



The Coal
Authority

Resolving the impacts of mining



Corporate plan

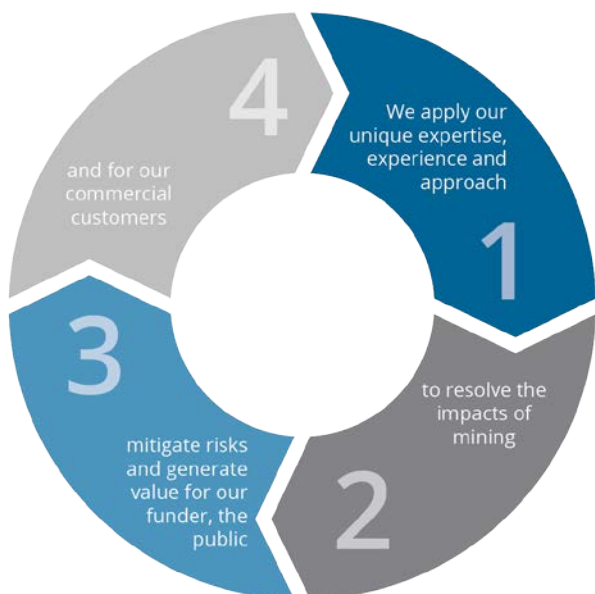
2017-18

Welcome

As we continue to make progress to become a world leader in resolving the impacts of mining, we look forward to the opportunities to grow our customer base and further innovate in the year ahead.

Over the course of our 5 year plan we've transitioned to delivering our statutory duties side by side with serving other customers.

In this the fifth year of our plan we seek to derive further value from our business model.



We've defined our **offering**: risk assurance services, environmental services, digital data and other environmental products; and chosen our **sectors**: UK devolved and local government, infrastructure, developers, home buyers, international markets and information users.

Continuous improvement is a strategic focus and we've embedded this into the way we think and work. It will continue to cover all aspects of our business and help us to deliver more value for the taxpayer.

We're focused on delivering our ambitious strategy and we'll maintain our high levels of service to the public through delivering our statutory duties.

Our people have risen to the challenge of becoming world leaders and I'm very proud of the progress we're making, while also managing a significant level of subsidence work from the closure of the deep mine coal industry and from exceptional cases of mine workings collapses.

My thanks go to them all, as we continue to provide peace of mind to the public and continuously improve our delivery as one team to all our customers.

Philip Lawrence
Chief Executive

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Our purpose

As a non-departmental public body of the Department for Business, Energy and Industrial Strategy (BEIS), we provide services to governments, public bodies, private organisations and landowners. We also regulate the coal industry in Britain and manage the long term mining legacy approaching £3 billion.

Our mission is to:

- protect the public and the environment in mining areas

Our vision is to:

- become a world leader in resolving the impacts of mining

As we fulfil our vision we will create opportunities and provide development for our people and be an employer of choice and achieve greater self-sufficiency.

Our strategy is to:

- develop our business by realising the economic value in our people and information
- improve our capabilities by innovation, organisation capability, efficiency and quality
- deliver our business safely whilst conserving the environment

This year, as in 2016-17, we aim to further grow our customer base and make significant progress in saving costs through innovation.

It is again going to be a challenging year, the fifth in our 5 year plan as we deliver our strategic objectives and review and establish our next medium term business plan.

Our values are:



Expert

we deliver peace of mind underpinned by our expertise and in-depth knowledge of our subject



All
Angles

we bring all our expertise from public safety, environment and information viewpoints to deliver more sustainable solutions



Inventive

we always look for creative and intelligent ways to meet our customers' needs



Agile

we're agile, responsive and committed to delivering the best value solutions for customers

Our business model

With over 20 years' experience in public service and managing property, safety and environmental risks, our vision is to become a world leader in resolving the impacts of mining.

Our unique ability is to integrate a wide range of skills and knowledge to manage risk and create value in our sector. Our business model creates value from our people and information, enables growth and innovation, and leads to resilience and lower whole life costs for managing the in-perpetuity mining legacy.



Business development

We've won substantial work this year with local authorities and the environment sector as well as generating business from new national and international customers.

Our unique ability combines our wide range of skills and knowledge. We are growing our expertise and transforming the way we work so that our people are able to deliver services into competitive markets.

There is a growing interest in our target sectors from public bodies in England, Scotland and Wales, infrastructure companies and international clients. Developers also recognise that by working with us they can better manage and mitigate their mining risks and are benefiting from our services.





Our focus is to:

- successfully compete in the home-buyers reports market
- grow market share of commercial reports
- achieve growth targets for our services and environmental products in our key strategic markets

Our 2017-18 objective is to:

- grow our income from realising greater economic value from our people and information through partnerships, products and services

Our offering into our market sectors:

	Public statutory duties	UK, devolved and local government	Infrastructure	Developers	Home buyers	International	Information
 Risk assurance	●	●	●	●	●	●	
 Environmental	●	●	●	●	●	●	
 Other environmental products	●	●	●	●			
 Digital data	●	●	●	●	●		●

Our services

Risk assurance

To help explain to stakeholders about the impact and consequences of mining, we provide a wide range of services and solutions that better manage the risk of our customers. These range from reports for house buyers and consultants to services to inspect property, interpret data, assess risks, quantify exposure and manage solutions.

Environmental

One of the consequences of mining is often the need to treat water and manage water levels which can pollute aquifers and other water bodies and flood and affect surface developments. We model the hydrogeology, explain the impacts and design, build and manage solutions.

Other environmental products

We're one of the 2 largest sources of sellable water in the UK that can provide an alternative to water companies. The heat contained in the water and ferric oxyhydroxide (ochre) is extracted from the water as part of our treatment process and can both generate value. Our innovative approach is not only beginning to realise value from these products, but we're also starting to lower water treatment costs through fresh thinking and collaborative approaches.

Digital data

We hold the authoritative data sets of coal mining in Britain. This quality-assured data underpins much that we do in all market sectors and is also available, under licence, for organisations to use to create mining reports or other products.

Market sectors

The public through our statutory duties

BEIS funds our work so that the impacts of coal mining, estimated to have a future cost of approaching £3 billion, are managed effectively.

UK, devolved and local government

As a shared service centre we assist the governments and regulators in meeting their obligations to the water environment and local authorities to manage the risks they face.

Infrastructure

Transport and energy infrastructure can all be affected by instability from mining and understanding the risk is essential in building safely and reducing the cost of managing assets.

Developers

Early advice to consultants, planners, landowners and developers can unlock value through proportionate risk management and practical experience of mining legacy management.

Home buyers

We aim to be 'best in class' for customer service, delivering expert reports which represent value and provide an extensive range of value added services to help the house buyer better understand the mining risks and to make informed decisions.

International

We offer industry-leading solutions and peer reviews using 20 years' experience of managing the risks of the 'cradle to grave' mining life cycle.

Information

Data users and resellers can work in commercial confidence with our experts and innovate with our data.

Continuous improvement

Continuous improvement has been a strategic focus for the past 5 years and we've embedded this approach into the way we think and work.

Only by having a clear vision of what 'good' looks like can we bring about a rationale for doing things differently. Clear communication of the what, why and how is an integral part of how we manage change.

Our key areas for continuous improvement are:

Realising benefits from innovation

Our innovation programme has highlighted the potential for generating income from assets and by-products (land, ochre, water and heat) and demonstrated feasibility for long term cost savings.

Our focus this year is to:

- deliver ochre products to market
- collaborate on treatment methods with water industry partners
- focus on energy efficiencies

Improving data management

Data is at the heart of our decision making and advice. Collecting, improving and managing more data sets will improve our effectiveness and benefit the public, our partners and customers.

Living up to our brand values to improve productivity

By living up to our values of experts working together in an agile way, we can look at issues from all angles and find inventive solutions.

Productivity can be improved through better understanding of risks, faster decision making at the right level based on easily accessible and accurate data.

Customers can be better served by all our teams understanding the needs of the customer and working together behind aligned goals.

Further system changes will deliver: project accounting, better environmental data management, and information reports systems that are more easily adaptable.

Our 2017-18 objectives are to:

- continue to market our intellectual property in innovation and progress a portfolio of projects delivered by our experts, with our partners, which will deliver efficiency savings
- transfer knowledge across the organisation by managing succession through effective recruitment, apprenticeships, graduate internships and internal career progression. This will enable us to have more capability to deliver wider services to our customers
- have the digital systems and services we need to support our business

Delivering our business

Building on our unrivalled experience we work together to provide expert advice and creative solutions to manage the public safety and environmental issues from coal and metal mining.

We'll continue to deliver our statutory and commercial services side by side. The business has proved itself to be resilient to deal with complex projects and stakeholder engagement from industry claims and exceptional subsidence events, as well as meet our strategic objectives.

By living up to our values it enables us to become successful in providing services to all our customers.

As we deliver to a wider range of customers, we'll continue to be more agile and inventive and work more closely together with our strategic partners.

The key is to deliver as one team, with operational teams and corporate services collaborating closely. Together we -

manage

over 1,000
subsidence claims
and incident
reports

undertake

over 8,000 statutory
planning
consultations
a year

deliver

coal and metal
mine treatment
programmes

maintain

our authoritative
data

Corporate services play a fundamental role:

- ICT refresh our technology, ensure resilience and oversee data protection responsibilities.
- HR business partners push us to improve performance and leadership.
- Procurement business partners support us to deliver value for money and manage our complex contracts.
- Finance business partners hold us accountable to delivering efficiencies.
- Project managers bring disciplines to our approach and focus on risk.
- Communications help us engage with our stakeholders, most particularly members of the public affected by the mining legacy.

Our 2017-18 objective is to:

- continue as one team to serve the public through our statutory duties and build our business around our core expertise

Our funding

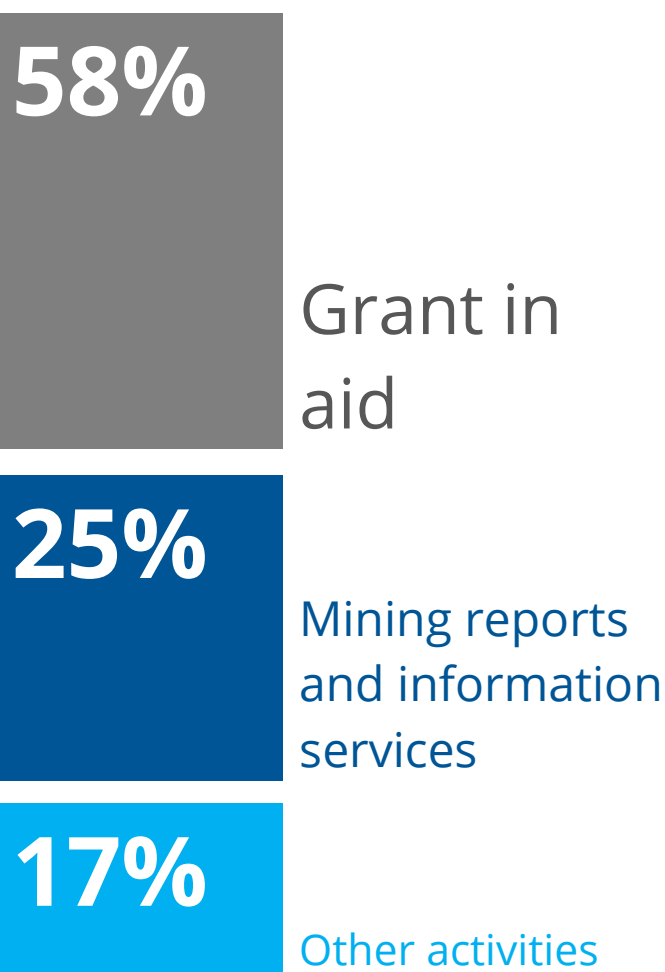
Our business is funded in a number of ways:

- we receive grant in aid from the tax payer through BEIS to fulfil our statutory responsibilities in England, Scotland and Wales
- we derive income from our commercial mining reports business and information, and customers of our other advisory services, such as Defra, Natural Resources Wales and local authorities
- we recover the cost of our other activities through the provision of data, mineral licensing, permissions to enter our estate and managing our property interests

As our sources of income continue to grow and diversify, we'll become more self-sufficient and less dependent on BEIS for funding.

The percentage of income funded by BEIS year on year will vary according to the variables and size of the BEIS programme, our strategy however, will drive this percentage down in the medium term.

Sources of income (£49.1 million)



The future

In 2017-18 we aim to continue our momentum as we:

- grow our customer base and diversify our income sources
- make significant progress in saving costs through innovation
- deliver our statutory and commercial services side by side
- evaluate our progress and develop our future options, in a continually changing public sector landscape

There are inherent risks in the future:

- government may change policy and inhibit our business development and growth
- innovation is not an exact science and step changes in improving processes and reducing costs may take longer than planned
- spending from our public sector customers may decline

Our board however, has a clearly defined risk appetite, manages these risks closely, and is confident that we can deliver on our ambitions and become a world leader in resolving the impacts of mining.

What will success look like?

We'll know if our strategy has worked, if we have:

Business development

- diversified our information products and services, and grown their financial contribution to make us more self-sufficient
- delivered commercial services built upon our data and reports businesses
- measurably grown our commercial services and delivered them into new market sectors

Continuous improvement

- put more effective and efficient services, systems and controls in place to support our business
- established a commercial culture and ensure the business has the right skills now and for the future

Delivering our business

- continued to meet our key performance indicators
- achieved international recognition for being experts in our field

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Philip Lawrence
Chief Executive