

Measure: We maintain a low level of debt

Targets/Milestones	When	Status	Actual
<1.9%	June 2013	On target - Achieved	1.8%
<1.5%	September 2013	We are not where we planned we would be	1.67%

What we have done so far:

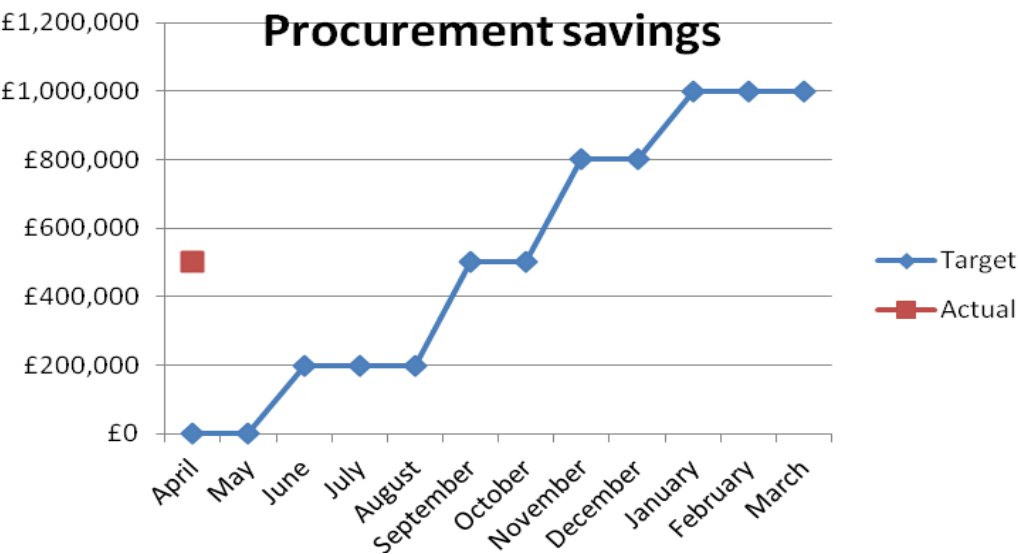
We are resolving technical debt queries, are using debt recovery procedures, and have introduced a new debt recovery agency. We follow this up with legal procedures where necessary. We have had to resort to legal procedures for four businesses that have not paid their subsistence fees. We are currently achieving a 1.67% debt level

What we are going to do next:

We are working on reducing our debt levels further still. We will do this by ensuring we continue to use our debt recovery procedures.

Example

Measure: We deliver value for money when procuring goods and services



What we have done so far:

Savings are already being achieved through the replacement of three legacy contracts with one in certain areas. Most of these savings have been from new contracts procured by our Corporate Assets and Enterprise Directorates.

What we are going to do next:

Establishing a single savings model that will measure both cashable and non cashable savings.

Measure: Our payment terms achieve Welsh Government benchmarks

Targets/Milestones	When	Status	Actual
95% are paid within 30days	Throughout the year	No target - Achieved	99%

What we have done so far: We are consistent in achieving 99% of invoices paid within 30 days. Our average for invoices paid within 10 days is 90%.

What we are going to do next: Maintain current high levels of invoice turnaround.

Measure: Our expenditure is on track

- Target: is within 1% of funding profile (+/-)

Month	Actual (£m)	Variance (%)	Status
April	xxx	-1.5%	We are not where we planned we would be
May	xxx	-1.5%	We are not where we planned we would be
June			
July			
August			
September			
October			
November			
December			
January			
February			
March			

What we have done so far: Budget to-date £ xx million Actual to-date £ xx million Variance £ xx million

We have an opening budget of £177million.

We have agreed an approach to support budget management, and will be supporting both Executive managers and local staff with their budgets. We have established tight controls on any new expenditure.

What we are going to do next: We are speaking with Welsh Government to hopefully secure full use of carried forward Grant in Aid.

Review opening budget position with Executive Directors in May.

Under take a detailed forecast exercise in June/July with the aim of realising further savings.

Continue monthly review of expenditure with Executive Directors and Leadership Team.

Measure: Our income is on track

Portfolio: Natural Resource based jobs and Enterprise

Measure: We increase the number of visitors to our key sites

Business Plan focus for 2013/14: Coed y Brenin Visitor Centre building extension project is completed & there is an increase in visitors at our key forestry visitor centres & sites”

Targets/Milestones	When	Status	Actual
=>250,000 Visitors	July 2013	Achieved	350,000
Coed y Brenin extension completed	November 2013	On target	
=>500,000 visitors	March 2014	On target	

What we have done so far:

Visitor numbers: We have been using our website, local media, group visits and leaflets to further promote our key forestry visitor centres and sites. These include Snowdon, Ynys Las, Coed y Brenin, Cadair idris, Oxwich, Stackpole, Newborough and Newport wetlands. Visitor numbers have increased compared to the same period in 2012 (300,000 visitors). This may be related to the warm dry weather over the summer.

Coed y Brenin: We are on schedule with making improvements to the visitor centre at Coed y Brenin; the main structural work for the extension is completed and work is now progressing on the inside fixtures and fittings. The project is running within the allocated budget of £300K

What we are going to do next:

Visitor numbers We are reviewing locations for our existing visitor counters to ensure we are able to collect as much relevant data as possible.

Coed y Brenin:We are planning a re-launch event for Coed y Brenin, inviting high profile mountain bikers, together with members of the local community, and schools from Dolgellau to try out the new facilities.

Example

Measure: We help to deliver actions in the Wales Coastal Access Improvement Plan

Business Plan focus for 2013/14: We work with partners to help deliver the actions in the Wales Coastal Access Improvement Plan”

Targets/Milestones	When	Status	Actual
50 km of coastal access improved	August 2013	We are not where we planned we would be	10 km improved access
=>100,000 more visitors	March 2014	We are not where we planned we would be	20,000 more visitors

What we have done so far:

The Wales Coastal Access Improvement Plan is a two year Welsh Government funded programme of £1.15million that we administer. It brings about improvements to coastal access, through Local Authorities access projects. We expect 50Km of improvements to be achieved in 2013/14, designed to bring economic benefit to Wales through an increase in visitor numbers to the Welsh coast. Access improvements are expected from the following Local Authority areas: Ceredigion (25KM) and Flintshire (10Km) and Vale of Glamorgan (15Km).

The improvements delivered in Vale of Glamorgan are 10kms of path reinstatement together with renewal of 10gates and new signage designed to encourage and make the path in the Ogmore area easier and more enjoyable to use.

What we are going to do next:

We are ‘not where we planned to be’ as Local Authorities are still checking on project progress in order to report on delivery. We will obtain the latest reports from the Local Authorities, and update the programme position accordingly, and ensure all Local Authorities are aware of the deadlines they need to meet. This work will be completed by June.

We will be publishing a full report on the work of the Wales Coastal Access Improvement Plan later this year. The report will show in depth how the improvements made as part of last year’s programme have made a difference to Wales.

Measure: Timber is delivered to market

Business Plan focus for 2013/14: “5.52 Timber is delivered to market (860,000 m3)”

Targets/Milestones	When	Status	Actual
400,000 m3 of clear fell timber Is delivered to market	May 2013	Nearly on target	390,000m3
99,000 m3 of timber from thinning Is delivered to market	May 2013	Nearly on target	77,000m3
619,000 m3 of clear fell timber is delivered to market	October 2013	Nearly on target	612,000m3
201,000 m3 of timber from thinning Is delivered to market	October 2013	Nearly on target	179,000m3
860,000 m3 of clear fell timber Is delivered to market	March 2014		
179,000 m3 of timber from thinning Is delivered to market	March 2014		

What we have done so far:

A total of 791,000m3 has been achieved to date against a target of 820,000m3. We are within 5% of the planned output.

These volumes were achieved with a 10 % reduction in expenditure, and a 10% higher income than expected, and was achieved despite felling required as a result of *Phytophthora ramorum* infection.

What we are going to do next:

Dealing with the impact of the *Phytophthora ramorum* infection has meant we are just short of our target, but we will continue to monitor carefully throughout the next year - Ensuring a steady supply of timber is brought to market, and giving confidence to our customers.

Measure: More woodland estates are thinned

Business Plan focus for 2013/14: “5.53 More woodland estates are thinned (are least 2,500hectares)”

Targets/Milestones	When	Status	Actual
500 hectares of forestry is thinned	May 2013	We are not where we planned we would be	400 hectares
1,500 hectares of forestry is thinned	July 2013	We are not where we planned we would be	1,000 hectares
2,500 hectares of forestry is thinned	March 2014		

What we have done so far:

We aim to thin at least 2,500 hectares of woodland on the Welsh Government estate per year, removing, as a rule of thumb, 67 m³ timber per hectare. Currently this year we are behind schedule, as indicated by our volume figures

What we are doing next:

We are letting a contract which will survey thinned sites in detail to give a truer picture of the area thinned, rather than using a volume figure and conversion factor. This will also help us improve future long term planning and information for our suppliers and contractors.

Measure: Management plans for the Dee and Burry Cackle fisheries are in place

Business Plan focus for 2013/14: “5.54 Management plans for the Dee and Burry Cackle Fisheries are in place”

Targets/Milestones	When	Status	Actual
Dee and Burry Inlet Plans consultations are completed	May 2013	We are not where we planned we would be	Dee Plan consultation completed Burry Inlet Plan consultation incomplete
Dee and Burry Inlet Plans are publically launched	October 2013		
Dee and Burry Inlet Plans their implementation are reviewed	March 2014		

What we have done so far:

We aimed to complete both the Dee and Burry Cackle fisheries management plans this year. A Cackle Management Plan for the Dee Estuary has been completed. We have drafted a Burry Inlet Cackle Management Plan and carried out the public consultation which ended during the Autumn 2012, but do not expect the plan will be completed this year

What we are going to do next:

Burry Inlet Cackle Management Plan:

We are currently considering the responses from the public consultation and also need to complete an assessment in line with the Habitats Directive and be considered by the NRW Legal Team. Following this the Plan will then go to Welsh Government for determination. Indicative timescales indicate this will be a minimum two year process.

Dee Cackle Fisheries Plan:

We will be communicating the plan via our NRW website and at 4 local public engagement sessions planned during September.

Measure: We further develop our enterprise capabilities

Targets/Milestones	When	Status	Actual
We have defined our Enterprise Strategy	September 2013	On target	
We have identified coal reserve sites for tender	March 2014	On target	

What we have done so far:

What we are going to do next: