

Board Paper

12th February 2013

Paper Title	Draft Corporate Plan Draft Business Plan 2014 - 2015
Paper Reference:	NRW B O 6.14
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Purpose of Paper:	Discussion
Recommendation:	The Board is asked to: 1. Note progress in preparing final drafts of the Corporate and Business Plans for 2014 onwards. 2. Endorse the Plans for Ministerial endorsement, confirming the Board's role in governance and scrutiny.
Decision Required:	Not applicable

Impact: To note – all headings might not be applicable to the topic	Impact on the Environment: Corporate and Business Plans indicate how we expect to achieve environmental outcomes. Impact on the Economy: Corporate and Business Plans show how our activities will help the economy. Impact on Community: Corporate and Business Plans demonstrate the work we are doing with communities. Impact on Knowledge: Corporate and Business Plans set out the understanding required to support our delivery plans.
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Issue

1. This paper, and its annexes, provides the Board with final drafts of the Corporate and Business Plans. The Board is asked to endorse the Plans, confirming the Board's role in governance and scrutiny so that we can submit the plans to the Welsh Government. We expect to publish final Corporate and Business Plans in March 2014.

Summary

2. The paper and annexes set out our Corporate and Business Plans. As a new organisation, the Corporate Plan represents our intended 3 year journey. Whilst we will have a focus on delivery throughout this period, the first of these 3 years, as shown in our 1 year Business Plan focuses on how we will further develop our integrated and collaborative working and designing and embedding the ecosystem approach. We are proposing a cross cutting programme approach to delivery over those 3 years, focussing on outcomes and thereby making our contribution to the shared outcomes we have agreed with Welsh Government. Within the programmes we indicate our focus areas / actions, how we will allocate our resources and how we expect to track progress. Tracking and monitoring progress will be achieved through a corporate performance dashboard that will be reported to the Board and Welsh Government on a regular basis. We would welcome the support of members of the Board in taking forward the indicators and measures to finalise the Performance Framework.

Background

3. The Corporate Plan has been developed over the past 9 months, involving 10 dedicated stakeholder workshops with input from 130 organisations, presentations to specific sector groups, the Board, the Executive Team, Welsh Government and staff sessions attended by circa 400 staff. We also ran a public consultation from 4 November 2013 to 10 January 2014. We have received nearly 90 formal responses to this consultation. During and subsequent to this consultation, Executive and Leadership Teams have undertaken work with their staff to prepare and refine drafts of a Corporate Plan for 2014 – 2017 and a Business Plan for 2014 – 2015, with indicative focus areas / actions for a further 2 years. The Executive Team has endorsed the plans. Consideration of the key messages and views arising from the consultation responses have been built into the finalised draft Corporate Plan and Business Plan. Responses included, for example, the need to provide more detail about our actions and resource allocations, clear explanations of what we mean by the ecosystem approach and other key terms, and early and local engagement with partners to jointly develop projects. A summary of responses to the public consultation will be published at the same time as the Corporate Plan. We have also worked with Welsh Government officials to ensure that Ministerial priorities, such as those indicated in the Autumn Ministerial Statement, '*Shaping a more Prosperous and Resilient Future*', have been fully reflected in our plans.
4. The final drafts of the Corporate Plan and Business Plan are shown at annexes A and B. They are both structured around 5 'Good' programmes: - Good Environment, Good for People, and Good for Business, Good Knowledge and Good Organisation. The Corporate Plan sets out Natural Resources Wales' outcomes together with indicators which demonstrate our contribution to the wider shared outcomes set by Welsh Government. The Business Plan sets out the detail – what areas of work we will focus on and a set of targets and measures to monitor our progress. Therefore, the indicators in the Corporate Plan are Wales wide or environmental indicators that we make a contribution to but do not deliver alone, while the measures in the Business Plan are those that we have more control over through our actions and interventions. The Corporate and Business Plan, together with their

respective indicators and measures, will form the Performance Framework for Natural Resources Wales.

5. The Executive Team has agreed a number of actions that has reduced our overall budget deficit for 2014-15 to between £2m and £3m – which will be shown as over-programming in the opening budget. Some of these actions, for example dealing with *Phytophthora ramorum* on the Welsh Government's woodland estate, are bids that have been submitted to Welsh Government for further funding, such as Invest to Save.
6. The opening budget has also been aligned to our programmes and is shown in the Business Plan. Work on producing the detailed budgets will continue and an update will be submitted to the next Board meeting.
7. Indicators are proposed for each of the five programmes, with baselines where possible, and suggested trends. Targets and measures are shown in the Business Plan, with outline proposals for Years 2 and 3.

Next Steps

8. The final drafts of the Corporate Plan for 2014 – 2017 and a Business Plan for 2014 – 2015 will require submission to Welsh Government for consideration and Ministerial endorsement before they can be launched.
9. The indicators focus areas and measures together form the performance framework. This will consist of: the ongoing assessment of indicators, looking to assess progress in outcome delivery (a rolling Corporate Plan), and the Corporate Dashboard to assess delivery of Business Plan targets.
10. Directorates will each prepare their Delivery Plans to set out the work they will undertake to deliver the Business Plan targets. These will then be translated into individual performance plans. Directorates will also be preparing their detailed budgets.

Risks

11. The main risk to delivery of the Corporate Plan for 2014 – 2017 and Business Plan for 2014 – 2015 is the timetable for Ministerial endorsement. This risk has been mitigated by ongoing dialogue with officials and by ensuring, for example that identified Ministerial priorities have been properly considered and included. Engagement is being undertaken with officials in the Department for Natural Resources and Food to manage this and get endorsement before the end of March 2014.

Financial Implications

12. There are no financial implications in producing a Corporate Plan for 2014 – 2017 and a Business Plan for 2014 – 2015 aside from small publication and launch costs. Both plans have been aligned to our predicted resource and income streams.

Communications

13. Communication officers are part of the team delivering the Corporate Plan for 2014 – 2017 and Business Plan for 2014 – 2015. Their involvement is to oversee the preparation of documents and handle press and media surrounding their launch. Communication co-

ordination will be undertaken with Welsh Government as the plans will require Ministerial agreement.

Equality impact assessment (EqIA)

14. An EqIA will be required for the Corporate Plan and we are working with Diverse Cymru to undertake this; its results will be published alongside the Corporate Plan in March 2014.

Index of Annex

Annex A – Final Draft Corporate Plan for 2014 – 2017

Annex B – Final Draft Business Plan for 2014 – 2015