

FORESTRY COMMISSION WALES CORPORATE PLAN: 2009-2012

Purpose

1. To present to the National Committee the Corporate Plan 2009-2012 for approval.

Background

2. In March 2008 we put in place a 1-year Corporate Plan for 2008/09, as the government's *Woodlands for Wales* strategy remained under review.
 3. The government has now confirmed its revised policy and *Woodlands for Wales* will be re-launched on 27 March 2009.
 4. The Policy and Programme Development team has been working to develop a rapid corporate response to the revised policy. At the same time we have been working to deal with the Wales Audit Office *Value for Money* recommendations relevant to the corporate planning process. Namely:
 - In responding to the revised *Woodlands for Wales* strategy, FCW should set out a clear corporate plan and priorities;
 - FCW should undertake a fundamental review of its business planning and financial management systems, to ensure that a longer-term approach delivers sufficiently strategic allocation of resources;
 - FCW should develop clear processes to link cost centre business plans with the corporate plan;
 - FCW should develop a medium and long-term financial plan aligned to the new corporate plan and district business plans;
 - FCW should develop a smaller suite of key measures of performance that are explicitly linked to its purpose, the Assembly Government's key strategic objectives and stakeholder expectations.
 5. The proposed Corporate Plan for 2009-12 deals with a number of these recommendations. However it will take a further two full corporate planning cycles to deliver a set of programmes that are fully aligned to *Woodlands for Wales*. More time is also required to deal with the longer-term financial planning issues and further linkage between resources and performance measures. For this reason it is proposed that in future we update our Corporate Plan annually.
 6. Assembly colleagues have had input to the plan, especially the proposed Performance Measures and 2009-12 targets. It is likely that these measures and
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delivery of the targets will increasingly form the basis of the formal relationship between WAG and FCW.

7. It has already been agreed that we would move towards a programme basis for setting out our delivery activities. This is very much an internal issue as the majority of staff are involved in activities that are output focused in the short-term, rather than viewing themselves as delivering longer-term policy outcomes.
8. The full plan will be web-based only and will benefit from the services of a copywriter before publication. A short summary document is planned for hard-format publication and an early draft will be available at the meeting. This will be the main platform for internal and external communication of the plan.

Discussion

9. The following are offered as suggestions as to where the focus of input should be from the Committee when considering the Plan for approval:
 - Does the Plan set out a clear response to *Woodlands for Wales*, bearing in mind the time that has been available to FCW to achieve a degree of alignment and focus?
 - Is the programme framework useful? Internal discussion suggests it is for staff but it may not be so relevant for some stakeholders?
 - The proposed suite of Performance Measures is a key device to help achieve focus and to very explicitly state where the priorities lie. The suite has had careful design to ensure coherence and that the necessary dependencies implicit within *Woodlands for Wales* are flagged up. Does it work in this way?
 - There is a clear separation between Performance and Business Measures. The former are about the purpose of the organisation, whilst the latter are a means to achieve that purpose. Does this work as a device?
 - Have we set out a clear set of targets for both Performance and Business Measures, as well as the necessary processes required for setting future targets?

Financial Implications

10. The programmes set out for 2009/10 are based on the agreed business plan. Given the current economic climate and public sector finance arrangements the programmes for Years 2 and 3 will need to be carefully aligned to any future funding settlement. Over time there will be a continued process of matching resources to Performance measures and targets based on some of the processes mentioned earlier in this paper.

Risks

11.

Risk Component	Risk Type: Economic Reputational Env. & Social	Impact / Likelihood Score	Risk Score	Controls
That we do not maintain the corporate planning process to deliver full alignment and meet all the VfM recommendations	Reputational/ Econ/Env/Social Could impact our ability to implement <i>Woodlands for Wales</i>	5/3	15	A project management approach is being used to develop and deliver the corporate planning process
That the Plan is not effective in communicating our purpose, direction & priorities	Reputational	4/3	12	The impact of the Plan both internally and externally will be closely monitored
That the Plan is not delivered	Reputational/ Econ/Env/Social Will impact our ability to implement <i>Woodlands for Wales</i>	5/3	15	Executive accountability exercised through FCWMB focus and NC scrutiny
Risk Score 0 – 5 Insignificant / 6 – 10 Low / 11 – 20 Medium / 21 – 25 High				

Communications

12. The Corporate Plan is in part a communication tool for presenting our purpose, direction and priorities to stakeholders and staff. To aid this a shorter summary document will be produced and Director will be holding two 'all staff' meetings in May to explain the Plan.

13. The Corporate Communications Strategy has been developed in parallel with this Corporate Plan and there is a high degree of alignment between what we plan to do and how we plan to communicate what we do.

Recommendation

14. The National Committee is invited to approve the Plan, including any suggested amendments. The suggested areas for discussion in paragraph 9 may help in this process.

Clive Thomas / Sue Ginley
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March 2009

