

Board Paper

14 May 2014

Paper Title	Corporate Dashboard – Our performance for 2013/14
Paper Reference:	NRW B B 37.14
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Purpose of Paper:	To consider the year end report of the Corporate Dashboard for 2013/14
Recommendation:	The Board is requested to: • Endorse the performance report
Decision Required:	Not applicable

Impact: To note – all headings might not be applicable to the topic	Impact on the Environment: The Corporate Dashboard indicates progress against our priorities for the first year for the environment Impact on the Economy: The Corporate Dashboard indicates progress against our priorities for the first year to support the economy Impact on Community: The Corporate Dashboard indicates progress against our priorities for the first year to support communities Impact on Knowledge: The Corporate Dashboard provides evidence in support of decision making for the organisation and its work
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Issue

1. The Corporate Dashboard demonstrates our performance in delivering the priorities of the Business Plan and Remit Letter. This paper provides information on performance for the year end position 2013/14. It will inform the content of our first Annual Report.
2. During our first year we concentrated on ensuring there was business continuity for the range of services we provide and setting out to deliver the benefits of the business case. Further detail of this is provided in the report we submitted to the National Assembly Environment and Sustainability Committee for 8 May 2014; attached at Annex 3.

Summary

3. The Board is requested to note the performance across the 46 measures of the Corporate Dashboard (Annex 1):
 - 33 “green” (previously 28);
 - 9 “amber” (nearly (within 10%) on target) (previously 15);
 - 4 “red” (indicating we are not where we planned to be) (previously 3).
4. Trend information showing how the measures have altered since the last update of the dashboard is contained within the Corporate dashboard (Annex 1)
5. Detailed analysis is shown in the summary reports (Annex 2). Specific points to note in relation to the performance measures are as follows:
6. The updating of Natura 2000 Management Plans is, as expected, “red” at the year-end. The staff time used to undertake this has been diverted to address the significant volume of delayed input to Glastir agreements which supports Welsh farmers and delivers direct environmental improvement. We have recommenced this work and will continue as planned during the 2014/15 financial year so we are “green” by year end.
7. Our response to planning consultations is “red” at the year-end. We have seen a significant increase in Nationally Significant Infrastructure Project workload (with five projects entering the examination phase since April 2013), significant Local Development Plan consultations, and a number of other major high profile planning cases. We have prioritised our engagement on Nationally Significant Infrastructure Projects and Local Development Plan work over day to day casework. We continue our effort to improve the planning service by implementing improvements identified by our review including how to provide more standing advice and thereby reduce the number of applications received, giving greater scrutiny to those we receive and developing more efficient processes to reduce duplication and multiple hand over links seen in the current process. This remains our focus for 2014/15.
8. We continue handling our work on Habitats Directive advice by forming project teams to address specific cases so that we give 'single voice' advice on new developments in sensitive locations. Internal legal advice has been provided and this will be reviewed early in 2014/15 as part of developing our guidance. We will continue reviewing legacy body interpretation, guidance and documentation to

identify any significant inconsistencies in the handling and the interpretation of relevant legislation. We will agree any changes required, taking account of relevant government policies, and develop Operational Instructions as required.

9. We have attended 85% of serious environmental incidents on time and continue to have a full de-brief for these incident so that lessons are learnt. The main reviews we have been involved with this period relate to the storm surges and flooding during the winter of 2013/14. We have not attended some serious environmental incidents within the timescales we aim to.
10. In becoming independent of our legacy bodies and delivering the benefits from the Business Case we achieved all the planned Forestry Commission service exits and 10 of the 16 planned Environment Agency service exits. We have not been able to exit all the Environment Agency services as fast as originally planned, largely owing to the complexity of Environment Agency outsourced Information Communication Technology. The remaining Environment Agency service exits have extended into 2014/15.
11. The Business Case related to the creation of Natural Resources Wales had a target of £158m of savings over the first 10 years, of which £90m would be set up by 2014/15. We estimate that at the end of 2013/14 we will have created savings worth £5.5m per year, accumulating to approximately £47m by year 10. We estimate other proposed changes will increase the annual savings to approximately £21m per year by 2018/19, accumulating an additional £123m by year 10. This gives us confidence that we will be able to realise the business case benefits of £158m by the end of the 10 years. Our current forecast benefit profile is behind the Business Case profile in 2014/15, but returns to the Business Case profile for 2016/17
12. In managing outbreaks of plant heath pests and diseases we have been working in line with the revised *P ramorum* Disease Management Strategy. As of September 2013 29% of the area of infection had been felled or otherwise suitably treated. We expect this figure to improve significantly when we are next able to assess the position in the first quarter of 2014/15. There has been major increase in the spread of the disease during 2013/14, with the vast majority of the increase on the Welsh Government Woodland Estate. To manage this we have already cleared 289 hectares of larch, and are working on clearing a further 391 hectares.

Background

13. The Corporate Dashboard and reporting process was approved for use in monitoring performance against the 2013/14 Business Plan by the Board at its meeting on 9 July 2013. Our Business Plan for 2013/14 responded to our first Remit Letter. The Corporate Dashboard represents a set of measures chosen to best demonstrate delivery of our plan, the Remit Letter and addressing the most important risks facing us.
14. Our first Remit Letter from the Minister Natural Resources and Food indicated that we should pay particular attention to:
 - Delivery of Business Case Benefits

- Ensuring Business Continuity
 - Undertaking Enforcement
 - Ensuring Incident Response
 - Taking forward the Ecosystems Approach
 - Specific priorities on Flood Risk Management, supporting jobs & businesses, Access & Recreation, plus the urban environment
 - Developing our first Corporate Plan 2014-17
15. The first report of the Corporate Dashboard, for April to July 2013, was considered at the Board meeting on 4 September 2013, and the second report, for August to December 2013, at the Board meeting on 12 February 2014.
 16. The Corporate Dashboard, in Annex 1, displays performance information on 46 prioritised measures. In Annex 2, we provide 10 summary reports that give detail on what has been achieved and what is still left to do.
 17. The Executive Directors have scrutinised performance for all 46 measures. During the year the advice of the Board sub group, for example to provide trend information and links to Ministerial priorities, have been taken on board and included in this end of year report.
 18. The Executive Directors have carried out accurate reporting along with robust review and challenge in completing the dashboard.
 19. The Board has a legal duty to oversee and direct Natural Resources Wales and is accountable to Welsh Government. It has a governance role in scrutinising performance of the organisation and holding the executive to account. The Board additionally has a role in reporting performance to the Minister for Natural Resources & Food.

Next Steps

20. The Board is requested to endorse the performance as given in the Corporate Dashboard so it can be reported to the Minister for Natural Resources & Food and external stakeholders. The full report will additionally be issued to Sponsorship officials within the Minister's department, who will advise the Minister and share with other relevant Ministers.
21. The Board sub group have provided advice on developing a Performance Framework for 2014/15 which will include a Corporate Dashboard. This advice builds on the Corporate Plan 2014-17 and Business Plan 2014/15. It uses the experience of the first year's Corporate Dashboard and work has looked at cross referencing between our plans, risk registers, Ministerial Remit Letter priorities and previously raised Board interests such as innovation and partnerships to provide the most appropriate suite of measures.. Welsh Government have confirmed reporting can continue to be undertaken three times a year, as this has been seen to be robust whilst delivering a resource efficiency. The Performance framework will be considered by the full Board on 14 May 2014 and developed to report the first four months performance of 2014/15 at the public session of the October Board meeting.

Risks

22. Without proper scrutiny of our performance there is a risk that we would fail to deliver the priorities of our business plan which would lead to damage to our reputation.

Financial Implications

23. There are no significant financial implications in providing this performance report.

Communications

24. The Corporate Dashboard requires communication to the Minister for Natural Resources & Food.
25. A copy of the Corporate Dashboard performance will be placed on the Natural Resources Wales Website to inform the public.

Equality impact assessment (EqIA)

26. Not Applicable

Index of Annex

Annex 1: Corporate Dashboard (Year end 2013/14)

Annex 2: Corporate Dashboard Summary Reports

Annex 3: Report to National Assembly Environment & Sustainability Committee