

OFFICIAL – SENSITIVE

10 February 2015

Paper Title	Business Plan and Budget for 2015-16
Paper Reference:	NRW B B 6.15
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Purpose of Paper:	Approve the 2015/16 Business Plan and Budget and recommend the plan and budget to the Minister for Natural Resources
Recommendation:	Agree the 2015/16 Business Plan and Budget
Decision Required:	Yes

Impact: To note – all headings might not be applicable to the topic	Impact on the Environment: Developing a Business Plan and Budget aligned to our Purpose and which shows effective and efficient use of our resources will help target our delivery to ensure we have a positive impact on our environment.
	Impact on the Economy: Developing a Business Plan and Budget aligned to our Purpose and which shows effective and efficient use of our resources will help target our delivery to ensure we have positive impact on the economy, support businesses in Wales and demonstrate value for money to customers that we charge for our service.
	Impact on Community: Developing a Business Plan and Budget aligned to our Purpose and which shows effective and efficient use of our resources will help target our delivery to ensure we have positive impact on people and communities in Wales.
	Impact on Knowledge: Developing a Business Plan and Budget aligned to our Purpose and which shows effective

	and efficient use of our resources will help ensure we have the evidence and knowledge we need to make informed decisions.
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Issue

1. Our Business Plan and Budget for 2015/16 requires approval from the Board before it is recommended to the Minister and subsequently published.

Summary

2. The Business Plan 2015-16 outlines our work plan for the second year of our 3 year Corporate Plan. It also sets out how the context and operating environment in which we work has changed since publication of our Corporate Plan in April 2014. The Plan includes the requirements from our Remit Letter and sets out a balanced budget for the financial year. We have developed the Business Plan using discussions with the Board on priorities, input from our 'Good for ' theme Boards, consideration of innovation and new ways of working and the need to deliver the Business Case.

Background

3. We have made significant progress as an organisation in our first two years and our Business Plan for our third year is aimed at us further consolidating the 'foundation' we have established and other actions designed to help 'unlock the potential' for our organisation. During 2014/15, we have delivered a number of significant transition projects, including bringing our ICT functions into a single system for example, as well as restructuring our workforce, particularly in our operational teams to provide improved and more joined up and place-based services for our customers. To help steer the next stage of our development, we have developed an organisational 'roadmap' to set the direction and key milestones, all aimed at helping us achieve the ambition for the management of Wales' natural resources and environment, as set out in our Corporate Plan.
4. To deliver our vision For 2015/16 and beyond, we will undertake work to transform the organisation to ensure that integrated natural resource management is our key focus and underpins all of our work, and that we deliver the benefits identified in the business case. We will do this primarily through 5 Transformation Programmes, each of which will consist of a number of related projects. These Programmes are:-
 - Embedding Natural Resource Management
 - Delivering Customer Focus
 - Developing our People and Teams
 - Improving Efficiency and Service Delivery
 - Developing Enterprise and Business

These programmes will pull together all of the development and improvement actions already embedded in our delivery plans and ensure that they are fully aligned and consistent with our purpose and vision. The Transformation Programmes will therefore help us deliver our business as usual work in new, more effective ways, either by using different approaches or in some cases, adjusting or stopping certain work all together.

5. At the last Board meeting on 3 December we presented an early draft Business Plan and discussed our draft Remit Letter with Matthew Quinn from the Welsh Government. We set out how we intended to achieve a balanced budget, by reducing expenditure in specific areas and increasing our income. Using the feedback we received, along with further work undertaken by the Executive Team we have finalised the Business Plan and balanced the budget, as well as formally responded to the Welsh Government on the draft Remit letter.
6. In developing the Business Plan and Budget for next year we have incorporated initial feedback from the reviews commissioned as a result of the Board session in November. Further work on these reviews will be included in the Improving Efficiency and Service Delivery transformation programme during 2015/16.
7. In addition to these approaches we will be launching an efficiency campaign across Natural Resources Wales aimed at 'Managing with Less', looking at identifying savings across a range of non-staff costs e.g. meetings, travel, printing etc.
8. Collectively, these approaches will put us on a firmer financial platform with a clearer alignment to what we need to achieve and the way in which we wish to operate. Most of the benefits from all these approaches will begin to be realised from 2016/17 onwards.
9. Annex A includes the Business Plan and Budget – 2015/16

Proposals and Next Steps

10. The Board approves the Business Plan and Budget - 2015/16
11. The Board then recommend approval of the Business Plan and Budget - 2015/16 to the Minister for Natural Resources
12. Once the Business Plan is agreed, we will reflect the key deliverables in our Performance Framework and Corporate Dashboard for 2015/16.
13. We will publish the Plan and Budget on our website by 31 March 2015, subject to confirmation from the Minister.

Risks

14. As the Business Plan requires formal approval by the Minister, we have agreed a timeline with Welsh Government to ensure that there is full visibility and input from policy colleagues to the draft Plan

Financial Implications

15. There are no direct financial implications of performing this exercise except for staff time for development of the Business Plan, Workforce Plan and Budget.

Communications

16. Communication of our Business Plan will be primarily via our website

Equality impact assessment (EqIA)

17. We have developed an Equality Impact Assessment to inform the Business Plan.

Annex

Annex A –Business Plan and Budget – 2015/16

Annex B – Remit Letter

Annex C- Summary EQulA