



Board Paper

13th July 2017

Paper Title:	NRWs Enterprise Plan 2017 - 2022
Paper Reference:	NRW B B 31.17
Paper Sponsored By:	Tim Jones
Paper Presented By:	Peter Garson

Purpose of Paper:	Scrutiny
Recommendation:	To seek approval for NRW’s Enterprise Plan 2017 - 2022.

<p>Impact: To note – all headings might not be applicable to the topic</p>	<p>How do the proposals in this paper help NRW achieve the Well-Being of Future Generations Act principles in terms of:</p> <p>Looking at the <u>long term</u>: Enterprise projects are economically sustainable and provide long term benefits to the environment and economy.</p> <p>Taking an <u>integrated</u> approach: Enterprise projects are an integral element of SMNR within the NRW Managed Estate</p> <p>Involving a <u>diversity</u> of the population: Community engagement in Enterprise Projects</p> <p>Working in a <u>collaborative</u> way: Working with the private and voluntary sector and using different mechanisms where appropriate.</p> <p><u>Preventing</u> issues from occurring: Positive contribution to mitigate climate change</p>
---	---

Issue

1. NRW's Enterprise Plan 2017 - 2022 sets out the framework to meet the direction given in the Ministers Remit Letter of 2017/18.

Background

2. The Welsh Government has mandated NRW, through its annual Remit Letters, "*to develop an Enterprise Plan with milestones for income generation that exemplify the Sustainable Management of Natural Resources, working with partners and communities.*" The NRW Board has actively contributed to the development of this plan.

3. The timescale for the Enterprise Plan is 1st April 2017 to 31st March 2022, which aligns with our Corporate Plan.

Assessment

4. The Plan sets out a principled approach to the development of commercial activities. It ensures that financial targets will be set in the context of performance measures that are aligned to the delivery of SMNR. The Plan sets out the approach to how existing and new commercial activities will be developed, but further business planning will be undertaken within each activity.

5. NRW's current commercial activities are comprised of the following portfolios:

- Timber Production
- Energy Development
- Other Estate Income
- Recreation and Tourism
- Analytical Services.

6. The Plan provides a framework, (illustrated in Appendix 1,) which will help to ensure that these programmes and any new activities can develop in a way that contributes positively to the achievement of NRW's Well Being Objectives and applies the SMNR principles, without losing commercial focus.

Governance

7. The Plan has been developed with input from the NRW Board, in particular from the Enterprise sub-group of the NRW Board. This sub-group will monitor the implementation of the Plan and Quarterly reports will be provided on progress.

8. Existing governance structures such as the Energy Delivery Programme Board and Estate Management Forum will continue to monitor and report on particular Enterprise Portfolios until Organisational Design is completed and any changes in governance are introduced.

9. In view of recent experience from the Public Accounts Committee and learning from Internal Audits, proportionate governance arrangements will be put in place to provide effective scrutiny. This will include the involvement of NRW’s Audit and Risk Assurance Committee (ARAC) for the highest value projects and others that are novel or potentially contentious.

Recommendation(s)

- That the Board approve the Enterprise Plan 2017 – 2022 and the associated governance arrangements.
- The Plan will be published bilingually on the NRW website and the Board are invited to suggest how the plan should be promoted.

Key Risks

Risk	Control
Publication of NRW’s Enterprise Plan results in enterprise enquiries and NRW is unable to deal due to lack of defined customer engagement process or lack of resource to deal with enquiries.	Work with Communications and Customer Care teams to ensure process / resource in place to meet business needs on publication
Commercial information is put into the public domain in error.	Quality Assurance and Sign Off by Head of Commercial Operations prior to publication

Financial Implications

10. None at Board approval stage.

Equality Impact Assessment (EqIA)

11. This will be addressed prior to publication.

Risk Assurance

12. Not applicable.