

Natural Resources Wales

Board Meeting

9 July 2013

Paper Title	Corporate Plan progress and next steps
Paper Reference:	NRW B(O) (18.13) July 2013
Paper Sponsored By: Paper Authored By:	Ceri Davies John Hogg

Purpose of Paper:	To outline the progress since the last Board meeting on developing the Corporate Plan 2014-17.
Recommendation:	The Board is asked to note the progress made to date and endorse the next steps. The Board is asked to help with the external events and seek views from their networks.

Impact:	Impact on the Environment: We will have a clear plan of the environmental outcomes we want to achieve. Impact on the Economy: We will have a clear plan for how we can support the economy and the sustainable use of natural resources. Impact on Community: We will have a clear plan for our work in communities and how we will work in collaboration with others. Impact on Knowledge: We will be developing our evidence and knowledge base to inform our work and measure our performance.
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Issue

1. Our first Corporate Plan is an important opportunity for us to describe how we will work with others to deliver our purpose. In it, we will set out the context of our work, the priorities we have agreed with the Welsh Government and the budget we will work within. At the Board meeting on 2 May the process and timetable for the preparation of the Corporate Plan was approved. Over the next two months we will follow this process to develop our ideas along with our stakeholders and staff, in a spirit of co-production to ensure we are able to deliver a Corporate Plan and associated performance framework which is relevant, robust, comprehensive and engaging for all.

Background

2. Our primary role is to fulfil our statutory responsibilities and to meet objectives established by Welsh Ministers. Our first Remit Letter from the Minister for Natural Resources and Food requires a Corporate Plan to be prepared for the period from April 2014 until the end of the current Assembly term.

3. We are expected to align our work to help achieve Welsh Government's long term outcomes and to develop a common purpose with all Welsh Government's delivery partners who share these outcomes. This will need to be reflected in our Corporate Plan and indicates the significance of partner and stakeholder engagement in developing the plan.

4. Preparatory work commenced with a Board Groups session on 16 April 2013 to outline their role in strategic stakeholder engagement. Additionally the first full meeting of the Leadership Group on 25 April 2013 included discussion on their role in driving forward the process with our staff and stakeholders and how this will need to be cross organisational.

5. On 21 May the Board approved the proposed way forward and timetable for preparation of the Corporate Plan.

Progress so far and Next Steps

6. In line with our timetable [see Annex 1] we are now moving into the engagement phase for developing the Corporate Plan. The planned engagement events bring together mixed groups of internal and external stakeholders, along with the inclusion of Welsh Government policy with an observer role. The events are taking place as follows

Date	Time	Location
2 July 2013	10.00 – 12.30 1.30 – 4.00	Garwnant Forest Visitor Centre Nr Merthyr Tydfil CF48 2HU
4 July 2013	1.30 – 4.00	Ladywell House, Park Street, Newtown, SY16 1JB
9 July 2013	10.00 – 12.30	Ty Menai, Ffordd Y Parc, Parc Menai,

	1.30 – 4.00	Bangor, LL57 4FH
11 July 2013	10.00 – 12.30 1.30 – 4.00	Halliwel Centre, University of Wales Trinity Saint David, Carmarthen SA31 3EP

At each event, information will be available to help set the scene in terms of what challenges Natural Resources Wales is facing and what we could do to tackle them. We will then ask attendees to consider:

- Have we identified the right challenges? Are there any gaps?
- Knowing what we do, are there things we can do differently and what is more important?
- How can we work better together to achieve the outcomes?
- What are our main priorities for the future?

7. At the May Board meeting the question was raised regarding how the Corporate Plan linked to a business strategy and a change programme. Subsequent consideration by the Executive Team decided that the Corporate Plan should cover these aspects together with the priorities and budget as the context for our work.

8. We are also planning activities at the Royal Welsh Show and Eisteddfod. Seeking input and explaining our approach to the Corporate Plan will be a common thread in all the events we are running at both shows.

9. Involving staff from the beginning of the process is extremely important. We will be holding a series of staff events throughout July led by the Leadership Group to engage staff in a conversation about our purpose, priorities, ambitions and challenges to inform both our organisational development and the Corporate Plan. A key feature will be listening to what our staff have to say in order to mobilise actions to address the challenges. These sessions will be supplemented as necessary with additional engagement opportunities so that we reach all our staff.

10. Input from staff and the Board through their networks is important, both in encouraging key stakeholder attendance at events and also in raising the profile of the Corporate Plan and obtaining views as they meet others in their day to day work. In order to help with this a briefing note and template has been produced which we request that Board members and staff use when they have conversations with stakeholders. In this way, input can be collected in a standard format, which will aid analysis and help ensure equal consideration of views.

11. Input from Welsh Government has begun with attendance at a policy forum meeting on 11 June, which set out our approach and sought input based around the seven shared outcomes. We are returning to the forum on 24 September with our first draft plan prior to publication for public consultation.

12. A dedicated email address has been provided for additional comments from all stakeholders – staff, partner organisations and the wider public – to

ensure we get a wide range of input. We will also be using social media to communicate messages concerning the development of the Corporate Plan.

13. This inclusive approach will deliver a Corporate Plan which is relevant, robust, comprehensive and engaging for all. It will also deliver assurance around statutory responsibilities and Ministerial objectives, and ensure a sound foundation of evidence.

14. Investing time on this, and treating the engagement in a collaborative way, will deliver a robust first draft of the plan demonstrating the required common purpose. A shorter period of formal public consultation will be the reward for this up front effort.

15. A Performance Framework, again noted in the Remit Letter, will be developed alongside the Corporate Plan as a mechanism to demonstrate our contribution to these outcomes. More detail will be available as the engagement phase progresses.

Risks

16. Preparing and managing the engagement phase of the process is critical to the success of the later stages of the timetable. A slippage here could lead to consultation responses and attention from public, industry and politicians that delays both preparation of a final document and gaining Ministerial approval by April 2014. This would delay us realising a firm sense of direction.

17. Managing expectations of our stakeholders: we need to be ambitious, yet realistic in our Corporate Plan as we build Natural Resources Wales reputation.

Financial Implications

18. Costs will be incurred in holding engagement events, and publishing hard copies of the final document should it be required.

19. Staff time will be needed to take part in the conversations during July.

20. The Corporate Plan will need to be based on our future financial forecasts.

Legal and Compliance Issues

21. The Board has a duty to ensure we comply with our Framework Document and Remit Letter in having a Ministerial approved Corporate Plan.

Communications

22. The preparation and launch of a Corporate Plan will involve significant stakeholder engagement and public presentation. A Communication and Engagement Plan has been prepared

Equality impact assessment (EqIA)

23. An equality impact assessment of the new Corporate Plan will be required before formal publication.

21/06/22013 Final

Annex 1**Corporate Plan Process Timetable**Key decision / milestones dates shown in **bold**

When	What	Who
May 2013	Project Initiation undertaken and cross organisational team established Stakeholder engagement scoped, mapped and planned Staff engagement scoped, mapped and planned Role of Board, EDT and Leadership Group scoped, mapped and planned	Corporate Planning Communications & cross organisational team
May 2013 (21st)	Process and Timetable confirmed	Board
June & July 2013	Early engagement undertaken using four regional events based on a co-production approach of mixing external stakeholders, internal stakeholders, and Welsh Government Policy at each event. Board engagement review and input session (Board meeting 9/7/13). Ongoing and targeted engagement from key Board members and officials. Drop in engagement at Royal Welsh Show (22-25/7/13) and Eisteddfod (4-11/8/13) to feature early indications of emerging issues and to gather final input before formal consultation.	Board, Leadership Group, Corporate Planning, cross organisational team, Departmental Sponsorship & Communications
July 2013	Review emerging business strategy and programme of organisational development, testing the "how we operate".	Leadership group, Corporate Planning & Organisational Development
August 2013	Engagement output reviewed and collated into first draft of Corporate Plan.	Corporate Planning & cross organisational team
September 2013 (10th)	Executive review first draft Corporate Plan	Executive & cross organisational team
October 2013 (16th)	Board review first draft Corporate Plan	Board
October 2013	First draft Corporate Plan prepared for public consultation	Corporate Planning & Communications
November & December 2013	Formal public consultation undertaken for eight weeks Preparation of Performance Framework undertaken as adjunct to Corporate Plan to demonstrate outcome contribution Equalities Impact Assessment undertaken	Corporate Planning, cross organisational team & Departmental Sponsorship
January 2014	Consultation responses reviewed and response prepared including redrafted Corporate Plan	Corporate Planning & cross organisational team

January 2014	Executive review proposed consultation response and redrafted Corporate Plan	Executive & cross organisational team
February 2014 (12th)	Board review & confirm consultation response and redrafted Corporate Plan	Board
February 2014	Final amendments and preparation of final draft Corporate Plan for Ministerial submission	Corporate Planning, cross organisational team & Communications
March 2014 (3rd)	Formal submission of consultation response and final draft Corporate Plan to Minister Natural Resources & Food	Chairman
March 2014	Preparation of launch Final update of Performance Framework	Corporate Planning, cross organisational team & Communications Corporate Planning & cross organisational team
March 2014 (21st)	Ministerial approval	Departmental Sponsorship
April 2014 (1st)	Launch of Corporate Plan	Board, Executive & Communications