



12<sup>th</sup> May 2016

<b>Paper Title:</b>	Development of the Corporate Plan 2017-22
<b>Paper Reference:</b>	NRW B 28.16
<b>Paper Sponsored By:</b>	Clive Thomas
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<b>Purpose of Paper:</b>	<b>Information / Development / Decision</b>
<b>Recommendation:</b>	<p><b>To note</b> engagement proposals and outputs from Board workshop held on 14<sup>th</sup> April 2016</p> <p><b>To provide comment</b> by correspondence by 23<sup>rd</sup> May 2016</p> <p><b>To agree</b> to a task and finish sub group of the Board working with the Corporate Planning Team between formal Board meetings to finalise content</p> <p><b>To agree</b> to representatives from the Board attending the engagement events as set out in the proposal</p>

<b>Impact:</b> To note – all headings might not be applicable to the topic	<p>How do the proposals in this paper help NRW achieve the Wellbeing of Future Generations Act ways of working in terms of :</p> <ul style="list-style-type: none"> <li>• <b>Looking at the long term</b> – horizon scanning and futures work form part of our approach</li> <li>• <b>Taking an integrated approach</b> – we will be considering work across the whole of Wales and that of other organisations</li> <li>• <b>Involving a diversity of the population</b> – we will invite stakeholders from wide range of organisations representative of communities found across Wales to engage with us and contribute</li> <li>• <b>Working in a collaborative way</b> – we will invite and encourage others to work with us to achieve multiple benefits</li> <li>• <b>Preventing issues from occurring</b> – we will aim to ensure our actions do not inadvertently make issues worse.</li> </ul>
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## **Issue**

1. We are updating the Board on the next steps in our development of the Corporate Plan 2017-22. This will include our plans for wider engagement with a broad range of stakeholders over the summer, and an update of our progress in developing our Well-being objectives as a public body. We would like to use a task and finish sub group of the Board to help us progress this work between formal Board meetings.

## **Background**

2. We need to publish our new Corporate Plan 2017-22 by 31<sup>st</sup> March 2017. Our Corporate Plan will need to be our Well-being statement in line with the Well-being of Future Generations Act (Wales) 2015 and also reflect our new purpose as defined in the Environment Act (Wales) 2016, as well as our pre-existing duties under other pieces of legislation.
3. In order to follow the five ways of working set out in the Well-being of Future Generations Act (Wales) 2015 and as good practice, we need to consult publicly on the content of our proposed Corporate Plan. This content will be based around our draft Well-being objectives which are currently under development with the Board. We have chosen to broaden our consultation into a wider engagement programme, rather than a standard 12 week public consultation period.
4. Timings are such that many of the outputs required by the two Acts above will not be ready in time to inform our Corporate Plan prior to publication. Much of our thinking will need to be based on early drafts of these outputs and we will need to consider updating our Corporate plan periodically as final versions are published.
5. For the Environment Act (Wales) 2015, the State of Natural Resources Report (SoNaRR) will be published by NRW in the autumn, when much of our engagement will need to have been concluded, while the National Natural Resources Policy will be published by Welsh Government at the same time as our Corporate Plan. Area Statements will not be completed until 2019.
6. For the Well-being of Future Generations Act (Wales) 2015, Public Bodies will be developing their Corporate Plans / Wellbeing statements at the same time as ours, while local well-being assessments and local wellbeing plans will be produced by the Public Services Boards over the next few years.
7. Similarly, following the May election, a new Programme for Government will be published, which will steer and be reflected in our final Corporate Plan.

8. This work follows on from and is closely aligned to our Business Area Review work and our Roadmap, as part of a wider programme to transform our organisation and deliver against this new legislation.

### **Our Engagement Programme**

9. Details and dates for our Engagement Programme are shown in **Annex 1**. Our intention is to provide a number of opportunities for both external stakeholders and staff to contribute. This will be through:
  - Face to Face meetings at our main offices and key locations across Wales
  - Specialist webinars with experts and a technical audience, addressing a particular topic or area of work, such as water quality, forestry or climate change.
  - An on-line survey which will collect both quantitative and qualitative information.

This work will take place between June and September 2016. Suggested agendas for the face to face and webinar events for external audiences are shown in **Annex 2**, while an outline of the consultation document and sample questions are shown in **Annex 3**.

10. Information derived from the Engagement programme will then be analysed over the autumn, together with other inputs such as the Programme for Government to produce our final Corporate Plan for publication by 31<sup>st</sup> March 2017.

### **Our Well-being Objectives**

11. Our Well-being objectives as a public body are being developed in conjunction with the Board, and will be the focus for our engagement programme. An early update on this area of work is shown in **Annex 4**.

### **Next Steps**

12. Delivering our engagement programme and working with a task and finish sub group from the Board to progress work between formal Board meetings.

### **Recommendation(s)**

13. That the Board note and provide comment on our proposals and that a task and finish sub group continue to work with us to develop our Well-being objectives, and subsequent content for our on line consultation.

14. We would also like to invite Board members to represent the Board at our face to face events and specialist webinars as appropriate.

### **Key Risks**

15. We have identified the key risks as follows:-

- Ensuring we get the Well-being objectives right – as this will determine both our Corporate Plan and what NRW will be working to achieve in future. Keeping the well-being objectives outcome focussed and simple, and using these as the basis of our consultation should help us achieve this.
- Ensuring we consider draft and final documentation for SoNaRR, National Natural Resources Policy, the Programme for Government etc. as we develop our Corporate Plan. We will do this by careful and regular liaison with those developing these areas of work.
- Ensuring our engagement programme reaches a wide range of stakeholders – we are using a variety of formats and locations throughout Wales and an extensive stakeholder list to ensure that we engage with as many organisations / interested parties as possible.
- Ensuring we engage our own staff in the process and they appreciate the relevance to their own work. We can do this by running parallel internal and external events, ensuring local / specialist staff have an opportunity to input first. We will also need and be inviting members of staff across the organisation to act as facilitators at both face to face meetings and webinars.

### **Financial Implications**

16. There will be costs associated with venues for Face to Face meetings and tea / coffee. These will be kept to a reasonable limit and our own venues will be used where this is appropriate and feasible.

### **Equality impact assessment (EqIA)**

17. The Corporate Plan will require an EqIA

### **Index of Annexes**

Annex 1: Outline of Engagement Programme

Annex 2: Outline agenda for external face to face and specialist webinar events

Annex 3: Outline of draft online consultation document and survey questions

Annex 4: Draft Well-being objectives following Board workshop on 14<sup>th</sup> April.