effective partnerships may prove more valuable than confrontation. We are conscious of economic realities and the power of market forces. We recognise that measures to improve the environment have costs and benefits that need to be assessed and balanced so that the most cost effective actions can be prioritised. We need to assess costs and benefits holistically so that relatively clean activities are not driven from the UK.

### **7.3.3 Transparency**

We believe that decision-making should be transparent. The processes for how decisions are to be made within Environmental Protection UK will be clearly communicated. The outcomes of decision-making will also be shared while respecting the need for confidentiality in certain circumstances. It is not possible to have either a system of decision-making or a set of outcomes that everyone will agree with. However, everyone who is affected by decisions made within Environmental Protection UK should at least be able to track the processes involved and have access to information about those decisions. We believe it is especially important to be transparent about financial information, particularly as we are a charity that uses other people's money in the public's interest.

### **7.3.4 Accountability**

We are a charity that provides services to members, customers and the public. The better the service we give, the more effective we will be in achieving our environmental goals. As such, it is important to us that we are polite and pleasant while remaining frank and constructive in our dealings with others; that we communicate clearly and sufficiently; that what we do is of relevance to people; that we listen to what our members and customers tell us and that we offer them real value. There is a strong history of democratic accountability within Environmental Protection UK. This will continue with increased opportunities for members and other stakeholders to give feedback on our performance. Trustees, who have the legal responsibility for the sound management of the organisation, will be held to higher standards of accountability. Members of Council will have a greater say in steering the policy direction of the organisation. Staff will have their performance appraised regularly. We seek to fulfil Charity Commission best practice on good governance.

### **7.3.5 Openness to learning**

Openness to learning is another essential value for Environmental Protection UK. Without being open to learning we would not improve, develop, grow or strengthen as an organisation. We believe there is an opportunity to learn from everything we do. By being open to learning and not seeking to blame, we will continually improve our

performance. Innovation and creativity will be encouraged at Environmental Protection UK and this will allow us to capitalise on new opportunities and respond to changes. By seeking feedback as an organisation and individuals, from all of those around us, we will identify the areas we need to improve on. Coaching will be used to develop staff to their fullest potential and we will review the performance of our programmes by using participatory methods and involving a range of stakeholders.

### **7.3.6 Teamwork**

We value everyone's work at Environmental Protection UK. Only a few of the people that contribute to our effectiveness are paid, and often these people are not paid for all that they do. Many others volunteer their time, share their skills and experience, provide services and give resources. All of these contributions are vital ingredients in the overall team effort that Environmental Protection UK represents. We value the work and efforts of every individual that contributes to Environmental Protection UK, and we recognise that the impact of such efforts is multiplied when people work together in teams. There are many different teams within Environmental Protection UK, all having important and different roles to play while ultimately working to deliver the same goals and vision. We are unique in bringing together different interests such as business, industry, local authorities, regulators, government, and academia.

### **7.3.7 Fulfilment**

We recognise that in a sector where the demands on staff and volunteers are high but the material benefits are low, it is vital to feel fulfilled in what we do. We are all motivated by the desire for a cleaner, quieter, healthier world, but we recognise the need to maintain our own health in trying to bring this about. Much is asked of the staff and members of Environmental Protection UK who volunteer their time and services. We believe one important element that can contribute to sustaining our efforts is gaining a genuine sense of fulfilment from and pleasure in what we do. We therefore seek to enhance and build upon the aspects of our work that give us the greatest fulfilment and try to reduce the elements that cause stress.

## **8. Programmes**

The three programme areas of air quality and climate change, noise, and land quality that we will be working on during the life of Future Focus were identified and selected through a participatory process. Due to resource constraints we will leave work on waste and flooding to other organisations. We will keep a watching brief on light pollution as we recognise that few other organisations are addressing this issue.

We are focusing on air, noise and land as we have experience in these sectors; they represent the interests of our membership; we believe Environmental Protection UK has, or can, develop a niche in these areas; and that there is a good chance of influencing positive changes. In addition, there is an internal consistency to our work as there are links between these three areas. We will develop these links so that our work takes a more programmatic approach, meaning that the impact of Environmental Protection UK as a whole is greater than the sum of each of our programmes.

The format of our programme area plans is consistent for each programme, with a long-term goal for that sector, followed by a series of aims that each relate to a different aspect of the programme. Each of these aims then has a number of objectives that we would like to see delivered by the end of Future Focus. The actions we will take to

achieve each objective are then given. Full details of the programme plans are provided as appendices with a summary presented below.

In addition to the five-year plans set out below, we will develop annual implementation plans that give further operational detail.

## **8.1 Air quality and climate change**

Poor air quality poses a significant threat to human health. Across Europe, air pollution is estimated to reduce average life expectancy by eight months. For a number of years the focus for air quality has firmly rested on vehicles' emissions. Great strides have been made with successive Euro emission standards reducing pollution from individual vehicles. However, increasing traffic on our roads mitigates against improved emissions from individual vehicles, and recent figures suggest that the continued improvements in air quality seen since the mid 90s have bottomed out.

Although much has been achieved over the years, air quality in many of our towns and cities is failing to meet UK Air Quality Strategy targets. As such, a more diverse approach to air quality is needed to bolster the traditional focus on chimney and exhaust pipe emission standards. Actions need to include demand management measures that limit the number and types of vehicles on many roads, as well as addressing other sectors such as shipping and domestic combustion. The need for international action in air quality has been highlighted as our understanding of transboundary pollution and the longevity of pollutants, such as ozone, has increased.

Environmental Protection UK also recognises that climate change is the pre-eminent environmental issue of our age and will focus resources on protecting and enhancing the quality of our environment. Our air quality and climate change programme champions an integrated approach to the management of atmospheric emissions. By addressing both issues simultaneously we will be able to take advantage of the synergies between them and avoid the departmental approaches of the past.

The goal of Environmental Protection UK's air quality and climate change programme is:

***To promote integrated policies and practices that reduce the negative effects on health and the environment of both air pollution and greenhouse gases.***

We will focus on the three key pollutants that have the most significant effect on human health: Particulates (PM), Ozone, and Nitrogen Dioxide (NO<sub>2</sub>), while also considering the range of greenhouse gases.

There are four aims that we would like to achieve, each targeted at bringing about a different aspect of our overall goal.

### **Aim 1 - National and EU air quality strategy**

To encourage the setting of best practical targets at an EU and UK level for emission reductions and ensuring that appropriate policy linkages are in place.

### **Aim 2 - Transport**

The reduction of emissions and exposure to air pollutants from transport AND the reduction in demand for road transport.

### **Aim 3 - Local air quality management**

To strengthen the capability of local authorities to reduce air pollution and reduce people's exposure to it.

### **Aim 4 - Development planning**

To encourage the adoption of Environmental Protection UK guidance on Air Quality and development planning at every stage of development.

See Appendix 1 for full details.

## **8.2 Noise**

Of all environmental pollutants noise is the most pervasive – affecting both urban and rural environments. It has the potential to encroach on both our physical and temporal space, impacting on quality of life, health and well being at home, work and leisure.

The UK is unique in having a body of legislation, and the expertise, to manage noise from a range of sources – whether it is nuisance neighbours, inconsiderate contractors, transport and industry, or through the ongoing implementation of the Environmental Noise Directive. However, increasing development, rising traffic levels and the encroachment of a 24-hour society, mean it is crucial that the management of noise is adequately considered in planning and development proposals. In addition, authorities responsible for managing noise must be equipped with appropriate legislation and guidance. It is also essential that we protect existing quiet areas, in urban and rural settings, from noise.

The goal of Environmental Protection UK's noise programme is:

***To promote integrated policies and practices that encourage the effective management and control of noise.***

There are four aims that we would like to achieve, each targeted at bringing about a different aspect of our overall goal.

### **Aim 1 – The profile of noise in the UK**

To maintain and increase the profile of noise in UK policy making.

### **Aim 2 – The management and control of noise**

To encourage the effective management and control of noise.

### **Aim 3 – The profile of noise in Europe and internationally**

To maintain and increase the profile of noise in European and international policy making.

### **Aim 4 – Legislation and guidance**

To encourage the development and implementation of appropriate and workable legislation and guidance.

See Appendix 2 for full details.

### **8.3 Land quality**

Many industrial processes have had a damaging effect on land quality in the UK, and still account for the majority of existing contaminated sites. Meanwhile, chemical and oil spills, and decomposing waste in landfill sites can also be responsible for contamination of soil, groundwater, and nearby vegetation. These factors present a significant risk to human health and the environment.

Land quality practitioners are working hard to clean up sites through the Contaminated Land Regime and the planning system. Meanwhile, with increasing pressure to redevelop brownfield land to meet housing demands, land quality continues to rise up the environmental agenda. The UK has a strong tradition of creating green spaces and we need to protect these from modern pressures. Practitioners therefore face even greater demands. As such, increased support, improved guidance, and clearer assessment methods are needed to ensure both a consistent approach and that higher standards are achieved.

The goal of Environmental Protection UK's land quality programme is:

***To promote integrated policies and practices that encourage the use and reuse of land in a way that protects human health and the environment.***

There are five aims that we would like to achieve, each targeted at bringing about a different aspect of our overall goal.

#### **Aim 1 – Regeneration**

That policy to return land to beneficial use at an EU, national, and local level reflects best practice.

#### **Aim 2 – Assessment**

To support the development and implementation of accurate and credible land quality assessment methods.

#### **Aim 3 – Regulation**

To encourage the understanding and consistent application of regulation to improve land quality.

#### **Aim 4 – Management**

To support continual improvement in the standard of professional practice in land quality management.

#### **Aim 5 – Remediation**

To encourage the appropriate, efficient and sustainable remediation of land.

See Appendix 3 for full details.

### **8.4 Exit strategies**

There is a difference between identifying what environmental work needs to be done and identifying the things that Environmental Protection UK should do. We are an organisation with limited resources and although we have the potential to grow over the

next five years, we need to set ourselves boundaries so we do not spread our efforts too thinly. In order to have increased impact in the areas to which we are committing, we need to make difficult decisions about phasing out of other areas. As such, in Future Focus we are not committing any further resources to work on waste management or flooding, both of which we have been active in over the last few years. However, our work on light pollution will continue for the first 1-2 years of Future Focus. During this time we will build on the interest that has been shown in this area but we will also develop an exit strategy that allows us to achieve finite goals before redeploying our resources into our three main programme areas.

## **8.5 Review and planning**

Environmental Protection UK is a learning organisation. This means we continually strive to learn from all that we do. Future Focus is our five-year strategic plan and will guide what we do until 2012. However, the process of reviewing and adjusting plans is fluid so each April we will draw up an annual implementation plan and we will review this the following March. We will also be reviewing and learning from each activity we undertake. It is important that we consider how effective our work is from many different angles and as such, our annual reviews will use participatory methods and involve a range of stakeholders. The focus of all our evaluation will not be just to monitor how many activities have taken place or how many people were involved with them. This is important information but it needs to be considered alongside a thorough assessment of what impact we are having, i.e. what changes are coming about as a result of our work. It will not always be possible to directly attribute changes that we witness to the work carried out by Environmental Protection UK alone, but we will explore causal patterns and make reasonable assessments of the role we play in bringing about change. Finally, as five years is a long period of time, relative to the speed at which our understanding of the environment and external world are changing, we will use an independent evaluator to review the progress and continued relevance of Future Focus at the mid-way point. We will start developing our next strategic plan during the final year of Future Focus.

## **9. Structure and Governance**

Environmental Protection UK is a national, membership based organisation. During our early growth period, communications and transport were very different from those of today. This led to the formation of geographic Divisions that would meet regularly to tackle local pollution problems. The current divisional borders do not necessarily follow government boundaries but rather symbolise deep traditions and our long history. Today we have ten Divisions covering the whole of the UK. The areas covered are as follows: Scotland, Wales, Northern Ireland, the Northwest, the North, Yorkshire, East Midlands, West Midlands, the Southwest, and the Southeast. The Divisions are all aiming to deliver the content of Future Focus, although they have the flexibility to respond to local opportunities, especially where this brings greater ability to influence, network, raise the organisation's profile and reach potential new members.

Members of Environmental Protection UK enjoy the benefits of supporting national campaigning, influencing and lobbying while also being able to access Divisional activities and networks which are facilitated by volunteer Divisional Secretaries. Each Division elects a number of representatives (proportionate to local membership size) to sit on Environmental Protection UK's Council. The Council meets approximately four times a year to discuss policy developments, steer the policy direction of the organisation and ensure the work of each of our individual programmes combines into a

coherent whole. Each of our programme areas also has a Policy Committee that meets quarterly to develop the details of our programmes and advise Council. The efficient and appropriate governance of the charity is the responsibility of the Trustees. These are a combination of members elected by the Divisions and appointed professionals from outside the organisation who have specific skills not generally found within our own membership. Each Division elects one trustee and the divisionally elected trustees form the majority on the board. The operational management of the organisation is the responsibility of the Chief Executive and a team of staff based in the Brighton Head Office. Some Divisions also employ their own policy and administrative staff. The charity also owns a trading company. Environmental Protection UK has an Honorary Treasurer, President and a number of Vice-Presidents.

## ***10. Resources***

A five-year resource plan and fundraising strategy will be presented to Trustees during the first year of Future Focus.

We now have our first fundraiser in post and this is a side of our business that will need to grow.

We plan to operate on balanced budgets and where possible make some surplus. Although our current budget is balanced, we are operating with sub-optimal levels of staffing, particularly in the policy area. Increasing our policy staffing is an important and urgent objective. Likewise, investing in staffing to support the growth of the Divisions is going to be vital in reinvigorating and expanding Divisional activity.

## ***11. Acknowledgements***

Grateful thanks go to all those members and friends of the organisation who have helped to develop this document. In particular, members of Council, Trustees, Divisional Secretaries and members of staff should be thanked for giving considerable time to contributing to and commenting on various drafts of this document.

## 12. Appendixes

### 12.1 Appendix 1. Air Quality and Climate Change Programme

#### Goal:

To promote integrated policies and practices that reduce the negative effects on health and the environment of both air pollution and greenhouse gases.

#### Aim 1 - National and EU Air Quality Strategy

To encourage the setting of best practical targets at an EU and UK level for emission reductions and ensuring that appropriate policy linkages are in place

	Objective	Actions
1	To encourage EU Air Quality legislation to set practical emissions targets, consistent with our overall aims.	<p>Increase the role of Environmental Protection UK in European campaigning and lobbying</p> <p>Work with partners within the European Environmental Bureau (EEB) to develop policy and approaches</p> <p>Increase European wide participation and networking at Environmental Protection UK events</p>
2	To push for the full implementation of actions laid out in UK Air Quality Strategy.	<p>Monitor implementation of the strategy action plan in partnership with relevant bodies (e.g. IAQM)</p> <p>Annually review the AQS and action plan</p> <p>Address any failures via direct discussion with DEFRA and appropriate ministers, identifying remedial actions and publicising any significant failures</p>
3	To persuade Government that funding and incentives for new large plant and domestic low carbon technologies must not support measures that worsen air quality.	<p>Support the proper assessment of new technologies</p> <p>Raise public awareness of air quality issues associated with new technologies</p> <p>Use relevant groups (e.g. CTF, AQ Committee, etc) to lobby funding bodies and regulators to support the best overall technologies</p>
4	To encourage continuous improvements in energy efficiency standards for buildings in both the industrial, commercial and domestic sectors.	<p>Support the development of appropriate regulation and its enforcement</p> <p>Work in partnership with industry, trade associations and lobby groups to encourage the adoption of best practices</p> <p>Encourage links between LA officers working on air quality and other areas such as climate change and energy efficiency</p>
5	To encourage policy integration on air quality, climate change and transport at all levels of Government in Europe and the UK	<p>Assess strategic plans and documents for AQ and climate change content and push for greater integration of the two issues</p> <p>Create a best practice bank of AQ/ Transport Plan integration and produce guidance</p>

#### Aim 2 - Transport

The reduction of emissions and exposure to air pollutants from transport AND the reduction in demand for road transport.

	Objective	Actions
1	To encourage the introduction of a package of incentives (financial and non-financial) that	Review success of measures to encourage early uptake of Euro 4 vehicles and likely availability dates of compliant vehicles

	support the early uptake of Euro 5 (and VI HGVs), then Euro 6 compliant vehicles.	Produce a suggested package and present to bodies such as the Treasury and LGA, through groups such as CTF and the Transport Round Table
2	To support the introduction of incentives (financial and non-financial) that encourage vehicles that have emissions of NOx and PM significantly below the Euro 5 and 6 (from 2009) standards, and comparatively low CO2 emissions (Low Emission Vehicles).	Study LEV schemes in operation within the UK and other countries
		Research the possible air quality impacts of a UK LEV scheme
		Distribute findings through events, press, etc and lobby Government through groups such as CTF and the Transport Round Table
3	To identify emerging vehicle technologies that significantly reduce air emissions (local air pollutants and CO2) and noise, and lobby for suitable incentives (financial and non-financial) to be introduced at both national and local levels.	Use independent research to identify technologies, their potential for improving air quality and their current/ potential market.
		Work with the EEB and CTF to identify suitable areas for technology targets to be positioned (e.g. Euro standards revisions, CO2 targets, noise legislation)
4	To encourage investment by Government and network operators to provide increased capacity on the most highly used national rail and bus services.	Work with transport groups such as Transport Round Table to monitor investment and lobby Government when needed
5	To push for the development of regional refuelling networks for hydrogen vehicles, and to support improved availability of sustainably produced biomethane as a transport fuel.	Help to establish and develop the UK Biomethane for Transport group
		Work with key contacts (e.g. Transport for London, Welsh H2V project) to study the effects of hydrogen fuelled vehicles on air quality, and distribute findings to members
		Work with the Powering Future Vehicles Strategy group to ensure full implementation of the 600 fuel cell buses by 2012 target and the associated infrastructure
6	To encourage action to reduce light vehicle CO2 emissions through technical and behavioural improvements	Work with the EEB to lobby the European Parliament and Commission, and the UK Government, for a 120g/ km limit by 2012, and progressive but cost effective limits in subsequent legislation.
		Develop links with UK transport groups, and use to lobby UK MEPs
		Produce (or work in partnership to produce) guidance on the use of Quality Freight Partnerships
		Monitor implementation of proposed 'smarter driving' addition to the driving test and follow up through the DVLA and DfT if needed
		Discuss research background and success of 2007 'smarter driving' communications campaign with the DfT, and use to open discussions with motoring bodies such as insurance companies, RAC, AA, etc
7	To encourage the adoption of measures to reduce traffic emissions (e.g. Low Emission Zones, Emission Influenced Congestion Charging), where they are shown to be cost effective	Work with the local authority LEZ group and the GLA to monitor the success and effects of the London LEZ, and LEZs elsewhere in the UK and Europe.
		Produce guidance based on the London LEZ and research into other methods of reducing vehicle emissions (e.g. engineering, traffic exclusion and emissions influenced congestion charging).
		Encourage Environmental Protection UK member local authorities to apply best practice relevant to their areas.
		Hold an event on LEZs, Emission Influenced Congestion Charging, etc as tools to implement AQMA

8	To encourage those responsible for the procurement and licensing of fleet vehicles to stipulate ambitious minimum environmental and quality standards	Map timescales for major tenders. Research AQ (and other standards) provision and results in previous contracts
		Distil existing research on air quality impacts of rail transport. Open up dialogue with rail regulators and operators
		Research best practice for AQ in transport procurement by local authorities
		Produce guidance on AQ in transport related contracts, and promote via partnerships, press and launch event
9	To support the introduction of stringent controls on emissions from international and national shipping	Develop partnerships within the shipping industry through groups such as Shipping Emissions Abatement and Trading (SEAaT)
		Push for improved modelling of air quality impacts of both international shipping and inland waterways
		Lobby at an EU and UK level for sulphur limits in fuels, or abatement options, applicable to all UK and EU waters
		Develop an understanding of technical, trading and regulatory means of reducing shipping emissions and push for best practicable options
10	To support the reduction of air emissions from aviation	Lobby the International Civil Aviation Organization to set demanding standards for aircraft engine NOx and CO2 emissions in partnership with international bodies (e.g. IUAPPA)
		Develop best practice guidance for airport operations to reduce emissions
		Lobby for reduction in aviation tax 'perks', e.g. VAT zero rating, tax on fuels, etc
		Push for demand management measures such as CO2 and NOX emissions trading, and greater taxation of aviation
		Develop an Environmental Protection UK position on aviation operations and expansion plans, and challenge airport expansion at both the UK policy and individual planning application levels where such expansions are not cost effective

### Aim 3 - Local Air Quality Management

To strengthen the capability of Local Authorities to reduce air pollution and reduce people's exposure to it.

	Objective	Actions
1	To push for best practice on Air Quality, transport and Climate Change policy, and the integration of the three, to be highlighted under the Comprehensive Performance Assessment framework for local services in England.	Identify local authorities with good practice in this area, research the benefits and produce guidance
		To produce guidance on best practice integration of air quality, transport and climate change strategies.
		Make contact with relevant bodies such as the LGA and LACORS to push guidance
		Make contact with the Audit Commission to ascertain current position of AQ within CPA and lobby to increase its standing
2	To promote practices that minimise the effect of outdoor air pollution on indoor air quality.	Promote the use of the Building Research Establishment practical design tool through Environmental Protection UK events and publications
3	To ensure that all Environmental Protection UK member Local Authorities have been offered training on air quality, its effect on health and the duties of Local Authorities.	Analyse current environmental training provision for elected members and identify best practice examples
		Work with Environmental Protection UK members to identify the level and type of training needed, opportunities for delivery and synergies with other training (e.g. climate change)
		Research funding opportunities and produce training materials for elected members. Promote through members, organisations such as the LGA, and the press.

4	To encourage local and national government to provide adequate funding to ensure that Air Quality Management Area action plans are fully implemented	Bi-annual review of AQMAs and implementation of action plans
		Questionnaire sent to all Local Authorities with AQMAs
		Results collated by the AQ Committee and a report produced
		Report sent to DEFRA, Scottish Executive, Welsh Assembly, Northern Ireland Assembly, the Local Government Association then distributed more widely. Report followed up by meetings with these organisations.
5	To encourage all Local Authorities to allocate adequate funding to carry out their air quality duties.	Actively participate in the DEFRA led review of LAQM
		Commission research to determine current level of resources needed for local authorities to carry out their AQ functions and the level of deficiencies.
		Include monitoring of resources in actions included in 4 above
		Further discussions with Local Authorities who are failing to adequately cover their duties, outcomes presented to the Air Quality Committee and summary with suggested action presented to CLG, LGA and DEFRA
6	To encourage Local Authorities to assess and manage emissions from domestic and commercial combustion.	Identify local authorities with good practice in this area
		Identify and make contact with relevant partners (e.g. boiler manufactures, CORGI, etc)
		Produce guidance for members and hold event to launch
		Lobby for powers for LAs to implement recommendations

#### Aim 4 - Development Planning

To encourage the adoption of Environmental Protection UK guidance on air quality and development planning at every stage of development.

	Objective	Actions
1	To push for Local Development Frameworks, Regional Spatial Strategies (and the Welsh Spatial Plan) and Supplementary Planning Documents to contain policies based on Environmental Protection UK planning guidance.	Develop a map of RSS review timetables and processes
		Build contacts within regional assemblies and introduce Environmental Protection UK planning guidance
		Review Environmental Protection UK guidance document
2	To encourage Local Authorities, the Secretary of State and the Planning Inspectorate to base their policies and principles on Environmental Protection UK planning guidance.	Identify relevant PPSs, TANs and SPPs where Environmental Protection UK guidance should be integrated
		Build contacts within DCLG, the Scottish Executive, WAG, and the Northern Ireland Planning Office to push Environmental Protection UK guidance
		Identify professional groups that should be targeted and build contacts with their professional bodies
		Encourage the development of case law and enforcement experience
		Respond to relevant consultations
3	To encourage developers and financiers to submit planning applications that contain the policies and principles in the Environmental Protection UK planning guidance.	Build contacts within the building and development industry
		Identify key environmental issues in development
		Hold events to promote guidance to developers in partnership with other building and environment groups (e.g. BRE)
4	To encourage all member Local Authorities that have declared an Air	Create best practice bank of SPGs and determine which Local Authorities have SPGs/ SPDs for air quality

	Quality Management Area to produce Supplementary Planning Guidance on air quality.	Co-ordinate a working group to produce a standard example SPG and accompanying advice leaflet Hold a planning and air quality follow up event and promote guidance Review situation and plan further action if necessary
5	To encourage Local Authorities to require the production of a travel plan for all medium and large organisations (public and private sector) submitting a planning application, and that plans are policed with penalties if necessary.	Make links with groups promoting travel plans such as the Association for Commuter Transport Develop a best practice bank of local authorities who have used travel plans as an instrument within AQMAs, and develop guidance within this area Hold an event on planning, transport, air quality and climate change to launch guidance

## 12.2 Appendix 2. Noise Programme

### Goal:

*To promote integrated policies and practices that encourage the effective management and control of noise.*

### Aim 1 – The profile of noise in the UK

To maintain and increase the profile of noise in UK policy making

	Objective	Actions
1	To further the integration of noise in policy making across government	At national level to advocate the need for noise considerations to be included in decision making To identify and highlight examples of where noise has and has not been adequately integrated into policy making Respond to all relevant government consultations To work closely with other noise interest groups in raising awareness of noise To push for the adequate resourcing of noise requirements
2	To further the integration of noise in policy making at local level	To make the case for noise to be integrated into local strategic planning Respond to all relevant government consultations At local level to advocate the need for noise considerations to be included in decision making To work closely with other noise interest groups in raising awareness of noise To identify and highlight examples of where noise has and has not been adequately integrated into policy making
3	To maintain and increase public and professional awareness of noise, its effects and adverse consequences	To research and disseminate information on noise issues and impacts To organise conferences and training events on noise issues To raise the credibility of noise issues in the media To monitor changes in attitudes and awareness
4	To support the establishment of a UK expert committee to inform noise policy development	To advocate and lobby for resources for an expert committee
5	To promote adequate funding for research into the management and control of noise	To encourage the development and funding of longer term research programmes
6	To encourage the increased	To encourage adequate funding for relevant research

	understanding of the health effects of exposure to noise	Dissemination of research
7	To encourage the consideration of noise in education and training	To lobby for noise to be more effectively addressed across the school curricula To lobby for and provide training in noise management and mitigation

## **Aim 2 – The management and control of noise**

To encourage the effective management and control of noise

	<b>Objective</b>	<b>Actions</b>
1	To encourage a strategic approach to noise management and control for the UK as a whole	To maintain communication with relevant government departments as the Noise Strategy for England is developed To liaise with the devolved administrations and Environmental Protection UK divisions on developing a strategic approach to noise policies To respond to consultations on strategies
2	To discourage the erosion of the UK's remaining quiet areas, both urban and rural.	To liaise with relevant government departments and organisations to ensure provision is made for designation and protection of first round quiet areas in agglomerations To lobby for the adequate protection of quiet rural areas To lobby for the adequate protection of quiet areas of local or regional importance
3	To promote the role of local authorities in noise action planning subsequent to the Environmental Noise Directive	To advocate the dissemination of data to support local authority work
4	To promote the use of quieter road surfaces	Lobby for the use of quieter materials
5	To promote the use of quieter construction techniques	Lobby for amendments to legislation (e.g. Control of Pollution Act) Lobby for the development of quieter construction techniques
6	To support local authorities in effective management of neighbour and neighbourhood noise	Development and dissemination of good practice Provide training Research and information dissemination on issues as they arise
7	To encourage the provision of sufficient resources for consistent enforcement of existing and proposed neighbourhood noise control legislation	Liaison with government To reinforce the benefits of current legislation and to encourage adequate resources
8	To encourage manufacturers to minimise noise impacts	To raise awareness of quieter products, promote the use of quieter products and encourage the manufacture of quieter products To encourage a labelling scheme for products
9	To encourage schemes for better sound insulation in buildings	To raise awareness of sound insulation issues and work for enforcement of improved standards To lobby for the inclusion of sound insulation in existing and planned building codes/guidance

## **Aim 3 – The profile of noise in Europe and internationally**

To maintain and increase the profile of noise in European and international policy making

	<b>Objective</b>	<b>Actions</b>
1	Maintain and increase the profile of noise in European policy making	Work with European NGO partners to develop policy and approaches and to lobby in Europe
2	Maintain and increase the profile of noise in international policy making	Work with international groups and lobby for international agreements
3	To support the revision of the Environmental Noise Directive	Work with European NGO umbrella bodies Liaise with DG Environment in Europe
4	To lobby for improved controls of vehicle noise at source	Liaison with UK and European experts and support European NGO lobbying work Lobby for a lower noise limits such as by revision of Directive 2001/43/EC on tyre Noise, UN-ECE Regulation 51
5	To encourage harmonisation of noise mapping methods and assessment of exposure for second round noise mapping	Work with European NGO umbrella bodies and noise specialists
6	To share best practice within Europe of management of neighbourhood noise	Researching and documenting best practice Publicising and disseminating best practice

#### **Aim 4 – Legislation and guidance**

To encourage the development and implementation of appropriate and workable legislation and guidance

	<b>Objective</b>	<b>Actions</b>
1	To identify gaps and provide input into developing legislation across the spectrum of noise issues	Work with members and wider experts to identify areas requiring input Instigate and respond to consultation documents and legislative proposals
2	To maintain and enhance the management of neighbourhood noise through the statutory nuisance process	Work with members and wider experts to identify areas requiring input Instigate and respond to consultation documents and legislative proposals
3	To maintain and enhance the management of noise through the land use and transport planning processes	Work with members and wider experts to identify areas requiring input Instigate and respond to consultation documents and legislative proposals
4	To maintain and enhance the management of noise through the licensing process	Managing roll out programme for night time provisions for licensed premises Work with members and wider experts to identify areas requiring input Instigate and respond to consultation documents and legislative proposals

### **12.3 Appendix 3. Land Quality Programme**

**Goal:**

*To promote integrated policies and practices that encourage the use and reuse of land in a way that protects human health and the environment.*

## **Aim 1 – Regeneration**

That policy to return land to beneficial use at an EU, national, and local level reflects best practice.

	<b>Objective</b>	<b>Actions</b>
1	To support the land quality community in the delivery of national brownfield regeneration.	Act as an influential advisor for land quality practitioners Act as a voice to government for the land quality community, including responding to relevant consultations Support the development of a national land quality training programme Support land quality practitioners in the delivery of brownfield regeneration Provide ongoing and up to date training
2	To encourage the integration of initiatives and themes across the UK relating to a brownfield strategy in its broader sense.	Liaise with development agencies to ensure brownfield strategies set out a clear definition of “brownfield” and include challenging objectives that fit in with other related policy areas. Build partnerships with other groups that have similar objectives to achieve common goals Identify the Environmental Protection UK role in supporting the delivery of brownfield strategies
3	To support a reduction in the threats to land quality that are identified within the Soil Thematic Strategy	Work with Government and others to raise awareness of issues and possible solutions Work with researchers and academics
4	To increase influence on policy development at EU level	Develop and maintain links with counterparts and policy makers in member states Develop and maintain links with EU policy makers Increase the role of Environmental Protection UK in European campaigning and lobbying Monitoring policy developments at EU & National level and informing members of developments

## **Aim 2 – Assessment**

To support the development and implementation of accurate and credible land quality assessment methods

	<b>Objective</b>	<b>Actions</b>
1	To support the adoption of an EU Soil Framework Directive that includes a meaningful definition of contaminated land and an appropriate set of obligations for member states	Liaise with EU policy makers and others on the role and appropriate development of the Soils Framework Directive Lobby Government on the role and appropriate development of the Soils Framework Directive

2	To support the adoption of appropriate risk assessment methods for all relevant receptors	Promote the use of sound, reliable and justifiable toxicological data for substances used in the development of Soil Guideline Values, Generic Assessment Criteria and Detailed Quantitative Risk Analysis
		Liaise with Government to ensure that risk assessment methods are fit for purpose
		Encourage continual review of scientific advances
		Support research initiatives aimed at clarifying and reinforcing basic risk assessment principles
		Ensure appropriate guidance on risk estimation is in place with respect to natural contamination
3	To encourage the consistent uptake of clear and appropriate risk assessment methods by the UK land quality community.	Ensure risks to non human receptors such as the water environment, terrestrial ecosystems, property and wider environment are covered by appropriate guidance and risk assessment methods
		Produce and encourage the production of land quality guidance that is comprehensive, appropriate and widely disseminated
		Identify gaps in land quality guidance
		Ensure that approaches to land quality are informed by the latest scientific research by building links with Universities and other relevant research groups

### Aim 3 – Regulation

To encourage the understanding and consistent application of regulation to improve land quality

	Objective	Actions
1	To support the land quality community in understanding regulatory processes and their implications	Support the development of appropriate 'standardised' documentation and other aids to assist in effective delivery of the Part 2A regime and planning processes Support the establishment of a coherent national training programme for land quality professionals
2	To support the improvement of methods for objectively measuring performance of land quality practitioners	Lobby Government, respond to relevant consultations and liaise with other like minded groups Consult with land quality practitioners Support initiatives to improve local authority performance measures
3	To encourage the allocation of adequate resources to enable regulators to carry out land quality duties and responsibilities effectively	Work with like minded groups (including the private sector) to lobby Government for appropriate resource provision

### Aim 4 – Management

To support continual improvement in the standard of professional practice in land quality management.

	Objective	Actions
1	To support the development of cross sectoral land quality competencies	Work with others to achieve consensus on an appropriate competency framework and the measures needed to ensure wide support and uptake

		Support the development of job descriptions and competencies across the sectors
2	To support the establishment of an accreditation scheme for land quality practitioners	Bring together key organisations to achieve consensus on how to establish an effective national scheme for practitioners at all levels Consult with land quality practitioners
3	To support the establishment of a national land quality training programme and its effective governance and administration	Encourage all key organisations to become involved and committed Consult with land quality practitioners on training gaps Consult with training providers to build a picture of existing training programmes and materials Consider possible options for combining existing and developing new training programmes
4	To encourage an integrated approach to management, which recognises the interface between contaminated land, sustainable development and other environmental requirements	Work with Government and others to raise awareness of holistic and sustainable approaches to land quality management Develop guidance for land quality practitioners on sustainable approaches Provide training on integrated approaches
5	To encourage the allocation of appropriate and sufficient resources for the effective management of contaminated land	Lobby Government and the private sector to demonstrate cost benefits of providing adequate resources Monitor the provision of resources
6	To support the establishment of a system for providing central expert advice that facilitates the co-ordination and exchange of information for the public and private sectors	Bring together key organisation to explore what kind of organisation/body could effectively facilitate such a system and how it should operate Lobby government and key organisations with appropriate recommendations Monitor the quality of central expert advice

## Aim 5 – Remediation

To encourage the appropriate, efficient and sustainable remediation of land

	Objective	Actions
1	To promote non dig and dump remedial techniques and verification tools	Raise awareness and promote dissemination of existing guidance Provide training on alternative technologies Work with local authorities and others to provide case studies and promote existing demonstration projects
2	To encourage the development of improved guidance on assessing the cost benefits of the range of remediation technologies, to include environmental impacts and climate change considerations	Support the development of guidance on remediation technologies Lobby for consistency with other environmental policy drivers, such as the Waste and Water Framework Directives
3	Promote the use of the definition of waste that facilitates brownfield development, whilst ensuring environmental protection and implementation of the waste framework directive.	Support the development of methods to assess the suitability of treated soils/outputs from hub sites.

## 12.4 Appendix 4. History

An evolving organisation, Environmental Protection UK, 1898-2007

- 1898-1928 *The struggle for smoke control:* Coal Smoke Abatement Society founded, and used the word “smog” to describe the combination of thick smoke and natural fog that frequently covered London and other industrial centres.
- 1929-1969 *From smoke control to clean air:* Coal Smoke Abatement Society merged with the Smoke Abatement Society to become the National Smoke Abatement Society. The concept of smokeless zones proposed, and included in the 1956 Clean Air Act. In 1958 the National Smoke Abatement Society became the National Society for Clean Air.
- 1970-1988 *Widening horizons:* the ecological effects of acid rain, impacts of vehicle emissions, particularly diesel emissions, and noise as a public nuisance became the focus of the organisation’s research, debate and lobbying.
- 1989-1998 *Clean Air – and Environmental Protection:* the addition to NSCA’s name in 1989 formally acknowledged that the organisation’s work reflected the widening environmental agenda and emphasis on industrial pollution control. The control of air pollution remained a central concern, with NSCA successfully contributing to the Environmental Protection Act of 1990 and ensuring provisions on local air quality management in the 1995 Environment Act.
- 1999-2007 *Consolidation of NSCA as:*
- A provider of reliable information and training on implementation of local air quality management; on ambient and environmental noise; and land quality and contaminated land.
  - A hub to bring together experts, central and local government, regulators and the regulated, to discuss and debate emerging areas of concern, new or amended legislative developments, or alternative approaches to measuring or quantifying pollution.
  - An organisation raising awareness of the causes and effects of pollution through public information provision, and supporting others in their efforts to promote a clean and healthy society.
- 2007- *Future Focus:* NSCA becomes Environmental Protection UK and agrees a five-year strategic plan that focuses on Air Quality and Climate Change, Noise, and Land Quality.

## 12.5 Appendix 5. How Future Focus was developed

This strategic plan covers a five-year period from April 2007 to March 2012. Work started on developing the plan in September 2006. The plan went through several drafts and was presented to Trustees and Council before being signed off by the membership at an Extraordinary General Meeting on 19 July 2007. The plan will be officially launched at the Houses of Parliament on 18 October 2007.

The plan was developed using a transparent process and participatory methods. Many meetings and forums were held where different aspects of the plan were developed. Strategic planning sessions took place with staff, Trustees, Council members, environmental experts (members and non-members), and with members at some Divisional meetings. Progress reports were made available and continual requests for input and feedback were made through our monthly Briefing and by contacting members directly.

Development of the plan followed three main phases.

- Phase One – identification of issues. The full range of current and possible issues that Environmental Protection UK could work on was explored with different stakeholders.
- Phase Two – prioritisation. At the AGM in December 2006, a participatory matrix exercise took place to rank which issues it would be most strategic for us to work on, given a number of important criteria. The criteria included reflecting the interests of members; Environmental Protection UK having a niche role; the potential for positive impact; Environmental Protection UK having a comparative advantage; opportunities for external funding; and reflecting the priorities of government. The highest-ranking issues were Air Quality, Noise, and Land Quality, with transport and climate change being addressed within these three issues where appropriate.
- Phase Three – programme planning. Detailed programme plans for each selected area were then developed by staff and the relevant policy committees.

Alongside these three phases, a Good Governance Working Group was established to consider recommendations as to how the governance and structure of the organisation could be improved. Specifically the aims of the group were to:

- Increase accountability and transparency
- Ensure Environmental Protection UK was meeting Charity Commission best practice
- Improve the chances of Environmental Protection UK attracting external donors
- Ensure legal obligations were being fulfilled
- Improve efficiency to release resources for redeployment into policy work

In addition, members were consulted about a possible name change and re-branding. A number of branding workshops were held and external media advice was also taken before recommendations were put to the membership. At the EGM it was agreed that the name Environmental Protection UK would be adopted from October

9<sup>th</sup> August 2007