

Corporate Dashboard Summary Report

Portfolio: Transition and transformation

What has been achieved:

- 1.1 All the programmes associated with **becoming independent** and having the capability to end reliance on Environment Agency and Forestry Commission services, have made significant progress with programme scoping, developing options, some key decisions, project planning and having project managers all in place.
- 1.2 The **Llanelli Laboratory** has achieved United Kingdom Accreditation Service accreditation for its metals analysis and is on target to be fully operational at the end of March.
- 1.3 We have agreed methods for measuring and capturing cash **savings** and cash and non-cash realisable benefits of three into one savings and will establish a framework to manage this. A Voluntary Early Severance scheme has been initiated which is intended to release between £2-3M. We now have a Partnership Agreement with the Trade Unions and have commenced a joint project to develop proposals for **harmonising Terms and Conditions**. Early opportunities for **accommodation rationalisation** have been agreed along with a plan for developing a full Accommodation Strategy.
- 1.4 To progress a **new approach to natural resource management**, work to establish the required governance for the ecosystem approach and natural resources management has commenced. There has been engagement with National Parks and Area of Outstanding Natural Beauty authorities over the approach and how this fits with the review of their Management Plans.
- 1.5 We aim to produce a non-technical summary of the ecosystem approach for use internally and with external partners.
- 1.6 We have a single response to planning consultations and have initiated a process improvement project for the planning advice function.

What is still to do:

- 1.7 We will soon complete the **definition and planning of the changes** required within Natural Resources Wales. The full scale of which is becoming apparent and it will be important that the whole organisation prioritise this work alongside the completion of day to day work. The Transition team is almost at full complement, the pace of progress has noticeably increased.
- 1.8 The **critical path for the Information Communication Technology** programme to deliver the infrastructure roll out to exit Environment Agency systems by May 2014 is currently incomplete as it is dependant on getting agreed plans from the Environment Agency. This hoped to be complete by the end of August.

1.9 Work to develop **enforcement capability** is progressing well. However, there is urgent work currently being addressed to resolve issues with one of the interim Information Communication Technology supporting systems.

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Portfolio: People management

What has been achieved:

- 2.1 To manage staff numbers, and as part of a **strategic workforce plan**, we have put the Gateway process in place that agrees and authorises whether vacancies can be filled. The voluntary exit scheme is funding an expected 100 full time equivalent staff to leave the organisation this financial year. The strategic work force plan will be developed in the next period.
- 2.2 To ensure staff receive **mandatory training**, skills audit research has been completed and the audit will be launched in September.

What is still to do:

- 2.3 To manage **absence levels** we have collated data from two Human Resource systems and aligned it accordingly. Further work is now underway to assess data completeness and accuracy. The data has been shared at Directorate level with each of the Executive Directors, and there will be further communication to staff and managers to ensure they understand and follow legacy procedures of managing sick absence.
- 2.4 Our aim of reducing health, safety and wellbeing **lost time incidents** to zero is aspirational, and may appear uncomfortable. Further work is needed to establish what a reliable ceiling may be and create an open reporting culture. Work continues to bring together the three Health and Safety cultures and understand Health and Safety risk across the whole organisation. We now have a fully operational Health and Safety Risk Register with a Health, Safety and Welfare Committee that have taken ownership of this register and will agree actions for the risks.

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Portfolio: Financial management

What has been achieved:

- 3.1 **Debt levels and payment performance** remain within target and are in line with previous years. We expect this to continue. We have successfully managed down the opening deficit position on the annual budget. The pressure that remains is for P Ramorum, for which a bid has been submitted to Welsh Government.
- 3.2 **Income** is on target, and the front loaded nature of this means we expect this to continue.
- 3.3 We have successfully brought together three **procurement** services. There is a challenging opportunity ahead to create appropriate procurement frameworks that deliver the necessary efficiencies. This will involve working with different partners, not just in the Welsh public sector, dependant upon the particular framework or sector.

What is still to do:

- 3.4 **Expenditure** is 7.4% (£2.9m) behind profile at the end of June. This is primarily in the revenue project area where there has been both slippage against project plans and the initial profiles have been shown to be inaccurate. Finance staff are working with project staff in the National Services Directorate to correct profiles and turn the slippage around.

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Portfolio: Service standards

What has been achieved:

4.1 The **Customer Care Centre**, which responds to information requests, has dealt with 13,000 (end of July 2013) enquiries, 95% of which have been dealt with within the agreed Service Level. We have set up and agreed a weekly monitoring and reporting process by the Customer Care Centre against their Service Levels for call and email handling. This includes a focus on particular issues for that week, complaints and commendations as well as a forward look to future campaigns and other projects that will need to be handled. To ensure that resources are managed effectively and service levels maintained this weekly monitoring is reported to the Chief Executive Officer and Director National Services.

4.2 We are on track to carry out the **Welsh Language** skills audit in the autumn, with plans in place to roll out the Welsh Language Scheme and undertake staff awareness.

4.3 There have been 48 **complaints** received, all of which have been dealt with in accordance with the Public Services Ombudsman Wales procedure and there are currently no unresolved informal complaints.

4.4 Our **website** is ranked 78th out of 300 (end of June 2013) in the Central Government ranking (Sitemorse).

What is still to do:

4.5 In **developing our online service** to customer there is a wide scope and significant dependencies with Information Communication Technology and Transition. Finalising and agreeing the necessary Digital Strategy, with preferred options for delivery, may take us beyond the current targets of September for the Strategy and October for a decision on a technical solution for long term website development. We are now reviewing web content against business need and aim to prioritise the remaining migration.

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Portfolio: Environmental quality

What has been achieved:

- 5.1 We are developing a new **Common Incident Classification Scheme** to harmonise categorising serious environmental incidents and to understand the incident information gathered by legacy bodies. This will allow us to develop an appropriate incident indicator for 2014/15.
- 5.2 We have established a group to look at environmental stress relating to recent warm, dry weather.
- 5.3 We continue to liaise with Local Resilience Fora to share information and wider learning.
- 5.4 **Incident reviews** for serious and significant incidents are reviewed; however we are reviewing our geographical incident groups to ensure effective sharing of learning across the business.
- 5.5 No requests for **marine licences** requiring an Environmental Impact Assessments have been submitted to date, however we are aware of two issues in this area that may result in submissions: Liquefied Natural Gas combined heat power in Milford Haven, and the Atlantic Array wind farm. We have agreed a new marine licensing team structure to ensure we have sufficient resources to maintain standards.
- 5.6 We have joined the legacy body approaches to managing issues on **high public interest sites**. There has been an increase in workload in this area despite finite resources. We are currently developing a tracking system for issues management. As a proactive measure we have commenced work on high public interest issues that are not yet of a site specific nature. We will be developing guidance based on feedback from key stakeholders.

What is still to do:

- 5.7 We have set target times for processing **license applications** and established a recording and reporting process. For many regimes this is new and the 95% target is higher than any set by the legacy bodies. The process was tested in May and first used to report for the period to the end of June. Managers now have accurate data to drive the performance of their teams.
- 5.8 Up to the end of June **709 consents/licences** and permits were issued of which 637 were within the timescale equalling 90%. Whilst this is in line with our expected profile it is below our expected goal of 95%. Improvement plans are in place for those regimes that are below our goal to ensure we achieve it by the end of the reporting year. The profile is reported on a monthly basis.

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Portfolio: Environmental resilience

What has been achieved:

- 6.1 Significant work has been undertaken to enable us to speak with a **single voice** when providing environmental evidence. Advice has been provided to Welsh Government on a Welsh Energy Consents Forum and an Energy Island Project Board has been established.
- 6.2 We have been included in the Welsh Government Policy and Planning and Policy Group on Associated Developments and Ancillary Consents.
- 6.3 Significant work has been undertaken to prepare for the Mid Wales Wind farm Conjoined **Public Inquiry** whilst continuing to discuss with developers to identify solutions to help address and resolve outstanding issues.
- 6.4 The format of **Natura 2000 core management plan** templates and guidance has been reviewed and updated to reflect the use and interpretation of the current plans by stakeholders, and casework outcomes. We are working closely Water Framework River Basin Management Planning in order to integrate the planning processes for Natura 2000 and River Basin Management plans. Reviewing the plans will commence in September 2013.
- 6.5 We have been issued with revised certificates and a chain of custody number by Forest Stewardship Council to continue **woodland certification** of the Welsh Government Woodland Estate.

What is still to do:

- 6.6 To give expert advice on the **Habitats Directive** a strategic assessment function now in place in the Governance Unit. This currently considers plans, and will be expanded to cover project work. This will ensure appropriate internal governance, handling and staffing arrangements. We are additionally providing Strategic Environmental Assessment support to the Welsh Government on their developing water policy.
- 6.7 We are engaged with 22 **Nationally Significant Infrastructure Projects**. Four of these projects have been accepted for examination in the next quarter whilst 18 are in the pre-application phase. We are working across Knowledge, Strategy and Planning, Operations (South, North and Mid) to manage the pressure of delivering the four projects accepted for examination.
- 6.8 We have completed 50% of the minor corrective action requests from last year's audit to maintain woodland certification. Reminders have been issued and the Estate management

Forum will meet in September to ensure the remaining 50% are closed off before the next audit in autumn 2013.

6.9 We have successfully established a single point of contact for **statutory planning consultations**, creating an all Wales operational group for raising and resolving issues. All Nationally Significant Infrastructure Project applications have been allocated to nominated Director leads to ensure appropriate oversight. However, this system for responding with a single voice to planning consultations is effort intensive and work is underway with Transition staff to develop new systems although there are some significant technical system challenges ahead. Additionally we are building on our learning to develop a prioritised operational framework to support staff in working within the wider purpose of NRW.

6.10 We will be seeking to bring planning services together between North and Mid Wales and within South Wales Directorate to maximise opportunities for a consistent, effective, efficient and integrated service and will implement short and long term changes to ensure we meet business targets.

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Portfolio: Natural Resource based jobs and enterprise

What has been achieved:

- 7.1 Building work has completed at the Coed y Brenin visitor centre and trail signage is currently being erected. The target of 50,000 **visitors** has been exceeded with the next quarterly report, due in September, expected to show approximately 80,000.
- 7.2 **The Wales Coastal Path** won the prestigious Silver Jubilee Cup as the overall winner in the Royal Town Planning Institute's Award for Planning Excellence.
- 7.3 Profiles for both offering **timber to market** and woodland thinning are ahead of target.
- 7.4 A draft **management plan for Burry Inlet** was presented for public consultation in August 2013. A range of interested parties attended including local authorities, processors and licence holders. Responses have been collated and the plan amended where appropriate. The need for a second consultation is being considered with an expected submission date to Welsh Government of October 2013.
- 7.5 The **Enterprise Framework** for developing enterprise capabilities was presented to the board in July and revenue forecasts are being developed. The identification of enterprise opportunities and moving them to feasibility will be a continuous activity.

What is still to do:

- 7.6 The target of issuing 11 offer letters to local authorities relating to their **Coastal Access Improvement Programmes** was met, but the final letter was three weeks beyond the target date of the end of June.

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Portfolio: Flood Risk and Incident Management

What has been achieved:

8.1 In managing **outbreaks of plant health pests and diseases** a number of surveillance flights have taken place to assess the major increase in areas of Larch affected by P Ramorum.

8.2 We have attended, with partners, outbreak management meetings for Chalara and P Ramorum as well Acute Oak Decline. We have organised and run 2 Chalara seminars for land owners and land managers in conjunction with Forest Research highlighting the current position and future management options. Operations teams have undertaken necessary planning on sites identified as infected and felling has begun in some outlying stands at the periphery of the P Ramorum outbreak and to undertake a chemical treatment trial. Further forest health days are being organised.

8.3 Our **Flood Risk** Capital budget is £17.6 million this year, and we have recently bid for and received an additional £2.0m from Welsh Government. There are over 150 projects in the capital programme and listed below are the schemes that will reduce the risk of flooding to properties this year.

Project	Houses	Businesses	Status
Ffordd Isa (North)	40		
Prestatyn Tidal Embankment (North)	100		
Crofty (South West)	27		Complete
Higher Ferry (North)	128	145	Complete
Ystradgynlais (South West)	228	16	Complete
Llanfair TH (North)	33		
Pontblydden (North)	15		
Total	652	161	

8.4 We are also progressing major schemes at Fairbourne, Swansea and Pontarddulais and these are planned to be completed in 2014/15.

8.5 Of particular note is the **Ystradgynlais Flood Risk Management Scheme** (£2.5m) completed in May 2013, reducing the risk of flooding to 228 homes and 16 businesses. The flood walls were designed to reflect the local character at each location through different materials and construction techniques. Environmental outcomes included a small wetland meadow and 20 bird and bat nest boxes, made by a volunteer group, and installed in a local nature reserve.

8.6 603 more properties are now signed up to **Floodline Warnings Direct** which is a free service sending people a direct message when flooding may affect their property. This represents 57.2% of properties at risk being signed up to this service. (Actual figures are 93,499 properties signed up and 163,356 properties at risk). We are on target to achieve an increase of 2,380 more properties by the end of the year, which is our target of 58.2%. Promotion work for this service will continue.

8.7 To manage the risk of **tidal surge flooding** we are providing Local Resilience For a with access tidal inundation maps.

8.8 Since establishing an operational **Flood Forecasting Service** in September 2006 we have increased the coverage of our community based flood forecasting service and have added 23 new coastal locations along the South West and North Wales coast which are at risk from storm surge and/or wave overtopping. We continue to work with UK Coastal Monitoring and Forecasting to better understand forecasting capabilities and uncertainties in storm surge forecasting for the Severn Estuary and ensure any identified improvements are prioritised and taken forward

What is still to do:

8.9 In managing outbreaks of **plant heath pests and diseases** we have submitted a bid to Welsh Government with a proposal to manage a P Ramorum over the next decade. This is part of ongoing discussions to develop a P Ramorum disease management strategy. Tree Health Policy is a Welsh Government responsibility and we are their advisors on the development of Disease Management Plans. Until the bid and discussions are concluded the approach will be to undertake management at the periphery of the outbreak where it would be most effective in slowing the disease. This will mean the infections in North and Mid Wales will be managed in accordance with the existing strategy, whilst the approach in South Wales awaits the ongoing dialogue with Welsh Government.

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Portfolio: Health, wellbeing and community involvement

What has been achieved:

9.1 We have made offers to all local authorities for their annual **Rights of Way Improvement Programmes** and annual output reports for the previous year are being prepared.

9.2 Forest Research has successfully completed the **iTree** Eco data collection phase and analysis is now underway. Additional funds have been secured to support a study into the long-term benefits of undertaking iTree Eco studies. We will test the practical impacts of the iTree assessment as part of a Wrexham based study by commissioning research to identify any changes in attitudes towards urban trees, beliefs about the contributions made by urban forests to ecosystem services delivery, policy, or institutional arrangements. We will also continue dialogue with Neath Port Talbot County Borough Council and with Ceredigion County Council regarding future urban tree planting programmes.

9.3 At the end of June 5839 people are more prepared for flooding through **our Flood Awareness Wales** work. Preparation includes having a flood plan; volunteering as a Flood Plan Lead for their Community and/or signing up to receive Flood Warnings and knowing how to respond to them.

9.4 Natural Resources Wales owns and maintains 4035 **flood risk assets** in addition to inspecting a further 2154 third party assets. The budget for flood risk maintenance work is £5.6m. At the end of June 98.2% of flood risk assets in high consequence systems are at target condition. A further 30 assets need to be brought up to condition to achieve the target of 99%. Lists of relevant assets are with local delivery teams to let delivery contacts for the required work

What is still to do:

9.5 In delivering the **Come Outside!** Project we are behind in commissioning consultants to implement a Monitoring & Evaluation Plan. We have established a task group to specifically look at this area of the project and bring it back on target. However good progress has been made in other elements of the project and we have held workshops for Communities First Clusters in Newport East, Cardiff West and Wrexham Urban Villages. These were well attended and generated a series of project 'offers' to take to local communities. We have carried out scoping exercises and established databases of key partners to be invited to workshops in Mid Valleys East (Caerphilly), Barry and Gwynedd. We have started the scoping processes in Merthyr Tydfil, Swansea and Rhondda Cynon Taf.

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Portfolio: Understanding our impact

What has been achieved:

- 10.1 In response to Ministerial statement on **Marine Protected Areas** (MPA) a working group has been established to take forward gap analysis work which includes Welsh Government representation. Liaison is also taking place with Joint Nature Conservation Committee (JNCC).
- 10.2 JNCC has let a contract to identify persistent areas of high density for Harbour Porpoise (and bottlenose dolphins) in UK waters.
- 10.3 **Special Protection Area (SPA) colony extensions** are going ahead and preparations are being made for consultation later in the year. We are continuing to work with JNCC on related issues.
- 10.4 We aim to agree a work programme with Welsh Government for marine SPAs in September and complete a MPA network stock take and features list by December.
- 10.5 We will also produce, by October, a report on our role in marine planning and resource management, including the available evidence base.
- 10.6 We have an Environmental Policy Statement with agreed Objectives and Targets which is displayed at each office. We have secured **ISO 140001 accreditation** for 2013 for 2 of the legacy elements. The final element is expected to be audited in September and completed by November.

What is still to do:

- 10.7 Development of the **Environmental Management System** is progressing well and due to be completed before 31 December to allow the external audit to be carried out before 31 March 2014. Although all three legacy bodies had ISO 14001 there is still much to do to achieve this for our new Environmental Management System, not least bringing our measurement and data reporting together. Procurement of an external auditor to carry out the accreditation is underway and we expect them to be in place by November 2013.