



**Cyfoeth  
Naturiol**  
Cymru  
**Natural  
Resources**  
Wales

## **Business Plan** **2015/2016**



Noddir gan  
**Lywodraeth Cymru**  
Sponsored by  
**Welsh Government**

# **Our Vision...**

**...Proud to be leading the way to a better future for Wales by managing the environment and natural resources sustainably.**

# **Our Purpose...**

**...is to ensure that the environment and natural resources of Wales are sustainably maintained, sustainably enhanced and sustainably used, now and in the future.**

# Natural Resources Wales Business Plan 2015/16

Welcome to our Business Plan for 2015/16. Our environment and natural resources are under pressure from climate change, loss of biodiversity, the need to create and maintain jobs and the need to produce carbon neutral energy. The only certainty is that we cannot keep doing what we have always done - new sustainable and joined-up solutions must be found to the challenges we face, now and into the future. Given this context, here at Natural Resources Wales we are doing all we can to lead a change in approach, so that Wales' environment and natural resources are sustainably maintained, sustainably enhanced and sustainably used. We recognise that we cannot do this alone and want to use our ability to inspire partners, stakeholders and organisations to work with us to deliver the best results for Wales.



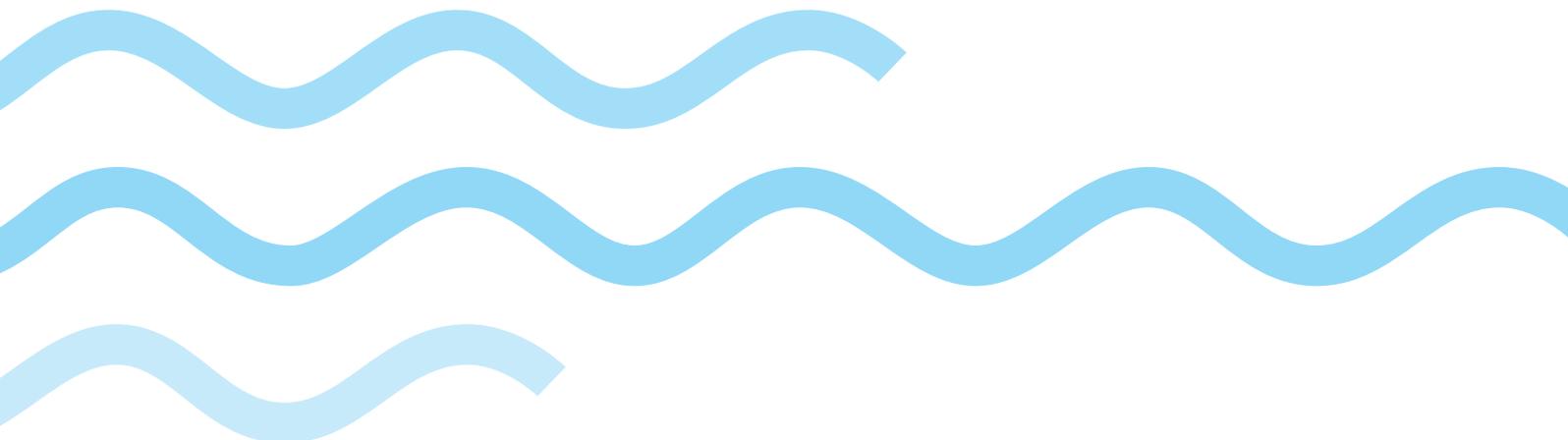
**Natural resource management - working in a holistic way to deliver the best overall benefits for the environment, people and the economy.**

We are now moving into our third year, and the second year of our current three year Corporate Plan. We are still a young organisation but with a clear purpose and a determination to succeed. Building on the strengths of the bodies that preceded us we have already achieved a great deal and are in a strong position to respond to the changing legislative landscape. We have made significant progress in a number of areas to establish our foundations and in particular have begun developing Natural Resource Management as our core approach to the delivery of all our responsibilities.

Natural resource management means looking at a geographical area in a holistic way to deliver the best overall benefits for the environment, people and the economy in that area, and for Wales. This is increasingly becoming central to all our work and is critical to our success. It will eventually be the approach we will use to deliver everything we do. Our three trial areas across Wales are helping us understand how we can make this work in practice and how we can ensure that natural resource management is embedded across all our functions. This approach, combined with how we are going

about planning our work and measuring our performance is fully in line with the requirements of the Well-being of Future Generations Bill which is due to be introduced by the Welsh Government in early 2015/16. By planning and delivering in an integrated way to maximise multiple benefits we will help make a difference to the big issues affecting our natural resources and environment - our changing climate, our continued loss of biodiversity and our aspirations for green growth and energy and the jobs they support.

Our ambition is clear but in common with other public, private and third sector organisations, we face ongoing financial challenges and the need to find new and innovative ways of delivering services as efficiently as possible and perhaps delaying or ceasing some of our activities. We understand that what we do has an impact on others and particularly the partners we work with. We will seek sources of alternative funding and work with partners to achieve this. During 2015/16 we will continue to review our services and will ensure that efficiency and improved Customer Care work hand in hand. We also remain committed to Equality



and Diversity: we recognise that responding to the diverse needs of our staff, visitors and stakeholders will help us develop services that meet the needs of everyone, and attract a workforce representative of the communities we serve.

By working in this way we can build on the success of our first two years. We have reduced costs and improved productivity in ways that will deliver more than £90M of benefit over our first 10 years. Other changes already in the pipeline will bring us close to the £158M business case target (the Business case on which the formation of Natural Resources Wales was based). There are many more opportunities to improve productivity and reduce costs as part of our Transformation Portfolio being launched this year. Our aim is to deliver further examples of efficiencies combined with better customer care, such as our more efficient and timely handling of hydropower licence applications.

We have spent the last two years in transition - building the foundations of our standalone capability and preparing our organisation to fully deliver management of our natural resources in Wales - we are now moving into our transformation phase. This Business Plan sets out how we will continue to 'unlock our potential' during 2015/16 to move towards becoming a 'high performing' organisation.

## What has changed in the last year? Our changing context

Since our Corporate Plan was first published in 2014, several international and UK reports on the environment have been published, while the legislative landscape in Wales and the UK is evolving and has changed. Some of the changes we need to respond to include:

- Publication of the IPCC (Intergovernmental Panel on Climate Change) Fifth Assessment Report on Climate Change in November 2014. This report set out that human influence on our climate is clear and recent climate changes have had widespread impacts on human and natural systems. Substantial emissions reductions over the next few decades can reduce climate risks in the 21st century and beyond, increase prospects for effective adaptation, reduce the costs and challenges of mitigation in the longer term, and contribute to climate-resilient pathways for sustainable development.
- Publication of the NEA (National Ecosystem Assessment) Follow On Report in June 2014. In 2011 the UK NEA delivered a wealth of information on the state, value (economic and social) and possible future of terrestrial, freshwater and marine ecosystems across the UK, and the services they

**We have spent the last two years building the foundations of our standalone capability and preparing our organisation to fully deliver management of our natural resources in Wales**

provide, but also identified a number of key uncertainties. This follow-on phase has further developed and promoted the arguments that the UK NEA put forward.

- The Bill setting out proposals for the Well Being of Future Generations (Wales) which was introduced on 7 July 2014. The Bill aims to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, provided for by securing the sustainable development principle in law. The Bill sets out high level goals and whilst it is yet to receive royal assent, the key requirement of aligning delivery to high level goals is already a central component of our corporate plan and the way we have approached the planning of our delivery of natural resource management. We are therefore well placed to fulfil the Welsh Government's requirement for us to be an exemplar in sustainability and we have been contributing to the development of the Bill and have provided evidence for Stage one of the scrutiny process. We will continue to work with both the Welsh Government and the Welsh Local Government Association (WLGA) and local authorities as the Bill is progressed.
- The Planning (Wales) Bill which was introduced on 6 October 2014, which will enable communities across Wales to benefit from a streamlined system which will support the delivery of the homes, jobs and infrastructure that Wales requires. The Law Commission is also undertaking a review of planning law for England and Wales: a report with recommendations is due to be published in summer 2017.
- Development of the Environment Bill (Wales), following the publication of the white paper in 2013; a draft is in preparation. Natural Resource Management - looking at an area in a holistic way to deliver the best overall benefits for the environment, people and the economy of Wales is an innovative and key approach supporting the Environment Bill. As with alignment to the high level goals as set out in the Well-being of Future Generations Bill, we are already actively developing our delivery response to the Environment Bill as set out in this Business Plan. Through the drafting of the Environment Bill, we have included the use of innovative approaches for regulation to ensure environmental protection with the least burden on businesses and the public.
- Development of the Heritage Bill which is due to be introduced in spring 2015. The Heritage Bill (Wales) will contribute to three principal outcomes: - more effective protection for listed buildings and scheduled ancient monuments, improved mechanisms for the sustainable management of and greater transparency and accountability in decisions taken on the historic environment. We provide comment and advice on the emerging policy and implementation issues and how the Bill and associated policy might impact on the Historic Environment, particularly with regard to our interests.
- Severe storms and coastal flooding over the winter of 2013/14, seriously tested the defences, the response and the resilience of Wales' coastal areas, and affected individuals, communities and the local economy. As a result of these unprecedented events we were asked by the Minister to identify areas for improvement that are influencing the way in which Wales plans for future coastal flooding and severe storms.
- *Phytophthora ramorum*, or Ramorum disease in larch has had a devastating effect on the tree species that makes up almost 10% of Welsh woodlands.

We have worked with both the Welsh Government and the forestry sector to develop an integrated strategy, regulatory and operational response to this major and ongoing outbreak, and take part in the cross government plant and animal health review.

## How our Business Plan and Budget is set out

The Business Plan sets out what we plan to achieve in 2015/16, with indicative actions for 2016/17 and 2017/18. It is based around our five 'Good for' themes and 18 'We will' commitments as set out in our Corporate Plan. The Our Finances section at the end of this Business Plan gives more information on our Budget for 2015/16.

All the 'Good for' themes are interconnected - work we do that is set out under Good for the Environment in the Business Plan can also contribute to the Good for People, Good for

Business and Good Knowledge themes for example. The work we do in each 'Good for' theme is delivered by staff across a number of our Directorates across the organisation.

We want Wales to be a place where our air, land and water are managed sustainably by using **Good Knowledge** to achieve a **Good Environment** that is **Good for People** and is **Good for Business**. We will deliver this through being a **Good Organisation**.

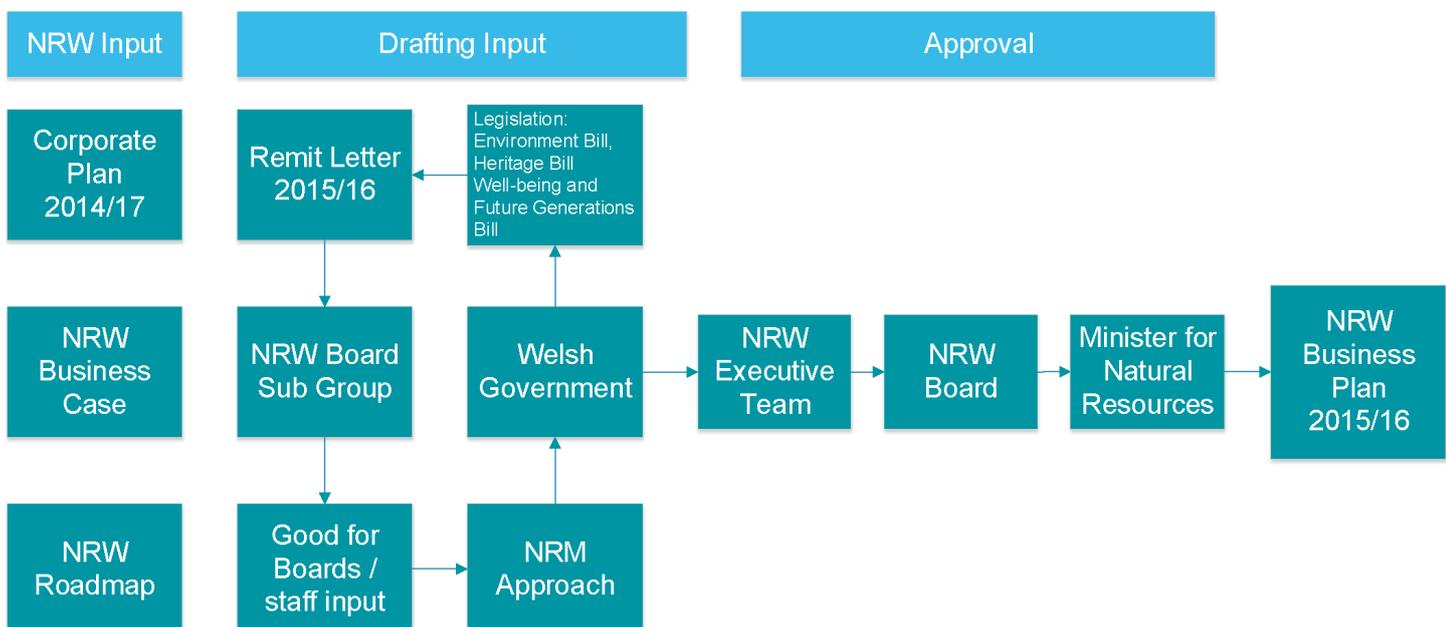
By 2020 we want to be recognised as a world leader in Natural Resource Management. To achieve this we have developed a road map which will move us through a transformation phase allowing us to unlock our potential and become a high performing organisation. We have established five programmes: Embedding Natural Resource Management, Delivering Customer Focus, Developing our People and Teams, Improving Efficiency and Service Delivery and Developing Enterprise and

Business which are designed to transform the organisation and support the We Will statements in the corporate plan. Activities supporting these programmes are shown in **bold** in the following tables. Our Transformation Programme will run over several years and be completed and embedded as business as usual ready for the launch of our next Corporate Plan in April 2017.

By March 2016, when we will publish our next Business Plan, we want to be in a position where our staff restructuring programme is complete, our Transformation Programmes are well established and are yielding results - particularly in making real progress in developing and practising Natural Resource Management, we are realising the benefits set out in our Business Case and we have moved closer to becoming a standalone organisation - all within a balanced budget.

More detail regarding our work and achievements is published in our annual report.

## Inputs and processes for developing our Business Plan:



# Good Knowledge

Gaining wisdom and understanding of our natural resources and how we affect them – using evidence and applying learning from experience, so that we make good decisions.



Our Good Knowledge Board Chair: Ceri Davies, Executive Director, Knowledge, Strategy and Planning

**Our strategic objective:** Use evidence to make decisions and always be open and explain what we are doing and why. Evidence we develop will be shared so it can be used by others.

# Our commitments

**K1: We will develop Wales' approach to integrated natural resource management, using the ecosystem approach as a basis for decision making.**

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
<p><b>Transformation Programme 1: Embedding Natural Resources Management.</b></p> <p><b>Embed Natural Resource Management (NRM) across the organisation working with others acting as a catalyst for change delivering benefits for the people and environment of Wales.</b></p>	<p><b>Develop and define the framework and principles of NRM. This will include explicit reference to the principles of sustainable development and climate change mitigation and adaptation.</b></p>	<p><b>Phased programme of integration of NRM into new policies, strategies and guidance.</b></p>	<p><b>All new policies, strategies and guidance will be aligned to the principles of NRM.</b></p>
	<p><b>Develop NRM engagement approaches for use in our work with communities, partners and stakeholders.</b></p>	<p><b>Implement our agreed approach and seek feedback from partners.</b></p>	<p><b>Implement our agreed approach and seek feedback from partners.</b></p>
	<p><b>Develop a collaborative approach for working with Local Service Boards (LSBs) and future Public Service Boards (PSBs) on provision of evidence to inform the Wellbeing plans required under the Well-being and Future Generations Bill.</b></p>	<p><b>Implement our agreed approach and seek feedback from partners.</b></p>	<p><b>Implement our agreed approach and seek feedback from partners.</b></p>
	<p><b>Prepare for and support scrutiny of the Well-being and Future Generations Bill and the Environment Bill. This will include provision of evidence to inform the Regulatory Impact Assessments.</b></p>		
	<p><b>Ensure ecosystem services is considered explicitly in all cost-benefit appraisal methods/ approaches.</b></p>	<p><b>Implement agreed approach.</b></p>	<p><b>Implement agreed approach.</b></p>
	<p><b>Review existing planning processes to identify opportunities to join up with Area Statement process and principles of NRM.</b></p>	<p><b>Align in prioritised sectors in line with agreed timetable.</b></p>	<p><b>Align in prioritised sectors in line with agreed timetable.</b></p>

Natural Resources Wales Business Plan Commitments

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
	Continue to run the three NRM trials to test and assess approaches to NRM. Draw out the lessons to inform wider adoption of NRM tools and techniques across the organisation and the future production of Area Statements.	Implement lessons learned from NRM trials in new approaches, tools and techniques.	Demonstrate/Evidence how our NRM trials have informed our approach to Area Statements
	Plan our approach to deliver Area Statements.	Develop Area Statements.	Develop Area Statements.
	Make our data available to our staff and partners in the best format to inform NRM decision making.	Implement agreed approach and seek feedback from staff and partners.	Implement agreed approach and seek feedback from staff and partners.
	Optimise external and partnership funding opportunities, to deliver NRM outcomes.	Develop and submit proposals to external funders. Implement approach and seek feedback from partners.	Develop and submit proposal to external funders.
	Capture our learning from all projects in the programme to inform future organisational structures.	Evaluate feedback and share with our Organisational Design and People Management Directorate and Management Tier.	
	Develop a set of narratives, drawing case studies from the trials and the Nature Fund projects demonstrating what NRM means in practice to meet the needs of multiple audiences.	Develop a set of narratives, drawing case studies from the trials and the Nature Fund projects demonstrating what NRM means in practice to meet the needs of multiple audiences.	Develop a set of narratives, drawing case studies from the trials and the Nature Fund projects demonstrating what NRM means in practice to meet the needs of multiple audiences.

## Natural Resources Wales Business Plan Commitments

**K2. We will ensure we have a good understanding of our environment, economy and people in Wales, and of Wales' place in the world, and will continue to review our evidence to ensure that it is fit for the challenges facing the natural resources of Wales.**

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
Agree and publish our overarching Evidence strategy and Action Plan.	Implement appropriate standards for our evidence and methods for ensuring that we attain them.	Monitor standards.	Monitor standards.
	Establish required wider evidence governance groups and processes, working with WG and wider UK partners.		
	Publish annual report on progress of delivery of action plan by March 2016.	Publish annual report on progress of delivery of action plan by March 2017.	Publish annual report on progress of delivery of action plan by March 2018.
Understand our evidence needs developing a risk based approach and make evidence collection a core part of project development work. This will include developing our citizen science networks.	Create a community of practice to identify and help deliver our organisation wide evidence needs, working co-productively with WG.	Regular consideration of evidence needs.	Review effectiveness of approach.
	Produce an annual prioritised list of evidence needs and how it will be delivered.	Produce annual prioritised list.	
	Complete the development of our environmental data archive.		
<b>Develop the SoNaR Report (State of Natural Resources Report)</b>  as part of Transformation Programme 1: Embedding Natural Resource Management.	<b>Identify and agree resources required to produce the first full SoNaR Report in line with the requirements set out in the Environment Bill, working with contributing partners, and building in our findings from NRM trails, shoreline management plans and our flood work.</b>	<b>Publish the first SoNaR Report in line with the statutory timetable.</b>	<b>Begin development of second SoNaR Report.</b>  <b>Implement plan to fill evidence gaps for future SoNaR reports, linking to our Evidence strategy and action plan and working with Welsh Government.</b>
<b>Review our monitoring programme so that it delivers the requirements of NRM in as cost effective manner as possible</b>  as part of Transformation Programme 1: Embedding NRM.	<b>Following scoping work from 2014/15, deliver a detailed strategic monitoring review by December 2015. This will include the use of citizen science and crowd source data, and can be set in the wider context of monitoring reviews taking place across Wales and England.</b>	<b>Begin to implement an annual monitoring programme that rationalises our resource needs.</b>	<b>Monitor our revised programme to ensure continued effectiveness.</b>

Natural Resources Wales Business Plan Commitments

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
Develop and deliver our evidence base, and archive our existing information.	Deliver the evidence base to underpin our operations and advice, working co-productively with WG and other partners.	Continue to deliver the evidence base to underpin our operations and advice, working co-productively with WG and other partners.	Continue to deliver the evidence base to underpin our operations and advice, working co-productively with WG and other partners.
	Expand and develop our evidence partnership opportunities and seek to share and influence the research agendas of others, including building on our academic partnerships with Universities.	Develop our academic partnerships including shared facilities and training.	
	Develop our Futures work, including scenario exploration and horizon scanning to inform future planning.	Continue our Futures work, including scenario exploration and horizon scanning to inform future planning.	Continue our Futures work, including scenario exploration and horizon scanning to inform future planning.
	Create archival collections of NRW internal and externally commissioned reports consultations and other corporate publications.		

**K3. We will develop and manage a sound evidence base to support our strategic and operational decision making and inform decision making by others.**

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
<p><b>Publish and implement our Knowledge Management Strategy and Action Plan.</b></p> <p><b>Part of Transformation Programme 4: Improving efficiency and service delivery</b></p>	<b>Implement our Knowledge Management strategy.</b>	<b>Publish annual report on progress of delivery of action plan by March 2017.</b>	<b>Publish annual report on progress of delivery of action plan by March 2018.</b>
	<b>Provide new NRW data and information services, including a public register through our website and the Welsh Government Portal (Lle) in 2015.</b>	<b>Undertake a process review of data and information management practices.</b>	<b>Ensure we have a customer view on our data and information.</b>
	<b>Create a new NRW spatial view for our data and information.</b>		
	<p><b>Deliver a new NRW Information Asset Register and catalogue of data to relevant standards. Develop an action plan for transforming existing data to comply with new standards.</b></p>	<p><b>Develop a new guidance and support service to help staff identify relevant information for projects, decisions and actions.</b></p>	<b>Ensure our data is now transformed to relevant standards.</b>
			<p><b>Develop a system to assign a level of confidence to our records, information and datasets.</b></p>
	<b>Ensure we have a new NRW system to archive our digital and physical information.</b>		
	<b>Complete the review of our NRW records, data and information policies.</b>		
Review how we present evidence to make a compelling case that others will want to use in making decisions.	Explore case studies to learn lessons, e.g. review of salmon stocking and how it was communicated.	Use this learning to present information in a clear format suited to its audience.	Use this learning to present information in a clear format suited to its audience.
Develop a common, shared evidence base.	Work with the Welsh Government and others to develop a common evidence base, including continued development of the Information Hub, Lle, to ensure relevant data is made accessible for use by the public, agencies and academia in one place.	Continue to work to develop this common evidence base.	Continue to work to develop this common evidence base.

# Good for the Environment

Ecosystems are resilient and secured for the future, wildlife and landscapes are enhanced, and the use of our natural resources is carefully managed.



Our Good for the Environment Board Chair: Tim Jones, Executive Director, Operations North and Mid Wales

**Our Strategic objective:** Manage the Welsh environment in an integrated way, ensuring our ecosystems are resilient, wildlife and landscapes are enhanced and natural resources used wisely.

# Our commitments

E1. We will be an exemplar in the way that we manage sustainably the land and water that we are responsible for, and help others do the same.

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
<p><b>Replace Forest Design Plans with our new Forest Resource Plans according to a planned programme, as a first step towards NRM. These plans will feed into developing our developing NRM and area based approach.</b></p> <p><b>as part of Transformation Programme1: Embedding Natural Resource Management.</b></p>	<p><b>Develop 16 Forest Resource Plans (FRPs) covering 29,000ha of Welsh Government Woodland Estate (WGWE).</b></p>	<p><b>18 FRPs covering 17,000ha. These will be aligned to area based statements as they become available.</b></p>	<p><b>19 FRPs covering 27,000ha. These will be aligned to area based statements as they become available.</b></p>
	<p><b>Within the NRM trial areas, review the existing Forest Design Plans and identify any change required.</b></p> <p><b>Consider the same approach for National Nature Reserve Management Plans.</b></p> <p><b>Include the sustainable management of designated and undesignated historic assets, working in partnership with Cadw.</b></p> <p><b>Link to the development of our flood mapping for Wales, including looking at our NRM trial areas, uplands and working with natural process and natural flood risk solutions.</b></p>	<p><b>Align FRP process to area based statements as they become available.</b></p>	<p><b>Align FRP process to area based statements as they become available.</b></p>
<p>Practice sustainable management of the land and water we manage directly.</p>	<p>In Response to the Sustainability Committee enquiry into Forestry, start implementing 10 areas of action on forestry as joint initiative involving WG, WFBP, NRW and Confor.</p>	<p>Continue to implement 10 areas of action.</p>	<p>Continue to implement 10 areas of action.</p>
	<p>Retain our UKWAS certification to independently verify Sustainable Management of the Welsh Government Woodland Estate; undertake phased ISO14001 accreditation to the WGWE, including Silvicultural Operations and Forest Civil Engineering.</p>	<p>Retain UKWAS certification. Extend ISO14001 to include timber harvesting operations.</p>	<p>Retain UKWAS certification. Extend ISO1400 for all activities on the WGWE.</p>

## Natural Resources Wales Business Plan Commitments

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
	Restore and manage ancient woodland sites: thin at least 630ha of PAWS (Plantations on Ancient Woodland Sites) woodland on WGWE.	Thin at least 1,000ha of PAWS woodland on WGWE.	Thin at least 1,000ha of PAWS woodland on WGWE.
	Develop and pilot monitoring approach for PAWS on the WGWE against 11/12 baseline survey.	Implement monitoring on sites that have been worked since undertaking our baseline survey.	Complete PAWS monitoring against our baseline survey, analysis and provide recommendations for future actions.
Respond to <i>P. ramorum</i> disease in larch in a way that exemplifies sustainable woodland management.	Continue restructuring of WGWE in South Wales (subject to funding,) clearing at least 1,000ha of infected larch restructuring and replanting at least 600ha using a diverse range of species.	Target to be set depending upon progress in 2015/16.	Target to be set depending upon progress in 2016/17.
Ensure designated sites that we manage are brought into favourable condition (over time) and ensure that the land and water we manage does not adversely affect the condition of nearby sites of European importance.  Also see E3.	Implement actions to improve the condition of SSSI's (including geological SSSIs) on the land that we manage, according to our agreed work programme.	Implement remedial actions.	Implement remedial actions.
	Identify any threats that the land we manage may have on the condition of Special Areas of Conservation (SAC) and cost the action required. Prioritise actions to achieve most benefit for resources used.		
	Identify key infrastructure improvements to improve water quality in failing catchments where the land, mines or forests we manage are a contributory factor. Cost the work and seek to secure funding for its implementation.		

Natural Resources Wales Business Plan Commitments

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
Increase the value of the land that we manage for pollinating species.	<p>Improve the extent and quality of habitats for wild pollinators by:</p> <ul style="list-style-type: none"> <li>• Continuing to manage 14 key sites on the WGWE and at office buildings for benefits of pollinating species</li> <li>• Removing roadside trees from 100km of forest roads to create edge habitat</li> <li>• Promoting our Mynediad scheme to encourage others to run activities which support pollinating species on land we manage (e.g. keeping bee hives).</li> </ul>	<p>Continue to improve the extent and quality of habitats for wild pollinators by:</p> <ul style="list-style-type: none"> <li>• Continuing to manage 14 key sites on the WGWE and at office buildings for the benefits of pollinating species</li> <li>• Removing roadside trees from 100km of forest roads to create edge habitat</li> <li>• Encouraging others through Mynediad.</li> </ul>	<p>Continue to improve the extent and quality of habitats for wild pollinators by:</p> <ul style="list-style-type: none"> <li>• Continuing to manage 14 key sites on the WGWE and at office buildings for the benefits of pollinating species</li> <li>• Removing roadside trees from 100km of forest roads to create edge habitat</li> <li>• Encouraging others through Mynediad.</li> </ul>
Achieve high standards of water quality management on the land and water we manage.	Implement our Action Plan following the 2014 review of the use of alpha-cypermethrin and cypermethrin in our management of the WGWE.	Build this work into our approach to NRM as Forest Design Plans are reviewed over their next five years cycles. Monitor progress.	Build this work into our approach to NRM as Forest Design Plans are reviewed over their next five years cycles. Monitor progress.
	Develop plans to implement our responsibilities under the Reservoirs Act 1975 on a prioritised basis: this is an additional duty for us.	Implement our Action Plan.	Implement our Action Plan.
	Identify reservoirs that come under the new thresholds, and develop an action plan for their compliance, as appropriate and begin implementation.		
Work towards achieving sustainable inland fisheries in Wales (Agenda for Change).	In partnership with stakeholders, produce salmon and sea trout catchment summaries as part of the Water Framework Directive process.	Produce summaries.	Produce summaries.
	Assess status of salmon and sea trout stocks and develop plans for alternatives to salmon and sea trout stocking for the seven stocked rivers in Wales.	Implement plans and monitor outcomes.	Implement plans and monitor outcomes.
	Work with partners to improve habitats for fish, support fisheries and achieve progress towards good ecological status for fish.	Continue to work with partners and seek funding.	Continue to work with partners and seek funding.

## Natural Resources Wales Business Plan Commitments

### E2. We will help protect and improve the quality of our air, land, sea and water.

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
Ensure effective regulation of permitted sites driving improved air quality, materials, resource and energy efficiency.	Ensuring that industry obligations are understood and that appropriate guidance is available for businesses.	Ensuring that industry obligations are understood and that appropriate guidance is available for businesses.	Ensuring that industry obligations are understood and that appropriate guidance is available for businesses.
	Implement the Industrial Emission Directive to help protect air quality; undertake sector permits reviews to meet its requirements.	Implement the Industrial Emission Directive to help protect air quality; undertake sector permits reviews to meet its requirements.	Implement the Industrial Emission Directive to help protect air quality; undertake sector permits reviews to meet its requirements.
	Ensure derogation requests dealt consistently and promptly.	Ensure derogation requests dealt consistently and promptly.	Ensure derogation requests dealt consistently and promptly.
	Use regulatory tools to drive reductions in emissions of acid gases and particulates.	Use regulatory tools to drive reductions in emissions of acid gases and particulates.	Use regulatory tools to drive reductions in emissions of acid gases and particulates.
	Continue to tackle fly tipping.	Continue to tackle fly tipping.	Implement recommendations from our SSSI designation and NNR declaration process review.
Work with local authorities and Public Health Wales to improve air quality.	Work with local authorities and Public Health Wales to provide information on request on current releases from installations, assessments on effects on local air quality and plans or equipment/operational changes for improvement.	Work with local authorities and Public Health Wales to provide information on request on current releases from installations, assessments on effects on local air quality and plans or equipment/operational changes for improvement.	Work with local authorities and Public Health Wales to provide information on request on current releases from installations, assessments on effects on local air quality and plans or equipment/operational changes for improvement.
Support Welsh Government with implementing the EU Invasive Alien Species Regulation and GB Invasive Non Native Species (INNS) Strategy.	Develop all-Wales INNS actions for WFD River Basin Management Plans and implement relevant actions, subject to funding.	Continue implementing relevant WFD INNS actions.	Continue implementing relevant WFD INNS actions.
	Manage national Small Business Research Initiative (SBRI) INNS Challenge and contribute to the Marine Pathways Project.	Review progress on national SBRI INNS Challenge and Pathways Project for INNS, including the Marine Pathways project.	Review progress on national SBRI INNS Challenge and Pathways Project for INNS, including the Marine Pathways project.
	Support the work of the Wales Biodiversity Partnership's INNS Expert Group.	Support the work of the Wales Biodiversity Partnership's INNS Expert Group.	Support the work of the Wales Biodiversity Partnership's INNS Expert Group.

## Natural Resources Wales Business Plan Commitments

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
Review our contribution to the Rural Development Plan and Glastir to streamline inputs and maximise environment outcomes.	We will review our processes concerning all aspects of Glastir to streamline and enhance our approach and support WG develop and deliver the Glastir woodland scheme.	Review the improved Glastir process. Consider how we maximise the environmental benefits of Glastir and other Common Agriculture Policy / Rural Development Plan (CAP/ RDP) schemes.	Review the improved Glastir process. Consider how we maximise the environmental benefits of Glastir and other CAP/ RDP schemes.
Develop and work with others to consider the future of the Welsh Government Woodland Estate.	Prepare options on the future opportunities for the Welsh Government Woodland Estate. Engage with stakeholders and the wider forestry sector.	Work with Welsh Government and others to develop a plan for the future of the WGWE.	Commence implementation of the plan for the Welsh Government Woodland Estate.
Deliver our requirements, including regulation, compliance, monitoring and reporting for EU Directives and UK legislation such as the Water Framework Directive, Nitrate Vulnerable Zones and the Bathing Waters Directive; scope streamlining processes joining up and increasing efficiency, ensuring we have the right regulatory framework to ensure compliance.	Deliver all European Directive requirements within the required deadlines and continue to streamline our work programme.	Continuation of streamlining of work programme.	Continuation of streamlining of work programme.
Protect and improve our seas by contributing to the development and implementation of the Welsh Government Marine Transition Programme and Marine and Fisheries Strategic Action Plan including providing advice and evidence to the Welsh Government on the Marine Strategy Framework Directive.	Implement our Marine Programme and action plan, including progress of Harbour Porpoise SACs and the proposed marine SPA sites as part of the Marine Strategy Framework Directive -all through public consultation. Ensure the transition of Skomer to a Marine Conservation Zone.	Continue to implement our plans for the marine environment.	Continue to implement our plans for the marine environment.
Contribute to the Designated Landscapes review.	Provide advice and guidance to the Welsh Government Review of Designated Landscapes.	Targets dependent upon the outcome of the review.	Targets dependent upon the outcome of the review.

## Natural Resources Wales Business Plan Commitments

### E3. We will play our part and work with others to halt biodiversity loss in order to help ensure that, by 2020, ecosystems are more resilient.

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
Continue to improve the condition of designated sites under the special sites project (Natura 2000 LIFE project), linking with Natural Resource Management.  Also refer to E1.	Implement recommendations from our SSSI designation and NNR declaration process review.	Implement remedial actions.	Implement remedial actions.
	Implement prioritised approach to Natura 2000 actions (developed in 2014/15), updating and delivering prioritised actions in our Actions Database, including geological SSSIs.	Deliver prioritised actions from Actions Database.	Deliver prioritised actions from Actions Database.
	Continue Natura 2000 monitoring programme to complete cycle by 2018 and update at least five Natura 2000 management plans.	Continue Natura 2000 monitoring programme to complete cycle by 2018 and update at least five Natura 2000 management plans. Link to area plans and statements as they become available.	Continue Natura 2000 monitoring programme to complete cycle by 2018 and update at least five Natura 2000 management plans. Link to area plans and statements as they become available.
Support local authorities, NGOs and business to help them enhance biodiversity and geodiversity.	Continue to support partners through our grants process and wider partnership working.		
Play our part in delivering the Nature Recovery Plan for Wales.	Provide advice to the WG on the Nature Recovery Plan for Wales.	Provide advice to WG on the rolling programme of action needed to deliver the Nature Recovery Plan and implement action that falls within our remit.	Provide advice to WG on the rolling programme of action needed to deliver the Nature Recovery Plan and implement action that falls within our remit.
Work to improve ecological connectivity within the Welsh environment to benefit biodiversity and improve ecosystem resilience, including connectivity for fish and aquatic species.	Continue to apply connectivity mapping within the NRM trial areas to inform habitat restoration and expansion to support NRM; this work complements the use of connectivity mapping across our organisation.		
	Explore the application of Liverpool University's connectivity tool ("Condatis") for planning adaptation to climate change for biodiversity, particularly with respect to vulnerable protected sites.		

**E4. We will help to make Wales more resilient to climate change and other impacts, as well as supporting global efforts to reduce emissions of greenhouse gases.**

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
<b>Ensure climate change adaptation is embedded in all areas of our work to reduce risk of impacts on delivery</b>  <b>Part of Transformation Programme 1: Embedding Natural Resource Management.</b>	<b>Undertake a programme to embed Climate Change in high risk areas of our work and demonstrate the application of Welsh Government guidance for reporting authorities on climate change adaptation.</b>	<b>Monitor progress and identify further work areas for implementation.</b>	<b>Monitor progress and identify further work areas for implementation.</b>
Support the delivery of the WG's Climate Change Strategy for Wales.	Develop our contribution to revised Strategy.	Review progress in contributing to target delivery and further actions.	Review progress in contributing to target delivery and further actions.
	Identify our contribution to the delivery of 3% per annum emission reductions in Wales.	Identify our contribution to the delivery of 3% per annum emission reductions in Wales.	Identify our contribution to the delivery of 3% per annum emission reductions in Wales.
Ensure high levels of compliance amongst Welsh participants in the EU Emission Trading Scheme and CRC Energy Efficiency scheme to enable attainment of Welsh emission reduction targets.	Maintain high levels of compliance through timely and effective advice and appropriate enforcement and compliance activities.	Continued high-levels of compliance through targeted guidance, advice and enforcement.	Continued high-levels of compliance through targeted guidance, advice and enforcement.
	100% of EU ETS small Emitter Opt Out scheme non-compliance penalty notices issued within the same calendar year.	100% of EU ETS small Emitter Opt Out scheme non-compliance penalty notices issued within the same calendar year.	100% of EU ETS small Emitter Opt Out scheme non-compliance penalty notices issued within the same calendar year.
	100% CRC failure to surrender allowances penalty notices issued within two months.	100% CRC failure to surrender allowances penalty notices issued within two months.	100% CRC failure to surrender allowances penalty notices issued within two months.
	Inform development of the scheme working with Welsh Government to better reflect Wales' specific requirements.	Carbon Trading enforcement policy fully integrated into wider enforcement policy.	Ongoing development of Wales specific guidance.
	Influence review and simplification of scheme to help production of Welsh specific CRC data to support Welsh Government GHG reduction policy.	Initiate the development of Wales specific guidance and position statements.	
	Finalise enforcement and compliance policy and investigate the integration of emissions trading into wider PPC activities.	Inform the Chancellor's 2016 review of the CRC to reflect Welsh Government priorities.	

## Natural Resources Wales Business Plan Commitments

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
<p><b>Explore the integration of climate change adaptation and mitigation issues and measures within the NRM trials and associated policy development for NRM. as part of</b></p> <p><b>Transformation Programme 1: Embedding Natural Resource Management.</b></p>	<p><b>Identify process to mainstream climate change in NRM policy and delivery through learning from trials, rolling out to areas statements as they become available.</b></p> <p><b>Work with natural processes to help reduce climate change impacts and bring water management and natural resource benefits.</b></p>	<p><b>Evaluate and review climate change in NRM policy and delivery.</b></p>	<p><b>Evaluate and review climate change in NRM policy and delivery.</b></p>
<p>Plan our contribution to the delivery of the emission reduction actions for the land use sector by being an exemplar in carbon management.</p>	<p>Review our role in delivery of the land use sector recommendations in the Welsh Government Land Use and Climate Change report.</p>	<p>Undertake work to improve carbon management on land we manage and raise awareness amongst others.</p>	<p>Undertake work to improve carbon management on land we manage and raise awareness amongst others.</p>
	<p>Continue facilitating woodland creation and improved management for carbon of existing woodland, including applying carbon credits through Woodland Carbon Code at Lynfi.</p>		
	<p>Complete our update of tree species guidance and hold events to increase awareness of the Woodland Carbon Code and adaptation measures.</p>		
<p>Continue to fully consider predicted impacts of climate change in our approach and decision-making in flood risk management, especially around the coast.</p>	<p>Continue to lead and co-ordinate progress with coastal review recommendations and play our role in the implementation of Shoreline Management Plans.</p>	<p>Deliver the improvements recommended.</p>	<p>Deliver the improvements recommended.</p>
	<p>Continue to factor in climate change impacts to our flood alleviation scheme design and construction Deliver compensatory habitat/managed realignment projects such as Cwm Ivy (Gower coast).</p>	<p>Continue to factor in climate change impacts to our flood alleviation scheme design and construction.</p>	<p>Continue to factor in climate change impacts to our flood alleviation scheme design and construction.</p> <p>Delivery over 30ha of salt marsh compensatory habitat by end March 2018.</p>
<p>Publish and test new NRW Drought Plans.</p>	<p>Design and run All-Wales and North and South operational drought plan exercises to test plan and review.</p>	<p>Review and update NRW plan and run all Wales exercises.</p>	<p>Review plan.</p>

# Good for People

People are safe, and enjoy and benefit from our natural resources and understand their relevance in our day to day lives.



Our Good for People Board  
Chair: Tim Jones, Executive  
Director, Operations North and  
Mid Wales

**Our Strategic objective:**  
Help to keep people safe  
and to encourage them  
to understand, enjoy and  
benefit from the natural  
resources around them.

# Our commitments

**P1. We will deliver an effective and co-ordinated response to environmental incidents and risks, such as flood events, pollution and disease outbreak, and help decrease the risk of flooding to people and properties.**

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
<p><b>Continue to develop and provide our flood mapping service and increase awareness of flood risk.</b></p> <p><b>Part of Transformation Programme 1: Embedding Natural Resource Management.</b></p>	<p><b>Develop our flood mapping and modelling strategy, taking into account NRM, Shoreline management plans and the developing SoNaR report.</b></p>	<p><b>Deliver our flood forecasting model development programme increasing coverage and including improvements to our hydrometric network.</b></p>	<p><b>Continue to improve modelling and mapping tools and processes and look to integrate wider NRW business needs.</b></p>
	<p>Review and update our flood forecasting modelling so we focus our services where the risk is greatest.</p>		
	<p>Test and roll-out existing built models for the Glaslyn, Ogmore, Upper and Lower Wye.</p>		<p>Produce State of Flood Risk in Wales report for WG.</p>
	<p>Implement recommendations from the Coastal Review to improve accuracy, lead time and sharing of forecasting information, and community resilience to flood risk.</p>	<p>Implement recommendations from the Coastal review regarding community resilience to flood risk; review annual programme.</p>	<p>Implement recommendations from the Coastal review regarding community resilience to flood risk; review annual programme.</p>
	<p>Raise people's awareness of their own flood risk and what actions they can take (additional 9,000 people).</p>	<p>Raise people's awareness of their own flood risk and what actions they can take (additional 9,000 people).</p>	<p>Raise people's awareness of their own flood risk and what actions they can take (additional 9,000 people).</p>
<p>Deliver the requirements of the Floods Directive.</p>	<p>Finalise and publish Flood Risk Management plans and report to Europe.</p>	<p>Begin flood risk assessment stage.</p>	<p>Begin flood risk mapping stage.</p>
<p>Deliver the Capital and Maintenance Programmes.</p>	<p>Maintain high risk flood and coastal flood risk management assets with 99% in target condition.</p>	<p>Maintain high risk flood and coastal flood risk management assets with 99% in target condition.</p>	<p>Maintain high risk flood and coastal flood risk management assets with 99% in target condition.</p>
	<p>Deliver our capital flood and coastal risk management programme reducing flood risk to 500 additional properties, progressing schemes at Dolgellau and Isca Road at Caerleon.</p>	<p>Deliver our capital flood and coastal risk management programme protecting 500 additional properties, progressing schemes at Crindau and Pontarddulais.</p>	<p>Deliver our capital flood and coastal risk management programme protecting 500 additional properties, progressing schemes at Roath.</p>
<p>Ensure efficient integration of our expanded role managing Internal Drainage Districts (IDD).</p>	<p>Ensure that our expanded IDD role is integrated into our work and effective customer liaison arrangements are in place.</p>	<p>Implement revisions to improve IDD operational and administrative efficiencies and effectiveness.</p>	<p>Continue to deliver benefits outlined in the Welsh Government's Business Case.</p>

## Natural Resources Wales Business Plan Commitments

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
	Learn lessons from the trial NRM studies and implement where appropriate.	Learn lessons from the NRM trials and implement where appropriate.	Learn lessons from the NRM trials and implement where appropriate.
Deliver our Incident Strategy.	Embed our incident strategy across the organisation and begin implementation of its action plan, including reducing percentage of Cat 1 and 2 incidents.	Progress implementation of the Incident Strategy's Action Plan.	Complete implementation of the Incident Strategy's Action Plan and review.

### P2. We will provide and enable recreation and access opportunities which contribute to improving people's health and wellbeing.

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
Deliver our five year Recreation and Access Enabling Plan outcomes and optimise associated benefits, working in partnership and ensuring that:	Begin to deliver the Enabling Plan.	Review and report on progress with implementation of the Enabling Plan to internal and external groups.	Review and report on progress with implementation of the Enabling Plan to internal and external groups.
<ul style="list-style-type: none"> <li>Access opportunities provided and improved that best meet people's needs for recreational enjoyment of the outdoors, giving improved levels of physical activity and mental well being.</li> </ul>	Create and maintain a high quality visitor experience on our own managed land, focusing first on those sites that deliver the greatest benefits to people and communities and deliver our obligations under the Equality Act 2010.	Create and maintain a high quality visitor experience on our own managed land.	Create and maintain a high quality visitor experience on our own managed land.
	Develop, facilitate and deliver programmes for National Trails, Wales Coast Path and promoting other premium trails.	Facilitate and deliver programmes for National Trails, Wales Coast Path and promoting other premium trails.	Facilitate and deliver programmes for National Trails, Wales Coast Path and promoting other premium trails.
	Develop and deliver angling access improvement works through the sustainable fisheries programme.	Deliver angling access improvement works through the sustainable fisheries programme.	Deliver angling access improvement works through the sustainable fisheries programme.
<ul style="list-style-type: none"> <li>Promotional information and engagement about recreational access opportunities are widely available that best meet audience needs.</li> </ul>	With Welsh Government, Visit Wales and partners such as Cadw, provide and promote recreation and access information and data through digital and other means including the Countryside Code family and links between the natural and historic environment.	Implement our Recreation and Access communications and marketing strategy.	Implement our Recreation and Access communications and marketing strategy.

## Natural Resources Wales Business Plan Commitments

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
	Work with Public Health Wales, Health Boards and Local Authorities to increase their awareness of the availability of recreational access opportunities to improve health and well-being of the people of Wales through the provision of a Wales wide prospectus.		
	Develop a strategic interpretive plan for NRW outdoor recreation and access provision; implement site based plans at key sites and link to area statements.	Implement interpretive plan; develop further site based plans at key sites.	Implement interpretive plan; develop further site based plans at key sites.
<ul style="list-style-type: none"> <li>Recreational users have a better understanding of how to act responsibly in the natural environment.</li> </ul>	Develop our evidence base to inform our decision making, particularly understanding audience needs and behaviour change.		
<ul style="list-style-type: none"> <li><b>Effective planning for targeting sustainable recreational use and management of natural resources is embedded in our work; ensure community engagement in the approaches taken.</b></li> </ul>	<b>Plan, develop and implement spatial planning and related methods (including with NRM and area plans) to advise and inform provision, strategies and programmes on and off land and water we manage and inform area statements.</b>	<b>Continue implementation of spatial planning approaches for recreation on land and water we manage and within NRM and area plans; share approaches with partners.</b>	<b>Continue implementation of spatial planning approaches for recreation on land and water we manage and within NRM plans; share approaches with partners.</b>
<ul style="list-style-type: none"> <li>Effective mechanisms for the delivery of the benefits of outdoor recreational activity are developed and embedded in our work.</li> </ul>	Provide advice to Welsh Government on policy and programmes for outdoor recreation and access, including Health and Well-being benefits.	Provide advice to WG on policy and programme development for outdoor recreation and access.	Provide advice to WG on policy and programme development for outdoor recreation and access.
	Support and facilitate the National Access Forum Wales, Local Access Fora and other relevant networks across Wales.	Continue to support and facilitate the National Access Forum Wales, Local Access Fora and other relevant networks across Wales.	Continue to support and facilitate the National Access Forum Wales, Local Access Fora and other relevant networks across Wales.

**P3. We will help ensure people are able to live, work in, and visit a good quality environment, including those in urban areas and those in our most disadvantaged communities, and will channel economic benefit to help tackle poverty.**

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
Deliver our five year Communities and Regeneration Enabling Plan, working actively and co-productively with others to:	Begin delivery of our Enabling Plan.	Monitor delivery of our Enabling Plan.	Monitor delivery of our Enabling Plan.
<ul style="list-style-type: none"> <li>Be an exemplar public body, promoting and maximising opportunities for enterprise, skills development and the promotion of well-being through the land we manage and influence and the way we manage our business.</li> </ul>	Develop our Mynediad scheme to enable access to land we manage for a range of activities, projects and both social and commercial enterprise.		
	Ensure needs and opportunities of disadvantaged communities are fully reflected across our work and respond to Welsh Government's LIFT programme helping to tackle poverty.		
<ul style="list-style-type: none"> <li>Increase community resilience in relation to the impacts of pollution, flooding and climate change.</li> </ul>	Implement recommendations in the Wales Coastal Flooding Review Phase 2 Report to recruit volunteers and support community resilience.		
	Identify communities with significant health issues, pinpointing where greenspace and tree planting can contribute to mitigation and take action with local partners.		
	Host and be an active partner in the Welsh Government's Fly-tipping Action Wales programme.	Host and be an active partner in the Welsh Government's Fly-tipping Action Wales programme.	Host and be an active partner in the Welsh Government's Fly-tipping Action Wales programme.
<ul style="list-style-type: none"> <li>Increase provision of and community involvement in the management of accessible natural greenspace.</li> </ul>	Continue to assist local authorities to keep an up to date map of accessible natural greenspace in their area and promote to local communities.	Continue to advise and assist.	Continue to advise and assist.
<ul style="list-style-type: none"> <li>Champion the contribution of green space and trees as powerful and versatile natural assets which support well-being, local economies and climate change mitigation.</li> </ul>	Promote the provision of and community involvement in, high quality, welcoming green space where people work and live – supporting the use of objective standards (e.g. Green and Blue Flag Awards) and linking to the Active Travel Bill.	Continue to promote.	Continue to promote.

Natural Resources Wales Business Plan Commitments

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
	Develop our approach to the provision of advice and best practice guidance on planning matters and Local Development Plans in relation to the provision and safeguarding of green infrastructure.		

**P4. We will provide and enable opportunities for people to learn in, and about, and enjoy the environment.**

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
Deliver our five year Education and Skills Enabling Plan by helping:-  <b>Part of Transformation Programme 1: Embedding Natural Resource Management.</b>	Begin to deliver our enabling plan; consider both natural and the historic environment.	Implement and monitor our progress.	Implement and monitor our progress.
• More national and local policy, practice and decision making will be influenced to deliver the Natural Resource Management approach	Develop clear and applicable definitions of Natural Resource Management for education and skills settings.	Develop the NRM approach with Welsh government for use in the curriculum.	Develop NRM training and Continuing Professional Development opportunities for educational professionals and outdoor learning providers.
• More learners in formal education will change behaviours as a result of learning in and about the natural environment and the importance of the Natural Resource Management approach, continuing to use this approach into the future.	Review current NRW service and realign to deliver this enabling plan across the organisation.	Deliver self-sustaining curriculum delivery on our own and managed land.	Develop NRM delivery for the higher education sector with colleges and universities.
• More learners will gain the skills required for progression to employment in the Natural Resource Management sector and will participate in continued professional development.	Develop the Cyfoeth programme to encompass NRM and to provide data on behaviour change.		
	Develop NRM delivery for the skills sector within training establishments.		
• More learners and educational professionals will have improved access to and make full use of high quality Natural Resource Management resources and data.	Identify priority work areas across the business and work with specialist staff to harvest resource and data.	Develop suites of resources and data that are audience and setting appropriate.	

# Good for Business

A 'location of choice' for business and enterprise and a place where best practice environmental management is adopted and encouraged.



Our Good for Business Board  
Chair: Trefor Owen, Executive  
Director, National Services

## **Our Strategic objective:**

Support businesses to look after the environment and use our natural resources in the right way.

# Our commitments

**B1. We will, as a regulator, provide evidence based advice and clear decisions in good time to enable businesses in Wales to operate effectively and achieve the highest environmental standards.**

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
Improve our Regulation Policy and Advice and work with the Welsh government to ensure there is an effective and up to date regulatory framework.	Continue reviews of Operational Guidance Notes and legacy guidance as part of ongoing long term review and update our website to make guidance easier to use.	Continue reviews of Operational Guidance Notes and legacy guidance as part of ongoing long term review and update website accordingly.	Continue reviews of Operational Guidance Notes and legacy guidance as part of ongoing long term review and update website accordingly; this work is like to be ongoing to 2019/20.
<b>Contribute to the development of the NRM approach as part of Transformation Programme 1: Embedding Natural Resource Management.</b>	<b>Building on our 2014/15 Regulatory Principles document, use them to develop methods that support Natural Resource Management using our trials to further our understanding.</b>		<b>Continue to build in findings from NRM trials.</b>
Implement new legislative duties.	Implement new duties for fisheries, Industrial Emissions Directive.	Implement duties for fisheries, Industrial Emissions Directive.	Implement duties for fisheries, Industrial Emissions Directive.
Deliver and develop abstraction reform.	Ensure the abstraction licensing system is fit for purpose by working with the Welsh Government to remove exempt abstractions and develop our approach to reform the licensing system for introduction in 2020.	Ensure the abstraction licensing system is fit for purpose by working with the Welsh Government to remove exempt abstractions and develop our approach to reform the licensing system for introduction in 2020.	Ensure the abstraction licensing system is fit for purpose by working with the Welsh Government to remove exempt abstractions and develop our approach to reform the licensing system for introduction in 2020.
Refine and extend risk based approaches to regulation, including regulation for industry, waste and radioactive substances, encouraging innovation to stimulate green growth and support a low carbon economy.	Develop and begin to implement an action plan to deliver the recommendations of the Hampton compliance / Better Regulation Delivery Office review of NRW following its report in 2015. Consider use of civil sanctions.	Undertake actions to deliver the recommendations of the Better Regulation Delivery Office review of NRW to demonstrate our Hampton compliance. Consider use of civil sanctions.	Use our assessment and information from previous years to scope out future work programmes to demonstrate our Hampton compliance. Consider use of civil sanctions.
<b>Complete Service Review of our permitting, consents and licensing processes and undertake the actions required to allow us to transfer from EA systems.</b>	<b>Implement our action plan to develop our single permitting, licensing and consenting service, as our single IT platform develops.</b>	<b>Continue to implement action plan and test changes.</b>	<b>Aim to have single service fully operational.</b>
<b>Part of Transformation Programme 4: Improving efficiency and service delivery.</b>	Determine 90% permits, licences and consents within the statutory determination or service level agreement timescale.	Determine 90% permits, licences and consents within the statutory determination or service level agreement timescale.	Determine 90% permits, licences and consents within the statutory determination or service level agreement timescale.

Natural Resources Wales Business Plan Commitments

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
<b>Improve Enforcement of Regulations</b>  <b>Part of Transformation Programme 4: Improving efficiency and service delivery.</b>	<b>Integrate our enforcement service and finalise our standalone capability, including the required supporting IT as part of our Enforcement Service Review.</b>		
	<b>Review priority business areas including our seconded police officer scheme, governance arrangements, fisheries enforcement and operational guidance. Develop an action plan for 2016/2018.</b>	<b>Implement Action Plan.</b>	<b>Continue to implement action plan and review recommendations.</b>
Deliver our charging schemes for permits, consents and licences to cost recover for the activities we regulate and revise our approach.	Develop and issue our revised annual charging scheme, together with its ongoing review.	Create and issue our revised annual charging scheme.	Create and issue our revised annual charging scheme.
	<b>At the same time, undertake an assessment of potential changes to charging arrangements developing a new approach.</b>	<b>Consult on reforms to charging arrangements following review in 2015/16.</b>	<b>Develop new approach to charging following consultation for implementation in 2018/19.</b>
Deliver EU and UK legislation priorities for waste and help to achieve Welsh Government's Wales Waste Strategy 'Towards Zero Waste'. Focus our most robust enforcement, inspection and permitting activity on those who operate below a level of compliance.	Deliver actions within our improving compliance action plan.	Deliver actions within our improving compliance action plan.	Deliver actions within our improving compliance action plan.
	Work with Welsh Government to consult and implement changes to Environment Permitting Regulations.	Ensure that our regulatory tools are effective and deliver improved compliance.	Ensure that our regulatory tools are effective and deliver improved compliance.
	Undertake a targeted campaign to reduce and manage risk of fire and reduce the number of unpermitted sites posing significant risk to the environment.		
	Establish Governance around LIFE+ project on Smarter Regulation and tackling waste crime.	Deliver LIFE+ project on Smarter Regulation and tackling waste crime focussing on gathering intelligence and exploring effectiveness of interventions.	Deliver LIFE+ project on Smarter Regulation and tackling waste crime focussing on gathering intelligence and exploring effectiveness of interventions.

## Natural Resources Wales Business Plan Commitments

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
Implement the new regulations for waste (Separate Collections and Material Facility Regulations).	Implement a regulatory strategy to encourage improved performance by waste carriers and ensure a level playing field for the implementation of separate collections for all waste types.	Ensure a clear and even approach to the enforcement of Technical, Economic and Environmental Practical requirements.	Ensure a clear and even approach to the enforcement of Technical, Economic and Environmental Practical requirements.
	Ensure Material Recycling facilities submit evidence of the quality of inputs and output materials, and information is included on WRAP Portal.	Ensure Material Recycling facilities submit evidence of the quality of inputs and output materials, and information is included on WRAP Portal.	Ensure Material Recycling facilities submit evidence of the quality of inputs and output materials, and information is included on WRAP Portal.
Monitor the Local Authority recovery targets and Landfill Allowances Scheme.	Publish Landfill Allowance report.	Publish Landfill Allowance report.	Publish Landfill Allowance report.
	Provide WG Report detailing local authority compliance with Statutory recycling targets. We will provide evidence based advice and clear decisions to enable local authorities in Wales to operate effectively.	Provide WG Report detailing local authority compliance with Statutory recycling targets. We will provide evidence based advice and clear decisions to enable local authorities in Wales to operate effectively.	Provide WG Report detailing local authority compliance with Statutory recycling targets. We will provide evidence based advice and clear decisions to enable local authorities in Wales to operate effectively.

### **B2. We will work with business, industry and government to support the development of critical infrastructure and encourage development in the right places to ensure the sustainable management of our natural resources.**

Objective	2014/15	Indicative 2016/17	Indicative 2017/18
Help to inform Planning legislation.	Work with Welsh Government to inform the implementation of the Planning (Wales) Bill provisions and also contribute to a parallel review undertaken by Law Review Planning Wales.	Continue to work with Welsh Government to inform the implementation of the Planning (Wales) Bill provisions and to a parallel review undertaken by Law Review Planning Wales.	Continue to work with Welsh Government to inform the implementation of the Planning (Wales) Bill provisions and to a parallel review undertaken by Law Review Planning Wales.
Provide strategic planning advice.	Provide advice on Welsh Government owned National Development Framework, Strategic and local authority owned Local Development Plans.	Provide advice on National Development Framework, Strategic and Local Development Plans.	Provide advice on National Development Framework, Strategic and Local Development Plans.
Develop our NRW Planning Service.	Implement our work programme to provide guidance and training to all NRW staff involved in providing planning advice, ensuring we encourage development in the right place directing out of vulnerable areas such as flood plains.	Continue to develop and improve the NRW Planning Service.	Continue to develop and improve the NRW Planning Service.

Natural Resources Wales Business Plan Commitments

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
Provide timely and effective responses to Nationally Significant Infrastructure Projects (NSIP) and Development Management consultationse.	Respond to 90% of development management consultations and all NSIP consultations within agreed and statutory timescales.	Respond to 90% of development management consultations and all NSIP consultations within agreed and statutory timescales.	Respond to 90% of development management consultations and all NSIP consultations within agreed and statutory timescales.
		Work to develop an 'outcome' measure to report on the environmental benefits of our advice.	Finalise 'outcome' measure to report on the environmental benefits of our advice.

**B3. We will work closely with others to identify, develop and support new business opportunities and new opportunities for jobs and training to create a skilled workforce in Wales.**

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
<b>Facilitate further opportunities for others to work with us to develop their businesses.</b>	Build good working relationships with both known and new businesses and partners to make the most of opportunities.	Build good working relationships with both known and new businesses and partners to make the most of opportunities.	Build good working relationships with both known and new businesses and partners to make the most of opportunities.
	Ensure our procurement practices are open and transparent, support the delivery of economic, social and environmental priorities and that our contracts are appropriately accessible for SMEs, social businesses and larger scale enterprises helping to support the Welsh Government's Tackling Poverty Action Plan.		
<b>Encourage Renewable Energy production.</b>	Support the wind energy programme on land we manage for example with work at:  Pen y Cymoedd – build Clocaenog – site preparation Brechfa – site preparation.	Support the wind energy programme on land we manage for example with work at:  Pen y Cymoedd – operating Clocaenog – site preparation Brechfa – site preparation.	Support the wind energy programme on land we manage for example with work at:  Clocaenog – build Brechfa - build Nant y Moch – Planning.
	Deliver our small scale hydropower programme - 10 schemes constructed on land we manage.	Deliver our small scale hydropower programme - 20 schemes constructed on land we manage.	Deliver the residual schemes still viable under the small scale hydro programme.

## Natural Resources Wales Business Plan Commitments

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
	Investigate scope for distributed energy / small scale renewable developments on land we manage, taking a positive, risk based approach.		Review small scale energy generation projects such as hydropower on land we manage.
	Begin to work with onshore wind developers already established on land we manage to take forward the Energy Park Initiative.	Identify Energy Park Initiative projects and begin to implement, working with onshore wind developers already established on land we manage identified and initiated.	Deliver Energy Park Initiative projects on site.
<b>Understanding the socio-economic impact of Renewable energy schemes.</b>	Complete our commissioned study on socio-economic impacts; report findings and recommendations and develop action plan.	Implement agreed recommendations/action plan.	Implement agreed recommendations/action plan.
<b>Support Community Trust Funds.</b>	Support establishment of Community Trust Funds by renewable energy developers working on land we manage, helping to ensure that they accord with best practice.	Support establishment of Community Trust Funds by renewable energy developers working on land we manage, helping to ensure that they accord with best practice.	Support establishment of Community Trust Funds by renewable energy developers working on land we manage, helping to ensure that they accord with best practice.
<b>Provide opportunities for training through placements, apprenticeships, local business and our procurement practices.</b>	Develop, promote and deliver our Cyfoeth scheme to provide opportunities for work experience, volunteering (including Citizen Science initiatives), graduate placements and apprenticeships.	Develop, promote and deliver our Cyfoeth scheme to provide opportunities for work experience, volunteering (including Citizen Science initiatives), graduate placements and apprenticeships.	Develop, promote and deliver our Cyfoeth scheme to provide opportunities for work experience, volunteering (including Citizen Science initiatives), graduate placements and apprenticeships.
<b>Prepare our Energy Position Statement.</b>	Develop our Energy Position Statement and continue to work with key sectors including terrestrial and marine renewables, hydropower, onshore oil and gas and transmission and distribution networks.	Continue to work with key sectors including terrestrial and marine renewables, hydropower, onshore oil and gas and transmission and distribution networks.	Continue to work with key sectors including terrestrial and marine renewables, hydropower, onshore oil and gas and transmission and distribution networks.

**B4. We will grow our income within our purpose, reinvesting that income to provide further public benefit.**

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
<p><b>Increase our income using innovative approaches to support green growth and a low carbon economy</b></p> <p><b>Part of Transformation Programme 5: Developing Enterprise and Business.</b></p>	<p><b>Contribute to the Developing Enterprise and Business Transformation Programme.</b></p>	<p><b>Contribute to the Developing Enterprise and Business Transformation Programme.</b></p>	<p><b>Contribute to the Developing Enterprise and Business Transformation Programme.</b></p>
	<p><b>Increase commercial income from our laboratory services.</b></p>	<p><b>Increase commercial income from our laboratory services.</b></p>	<p><b>Increase commercial income from our laboratory services.</b></p>
	<p><b>Undertake feasibility studies to look for further income generating opportunities for:</b></p> <ul style="list-style-type: none"> <li>• Visitor Centres, including retail sales and value added timber products,</li> <li>• Filming and</li> <li>• Minerals</li> </ul>	<p><b>Implement recommendations for income opportunities for Visitor Centres, Filming and Mineral Income.</b></p>	<p><b>Implement recommendations for income opportunities for Recreation.</b></p>
	<p><b>Implement recommendations from our review of opportunities from field sports and carbon credits.</b></p>	<p><b>Undertake feasibility studies to look for further income generating opportunities for Fishing and Recreation.</b></p>	
<p><b>Look at feasibility of charging for some of our services.</b></p>	<p><b>Develop proposals charging for the advice we provide.</b></p>	<p><b>Implement recommendations made for charging for our advice.</b></p>	<p><b>Monitor and review our approach to charging for advice.</b></p>
	<p><b>Look at feasibility of charging for some of our services currently funded by Grant in Aid.</b></p>		
<p><b>Bring timber from the WGWE to market.</b></p>	<p>Market 868km<sup>3</sup> obs including 342km<sup>3</sup> larch.</p>	<p>Market 884km<sup>3</sup> obs including 342km<sup>3</sup> larch.</p>	<p>Market 925km<sup>3</sup> obs including 350km<sup>3</sup> larch.</p>
	<p>Act on findings of review of five year timber marketing plan.</p>		

# Good Organisation

Well led and well managed, with skilled and experienced staff effective underpinning systems and processes; transparent in our decision-making and continuously improving our service to customers and partners, benchmarking ourselves against the very best.



Our Good Organisation  
Board Chair: Kevin Ingram,  
Executive Director Finance and  
Corporate Services

**Our Strategic objective:**  
Be an exemplar of public  
sector delivery, operating  
efficiently and being a  
great place to work.

# Our commitments

**O1. We will continuously improve our services to customers and our relationships with stakeholders and partners through open and collaborative approaches**

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
<b>Develop our Customer Care Strategy as part of Transformation programme 2: Delivering Customer Focus.</b>	<b>Develop our Customer Care Strategy and implement the agreed actions for 2015/16 identified.</b>	<b>Continued delivery of our Transformation programme actions.</b>	<b>Continued delivery of our Transformation programme actions.</b>
Support our partners through our grant schemes and working at local level through Local Service Boards and the Public Service Boards proposed by the Well-being of Future Generations Bill.	Implement our Joint Working Partnership and competitive grant schemes, as well as support for local authorities and academia.	Monitor success of Joint Working Partnership projects and initial reports.	Monitor success of Joint Working Partnership projects and reports.
	Maintain relationships with Local Service Boards and support the development of Public Service Boards to help implement the provisions of the Well-being of Future Generations Bill.	Develop our role as members of Public Service Boards.	Develop our role as members of Public Service Boards.
<b>Improve our Communications (and Brand Identity). Our Communications Strategy has set out clear ambitions for the next three years to ensure it is implemented and embedded.</b>  <b>Part of Transformation programme 2: Delivering Customer Focus.</b>	<b>Implement our new Communications Strategy Year 1: Creating the Foundation.</b>	<b>Implement our new Communications Strategy Year 2: Unlocking the Potential.</b>	<b>Implement our new Communications Strategy Year 3: High Performing Organisation.</b>
	<b>Complete our work to update our website including provision for users with disabilities.</b>	<b>Monitor and continually improve our intranet and website.</b>	<b>Monitor and continually improve our intranet and website.</b>
	<b>Improve our stakeholder engagement.</b>	<b>Improve our stakeholder engagement.</b>	<b>Improve our stakeholder engagement.</b>
Progress to become fully bilingual. Our Welsh Language Scheme encourages staff to develop their language skills and welcomes communication from customers in either language.	Continue to implement our Welsh Language Scheme including the requirements of our Bilingual Skills Strategy by supporting our staff who are learning or improving their Welsh Language Skills.	Continue to support learners.	Continue to support learners.
	Draw up an action plan to ensure compliance with the Welsh Language Standards set by the Commissioner.	Implement standards for public bodies set by Welsh Standards Commissioner.	30% staff should be able to speak Welsh with confidence by 2018 (between level three and four).

Natural Resources Wales Business Plan Commitments

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
Improve our Governance.	Further embed our approach to strategic and business planning through our 'Good for' Boards and improved integration with resource allocation.		
	Develop our approach to Integrated reporting including the delivery of our Business Case.	Implement Integrated reporting.	Implement Integrated reporting.
	Plan development of corporate plan 2017 - 2022.	Run a public consultation exercise and develop our new five year Corporate Plan.	Publish new five year Corporate Plan.
	Respond to the Probationary Review and Value for Money audit to be conducted as a joint exercise by the Wales Audit Office.	Deliver actions arising from the Probationary Review and Value for Money audit to be conducted as a joint exercise by the Wales Audit Office, linked to our five Transformation Programmes.	Deliver any remaining actions arising from the Probationary Review and Value for Money audit to be conducted as a joint exercise by the Wales Audit Office linked to our five Transformation Programmes.
	Finalise our remaining 'Corporate Policies', Code of Conduct and approach to corporate security. Increase awareness with all staff in support of our Roadmap rollout and wider Organisational Development.		
	Extend a risk based approach to our work including the Regulators' code.	Extend a risk based approach to our work including the Regulators' code.	Extend a risk based approach to our work including the Regulators' code.
Demonstrate we operate sustainably.	Fulfil our commitments under the Sustainable Development Charter, take forward the provisions of the Well-being of Future Generations Bill and work towards becoming an acknowledged exemplar of sustainability.	Take forward the provisions of the Wellbeing of Future Generations Bill and work towards becoming an acknowledged exemplar of sustainability.	Take forward the provisions of the Wellbeing of Future Generations Bill and work towards becoming an acknowledged exemplar of sustainability.
	Aim to maintain ISO14001 and UKWAS accreditation.	Aim to deliver carbon reductions in line with our aim of being seen as an exemplar in sustainability.	Aim to deliver carbon reductions in line with our aim of being seen as an exemplar in sustainability.
	We will aim to cut our carbon emissions and water use by 5% from 2014/15 levels.	We will aim to cut our carbon emissions and water use by 5% from 2014/15 levels.	We will aim to cut our carbon emissions and water use by 5% from 2014/15 levels.

**O2. We will work more efficiently and grow our income, within our purpose, so that we can use these savings to provide greater public benefit**

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
<b>Transformation Programme: 4 - Improving Efficiency and Service Delivery.</b>	Undertake our agreed set of service delivery reviews as part of the Improving Efficiency Transformation programme utilising continuous improvement techniques to reduce cost and improve services.	Implement the recommendations from completed reviews and progress further service reviews as agreed through the programme.	Implement the recommendations from completed reviews and progress further service reviews as agreed through the programme.
	Implement our 'Success with Less' campaign to reduce our non-staff costs.	Continue our 'Success with Less' campaign to reduce our non-staff costs.	Continue our 'Success with Less' campaign to reduce our non-staff costs.
	Implement our Procurement strategy.	Deliver the Procurement Strategy Action Plan.	Deliver the Procurement Strategy Action Plan.
	Continue to rationalise our corporate assets - to generate income and reduce costs from our accommodation and fleet.	Continue to rationalise our corporate assets - to generate income and reduce costs from our accommodation and fleet.	Continue to rationalise our corporate assets - to generate income and reduce costs from our accommodation and fleet.
	Implement our agreed ICT Transformation Programme.	Implement our agreed ICT Transformation Programme.	Implement our agreed ICT Transformation Programme.
	Establish further standalone capability through reducing our dependency on services provided by EA and FCGB.	Continue to reduce dependency on EA and FCGB.	
	Embed the new Finance / HR system (My NRW) and deliver further benefits through process improvement and improved management information.	Continue to develop the potential of MyNRW to support further integration and efficiencies.	Continue to develop the potential of MyNRW to support further integration and efficiencies.

**O3. We will develop a culture that supports our values, increases our skills base, enhances our flexibility and diversity and improves our standards of health and safety**

Objective	2015/16	Indicative 2016/17	Indicative 2017/18
<b>Transformation Programme 3 - Developing our people and teams.</b>	Implement the requirements of our Strategic Equality Plan and four year Action Plan, with objectives for each of our five 'Good For' themes.	Implement the requirements of our Strategic Equality Plan and four year Action Plan with objectives for each of our five 'Good For' themes.	Implement the requirements of our Strategic Equality Plan and four year Action Plan with objectives for each of our five 'Good For' themes.
	Finalise and embed our people policies through engagement and using feedback and metrics to identify improvements.	Review and refresh policies taking account the lessons learnt and where NRW is on the roadmap and as an organisation.	Review and refresh policies taking account the lessons learnt and where NRW is on the roadmap and as an organisation.
	Continue to develop a positive culture using our Roadmap to ensure a consistency of approach to our values and behaviour.	Continue to develop a positive culture using our Roadmap to ensure a consistency of approach to our values and behaviour.	Continue to develop a positive culture using our Roadmap to ensure a consistency of approach to our values and behaviour.
	Continual development and training for staff. Implement our Leadership and Management development portfolio.	Continual development and training for staff.	Continual development and training for staff.
	Implement our Job Evaluation project.	Implement our Job Evaluation project.	Complete our Job Evaluation project.
<b>Improve Well-being, Health and Safety Management</b>	<p>Deliver and begin to implement our Wellbeing Health and Safety (WHS) strategy incorporating a 3 year improvement plan, revised Wellbeing Health and Safety policy, formal governance arrangements and a cultural development programme.</p> <p>Deliver Year 1 of the improvement plan.</p>	Embed our WHS strategy. Deliver Year 2 of our improvement plan.	<p>Continue to embed our WHS strategy.</p> <p>Deliver Year 3 of our improvement plan.</p>

# Our People

Good progress continues to be made to shape and develop the organisation's workforce, creating one organisation today that is fit for the opportunities and challenges of tomorrow.

## Transition

Key 'people' deliverables in 2014/15 were:

- agreeing a Total Reward Package, representing an important step to support streamlining our people policies
- completing our voluntary exit opportunity to support workforce reduction - 195 individuals applied and 58 people were offered voluntary exit
- implementing new operating models in most Directorates, enabling integrated team working
- developing a new performance management approach for 2015/16
- giving focus to Wellbeing, Health and Safety and Equalities and Diversity through the development of strategic direction, policy and fora for considering these important areas
- enabling the organisation to serve the community better through further development of our bilingual approach
- enabling the development of the 'People' areas of MyNRW.

**This list is not exhaustive but it shows the significant and challenging work that has been completed in 2014/15 to continue the transition into one organisation. More needs to be done early in 2015/16 to complete our people policies and finalise the design/ implement a new job evaluation approach. Effective partnership relationships with Trade Unions continue to be an important hallmark of how we work.**

## Transformation

As the business moves to transformation in 2015/16, harnessing the full opportunities that one body and the 'natural resources management' approach offer, it is down to people to give leadership, create possibilities, weigh up choices and make things happen.

As part of this, we will refresh and develop an overall Organisational Development and People Strategy, considering our strategic priorities and where we will focus our energies to best serve organisational transformation.

### Priorities will include:

- Creating a culture based on our values and behaviours, in support of our ambition to be a high-performing organisation
- Developing interventions to support transformation:
  - place-based team development
  - leadership and management development
  - career opportunities e.g. apprenticeships and career development
- Developing a workforce strategy and controls that meet the future needs of the organisation providing flexibility and agility
- Establishing key Organisational Development/People metrics to inform our organisational health and drive improvement.

**This will be a journey over the next three to five years, with the 'Roadmap' guiding our approach.**

**It is people who transform the business and serve our customers, and so we will continue to keep the 'people' agenda to the fore, creating a context that helps people give their best and develop in their role and career.**

# Our Finances

## Overview

Our Business Plan has been developed against a continuing backdrop of Public Sector austerity. Our business planning is built around the financial challenge continuing for the next few years and is therefore focussed on delivering the organisational transformation and efficiencies required.

Our financial resources are prioritised to the objectives set out in this Business Plan and in delivering better outcomes, year on year, with the resources available.

We successfully managed our finances in 2013/14 and published our first Annual Report and Accounts in July 2014.

This will be the first year that we have set our own charges and fees, independently of the Environment Agency, which required us to consult with our regulated customers. They have been approved by Welsh Ministers and our charging scheme will be issued to customers in April 2015. We have reduced our overall level of charges compared to 2014/15, and are delivering on the charging principles that we set out to our customers.

We have balanced our Budget for 2015/16 whilst seeing a reduction in our Grant in Aid from Welsh Government and increasing workforce costs (mainly due to pension contributions). This has been achieved by putting in place several service reviews and an efficiency programme for non-staff costs ('Success with Less').

## Current Position

We continue to invest in the transformation of Natural Resources Wales and are now seeing the benefits of moving away from ex-legacy body dependency, especially in the area of Information Communication Technology. From 1 April 2015, we have moved from operating three Finance and HR systems to just one (MyNRW), which will deliver significant efficiencies and improved management information.

In order to deal with a major tree health issue in *Phytophthora ramorum*, we have received specific funding from Welsh Government in both 2013/14 and 2014/15. We are using a phased approach across a number of years balancing priorities with available funding.

Other areas of work which we have prioritised next year include dealing with the impact of the Reservoir Safety Act, allocating additional funding to forest operations impacted by issues such as landslides and integrating Natural Resource Management into our everyday operations.

We are dealing with our financial challenges in a number of ways:

- Focusing on managing our workforce numbers to an affordable level
- Undertaking several service reviews which will begin to deliver benefits in 2015/16
- Reducing our reliance on legacy bodies, replacing services with more streamlined and efficient processes which we manage ourselves
- Implementing an efficiency programme called 'Success with Less'
- Continuing to develop our enterprise opportunities to generate additional income.

# Income and Expenditure

The table below summarises the income and expenditure budgets for 2015/16.

Income	£m	Expenditure	£m
Grant in Aid	110	Staff	72
Charges	37	Operating Costs	62
Commercial and Other Income	22	Capital Projects	34
External Funding	7	Ex-Legacy Body Service Level Agreements	8
<b>Total Income</b>	<b>176</b>	<b>Total Expenditure</b>	<b>176</b>

## Income

Welsh Government have confirmed our Grant in Aid allocation for 2015/16. There is a £3m 'cash' reduction for activities other than Flood and Coastal Risk Management, which remains ring fenced. We will also make a repayment of £4m to the Welsh Government's Invest to Save Fund financed from the benefits of the projects that it funded.

Our Capital Grant in Aid settlement includes funding from the Wales Infrastructure Investment Plan of £15m. We have reduced our overall charges and fees compared to 2014/15: we receive this charge scheme income from the customers that we regulate.

Commercial income comes mainly from the sale of timber, but also includes other sources such as from wind energy

and visitor centres, and from recreation and other activities on the land we manage: we are looking to maximise income from commercial opportunities.

Our total estimated funding position is £176m for 2015/16.

## Expenditure

Over 40% of our expenditure is on Staff Costs. The average cost of staff is forecast to increase by over 10% over the period of the Corporate Plan, to 2017, due to increased pension funding costs and national insurance contributions.

## Funding by 'Good For' Theme

The Good for People Theme has the largest investment of resources as it includes the Flood Risk Capital Programme. During 2014/15, we have changed the way we allocate resources to our different Good

For themes as we continue to develop our organisation.

The Good Organisation accounts for 20% of our resources. It currently includes Service Level Agreement costs from ex-legacy bodies and the investment costs to transition away from these services, which are reducing year on year.

For 2016/17 and beyond we will be continuing our transformation, reviewing our services and embedding more efficient ways of working. This will enable us to achieve better value for money to the charge payers that we regulate, meet continuing pressures on the levels of funding provided by Welsh Government and mitigate against inflationary pressures on our budgets.

In summary, our resources have been allocated across our themes as follows:

