

Y Gwir Anrh/Rt Hon Rhodri Morgan AC/AM  
Prif Weinidog Cymru/First Minister for Wales



Llywodraeth Cynulliad Cymru  
Welsh Assembly Government

Ein cyf/Our ref: MB/FM/0477/09

Kirsty Williams AM  
The National Assembly for Wales  
Cardiff Bay  
Cardiff

*22<sup>nd</sup>* October 2009

*Dear Kirsty*

**WAQ 54790**

In response to WAQ54790 I said I would write to you further with a copy of the Business Plan for each Department setting out the details of their work, as outlined in the One Wales Delivery Plan 2007-2011.

I am sorry for the further slight delay. The information is now attached but is being sent electronically as there are over 400 pages.

*Yours  
Rhodri*

Bae Caerdydd • Cardiff Bay  
Caerdydd • Cardiff  
CF99 1NA

English Enquiry Line 0845 010 3300  
Llinell Ymholiadau Cymraeg 0845 010 4400  
Ffacs \* Fax 029 2089 8198  
rhodri.morgan@wales.gsi.gov.uk

**DEPARTMENT OF ENVIRONMENT, SUSTAINABILITY AND HOUSING  
2009/10-2011/12 BUSINESS PLAN**

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## DEPARTMENT OF ENVIRONMENT, SUSTAINABILITY AND HOUSING 2009/10-2011/12 BUSINESS PLAN

### **Introduction**

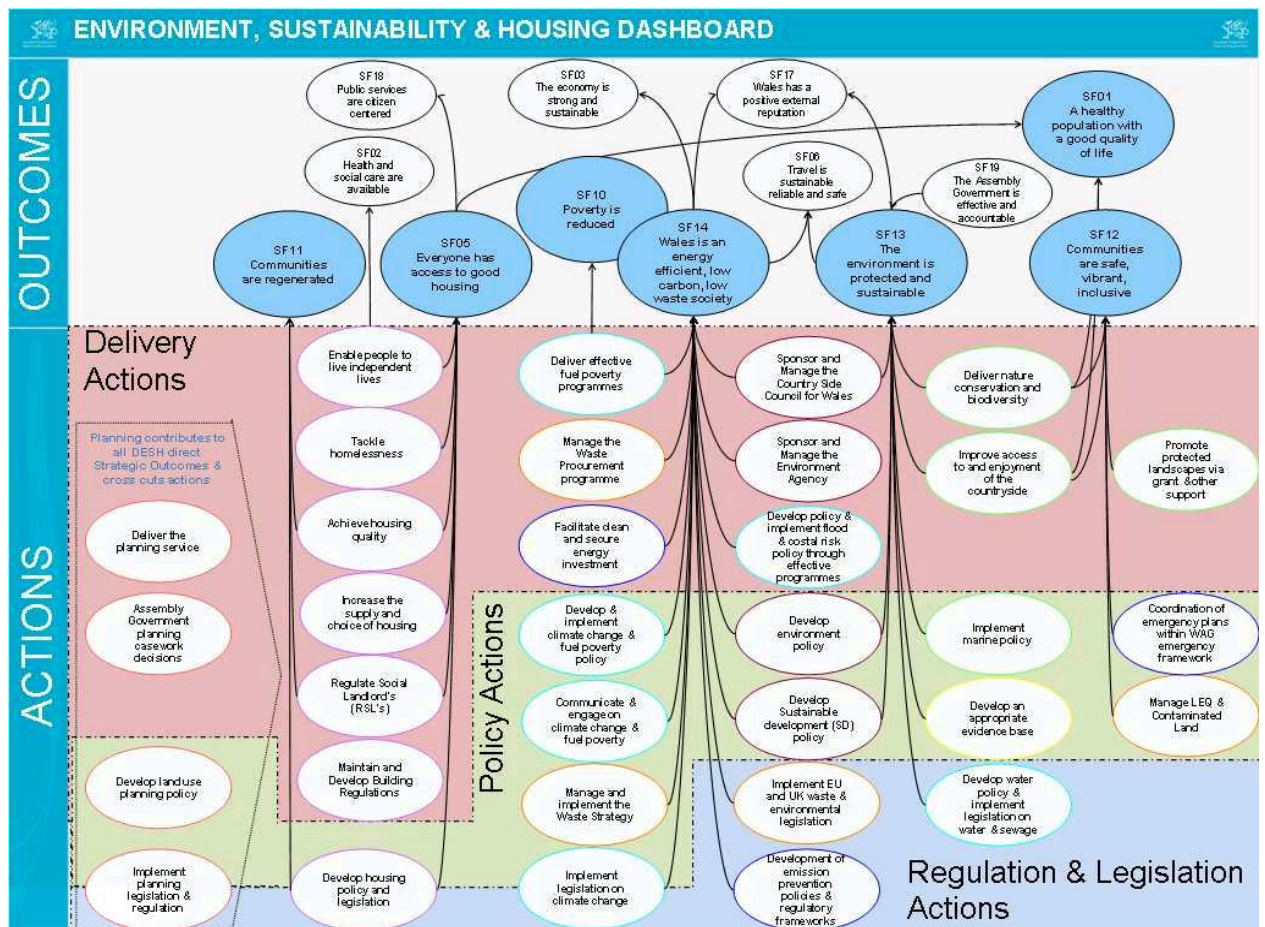
The Department for Environment Sustainability and Housing has three main roles in supporting the implementation of the Welsh Assembly's Strategic Outcome Framework.

#### **These roles are:**

- **Delivering our 21st Century infrastructure** (housing, flood, waste, energy, water, and access) which highlights the practical delivery side of our work. We will need to strengthen capacity to ensure effective delivery;
- **Supporting 21st Century thinking** (direct work on public attitudes to climate change, SD and waste, community activity), and contributions to green business support (E&T), skills and education (DCELLS). We recognise there is scope for bringing this work together more - especially communications programmes and community activity - to give greater impact. The National Housing Strategy also provides an opportunity to link directly to regeneration, poverty, health and skills;
- **Providing a strong modern risk-based regulatory framework** (planning, conservation, housing, pollution control, legislative programme). We need to strengthen our legislative capacity and modernise existing approaches.

These roles are reflected within our DESH Departmental dashboard which sets out in summary terms the actions we will undertake in supporting the achievement of the Assembly's strategic outcomes.

The Department's success will be measured by our progress in delivering these aims and in doing so in ways which promote joint-working and measure value both within and outside the Department.



The strategic outcome framework reflects the long term planning and delivery horizon of the WAG. In the medium term, the Department remains focused upon the delivery of the One Wales targets for which it is responsible. The Department has 36 of the Government's 228 One Wales commitments.

Our agenda is high profile and challenging, and includes two of the new Assembly Government's first Legislative Competence Orders (Environmental Protection and Waste Management, and Affordable Housing), as well as a large amount of EU and regulation-driven requirements responding particularly to the Climate Change Act 2008 and UK Flood and Water Bill. *Forward Look* sets out in summary form our key delivery milestones.

Our 2009/10 Programme budget reflects a modest increase in respect of Home Energy Efficiency Support, housing and flood defence, together with significant levels of SCIF funding and EU Convergence funding. We have also brought forward resources from 2010/11 to 2009/10 in supporting the Assembly's response to stimulate and support the Welsh economy in the context of a global economic and financial crisis in the form of a series of *credit crunch* and *climate crunch* measures. Our 2009/10 DRC position is

assumed as a constant with 2008/9 pending a cross-Assembly review. Getting measures, value and impact for our expenditure is a key priority.

We will continue to progress our organisational development in consolidating upon our first full year of operation and in putting in place required levels of capacity and resource. We will work closely with colleagues within the umbrella of the newly formed Strategic Futures Directorate to ensure our resources are deployed efficiently, effectively and economically drawing upon capacity internal to the Assembly where available including the Priority Project Team and resource generated as a consequence of the redesign of business unit support arrangements.

External to Sustainable Futures Directorate we will continue to develop our existing links with E&T and develop new ones especially with DCELLS in strengthening joint working. This offers the prospect of applied links such as training in and through our work areas. This will promote practical deliverables based on the small country, agile delivery, co-production approach.

Key Departmental challenges for the coming years, beyond delivery of our key policy priorities, are:

- to strengthen delivery capacity;
- to manage pressures while improving opportunities and work experience for staff;
- to take the opportunities of corporate improvement programmes, including in particular the Ideas Programme.



## ONE WALES COMMITMENTS

#	One Wales commitment	Reasons why and what success looks like (inc performance indicators)	Stakeholder engagement	2008/9	2009/10	2010/11
				Plans for delivery/milestones		
44	New not for profit nursing homes	£18m allocated over 3 years Expenditure on intended purpose was not possible in 2008/09 and so £4m was utilised on bringing forward planned schemes for Extracare Housing for older people	Until viable model can be achieved, stakeholder involvement is limited.	Initial recommendations made to Ministers on a range of models to explore the best options for meeting this commitment	Further joint work to be undertaken with officials from Health, Social Care and Housing to take forward viable options within constraints of business area	
66	Increase supply of affordable homes by 6,500 over 4 years	£28.5m additional resource allocated in 2008 over 3 years as part of 2008/09 to 2010/11 three year Assembly Budget.  Additional SCIF funding of £42m over three years has been awarded to help achieve the output of 6,500	Sector is significant contributor to Sue Essex Review.	Sue Essex Task and Finish Group interim report Spring 2008	Implementation of recommendations from Essex Review	A new data collection method is currently being prepared to enable WAG to effectively count new affordable housing units.

67	Obtain legislative power to restrict right to buy in areas of housing pressure	Approval of a broadly based LCO				
68	Review and reissue TAN 20, to allow language impact assessments for planning purposes	Revised TAN based on evidence assists language to thrive		Research to commence end 2009/10		
69	Provide LA s with ability to secure 100% affordable housing on development sites	We are currently engaging with and encouraging authorities to use their ability to secure 100% affordable housing on development sites through the production of Affordable Housing Delivery Plans where they will identify the specific needs of their communities. TAN 2 Guidance is already in place and gives some real examples of how local authorities can maximise the delivery of affordable housing in areas where the need has been identified through effective use of the planning system.	Local authorities and RSL's are part of the process in delivering this commitment and are actively being communicated with.			
70	Grants for first time buyers	A pilot scheme was launched in June 2008 giving grants to First time Buyers in Renewal Areas for measures to improve energy efficiency in local authorities where the house price to income ratio is	Local authorities with renewal areas and the WLGA	Launch of programme in June 2008 Bids invited from June.	Evaluation of first year	



		above the national average. The Welsh Assembly Government allocated £500,000 to support the scheme in 2008-09. The pilot scheme is being monitored and feedback from participating local authorities indicates that good progress is being made. The pilot scheme will be extended to <b>all</b> renewal areas for its second year. The WLGA agreed this approach				
71	Consider emulating the HMO licensing model to manage the level of second home ownership	Conclusion on options for empowering local authorities to control		Taylor Review in England due to report in June/July. This will be reviewed and finding considered.		
71	Extend classifications of dwellings as part of ongoing review of TAN6			Consultation paper to issue on rural diversification Summer 2009. Aim to finalise TAN and MIPPS by end of 2009/10		
72	Increased funding to support social housing	<ul style="list-style-type: none"> <li>Social Housing Grant programme increased in 2008 by £28.5 m over three</li> </ul>	Distribution of resources is discussed and agreed with local		Agree 3 year Programme Delivery Plans with	

		<p>years.</p> <ul style="list-style-type: none"> <li>• SHG brought forward from 2010/11 SHG programme - £12m into 2008/09 and £28m into 2009/10.</li> <li>• £42 m in SCIF over three years.</li> </ul>	authorities and housing associations		<p>housing association consortia.</p> <p>Agree distribution of additional resources brought forward from 2010/11.</p> <p>Agree schemes with LAs to take up remainder of SCIF allocation</p> <p>May/June 2009</p>	
73	All sizeable new housing schemes to include percentage of social housing	Affordable Housing Delivery Plans will be required by all LA's to show what their requirements are and how they are going to deliver them. This is an interim measure before LDP's come into force in 2011.		Affordable Housing Delivery Plans Guidance to be issued in June 2008	AHDP's to be completed by each LA and National Park Authority	Monitoring and evaluation of AHDP's
74	Greater freedom for LA s to designate non-development sites for affordable housing	Local authorities have to determine what their local requirement is for housing of all types and need to identify a 5 year supply of land in order for this to be delivered.			AHDP's to be completed by each LA	Monitoring and evaluation of AHDP's

		Where there is insufficient designated land, the authority is encouraged to look to non-development land to address the need for affordable housing. The Ministerial Interim Planning Policy Statement provides specific guidance on this. The WAG is currently commissioning a model s.106 agreement for use by authorities in Wales to maximise the planning system for the delivery of affordable housing. This should be identified in the Affordable Housing Delivery Plan and by 2011 in the Local Development Plan..				
75	Reform and reissue guidance on affordability and local criteria in section 106 agreements	Good practice guidance on affordable housing and S106 agreements issued in July 08. Additional advice on use of S.106 in a recession to issue 2009/10.		Good Practice Guidance on s106s was issued in July 2008 and training sessions took place	Additional guidance to issue 2009/10  The downturn in the market means that s106s need to be re-negotiated as they are not viable. On the other hand it may be that 106s negotiated	Further guidance on s106s in and economic downturn is to follow in 2009/10

					will not reflect future increased land values. Further guidance is under consideration	
76	Improve radically supply of publicly owned land for affordable housing	In order that publicly owned land is released below market value and improved Land Disposal Protocol will be issued in 2008, ensuring that all surplus Assembly land will be considered for affordable housing use, and will be extended to include land currently held by Health Trusts.		Keep protocol under review which only affects Assembly land and not local authority land	Evaluate how much additional land has come forward through use of the protocol and from local authorities. (Protocol does not affect local authority land which is part of this commitment)	Consideration of undertaking a Strategic Capital Investment bid (SCIF) to secure additional funding for WAG and ASPB sites as finance is one of the barriers for WAG sites to come forward for development.  The Affordable Housing Delivery Statements also encourage local

						authorities to look at their own sites for affordable housing
77	Greater power of specificity in designating Assembly owned land for affordable housing	To be incorporated in the updated Land Protocol. The protocol for Health Trusts will be adopted in early 2008, with an updated land protocol for Assembly owned land due by the Summer of 2008.		Two protocols have been agreed within the Assembly to ensure that all WAG and ASPB's land is considered for affordable housing prior to disposal on the open market	The Protocols need updating but 8 priority sites have been identified for fast track disposal to housing associations	Officials are working through WAG and other ASPB's sites to see if they are appropriate for disposal and this work is on-going. Protocols need to be up-dated
78	Promote expansion of community land trusts	Budget of £100k each year (new). Link with existing work of Rural Housing Enablers to maximise effect.		Make recommendations to DM on future funding April 2008. Implement May 2008	£50,000 a year has been allocated to CLTs and use of Forestry Commission land could be used for this purpose	Evaluate 2010. Look at a legal definition of CLTs.
79	Lobby Westminster for greater discretion for	Representations will be made to Westminster in 2008 to consider measures which will		A discussion at Policy Board in housing	This area has been looked at but cannot	

	charitable organisations in disposing of land below market value for affordable housing	allow land held by charities in Wales to be disposed of below market value for affordable housing purposes. Discussions will also be instigated with organisations in Wales to investigate the possibility of land held for charitable purposes to be utilised for affordable housing		appears to recognise that this is difficult to achieve unless it is within the memoranda of understanding of the actual charity	proceed	
80	Statutory duty on LAs to prepare delivery plans for affordable housing	To be included within Local Development Plans from 2011 with interim plans in the meantime.		Final Guidance was issued in early 2009	AHDS will be submitted to WAG during 2009	Statements will be assessed in 09/10
81	Keep Welsh Housing Quality Standard under review, consider applications for extended compliance timetable on their merits	A number of LAs have been granted extensions on a case by case basis.	Latest Business Plans will be reviewed in order to brief the Deputy Minister on the current position of all local authorities	Publication of revised guidance in Summer 2008; implementation in 2008	Publication of Guidance and monitoring against Guidance	Monitoring against Guidance
82	No re-ballot on stock transfer, unless significant change of circumstances	Local authorities have been informed that they will not be permitted to re-ballot tenants within the lifetime of a Council's administration unless exceptional circumstances require. This constraint is emphasised within updated stock transfer guidance to be issued shortly		Ongoing	Ongoing	Ongoing
83	Ensure impartial advice for tenants	As part of the pre-ballot process all information issued		Ongoing	Ongoing	Ongoing

	before stock transfer ballots	to tenants from the Council or the ITA is required to be submitted for approval to the Welsh Assembly Government to ensure its factual accuracy and impartiality. Updated stock transfer guidance has been prepared for issue shortly which will further emphasise the responsibility upon local authorities to ensure this happens.				
84	Extra funding for Supporting People programme	Support the further development of housing related support services for vulnerable people as part of an agenda to promote independence, community safety and prevent homelessness			The Deputy Minister for Housing has agreed an increase of 2.75% to Supporting People funding for 09-10. In addition £300k is providing additional funding to the 4 local authorities with the lowest per capita Supporting People spend.	

85	Homelessness plan, seeking new powers under GoWA 2006	Provide an opportunity to follow existing National Homelessness Strategy with a longer term plan. A successful plan will provide a coherent vision contributing to the prevention of homelessness.	Expert panel established	January 2008 – taken to Ministerial Policy Board. July 2008 to be considered by Cabinet. Expert panels meeting to June 2008; August – October 2008; January 2009 onwards; 10 year plan to be published Dec 2008	Final draft of the Plan will be ready for consideration by Cabinet before the summer recess. The need for primary powers will be dependant on the objectives set within the final plan	Implementati on of planned actions
164	Establish a Climate Change Commission for Wales	<p>To bring together key sectors and organisations in Wales to build a consensus on the action needed to tackle climate change.</p> <p>Agreed plans to support Commission members taking a leadership role within their sectors and providing relevant resources to assist in this working with the Sustainable Development Commission.</p> <p>Success: Commission and Sub Groups well attended, develop a consensus on the action</p>	The Commission is a stakeholder engagement process. The Commission itself includes representatives of the four main political parties, business, the third sector, local government, academia and land management as well as representatives of experts such as the Carbon Trust and Tyndall Centre.	Commission meeting in June, Oct Dec, Jan and March Sub groups meeting in May, Aug, Nov, April	Commission meeting in March, June, Oct and Dec Sub groups meeting in April and new arrangements in place from June	Commission meeting in March, June, Sept and Dec Sub groups meeting in May, Aug, Nov, Feb



		<p>needed and support the implementation of that action across sectors</p> <p>Review of first year of operation the Climate Change Commission by the Sustainable Development Commission completed in Sept 2008 and recommendations being implemented.</p> <p>First set of Sub Group reports completed and feeding into policy development.</p>				
165	<p>Aim to achieve annual carbon reduction-equivalent emission reductions of 3% per year by 2011 in areas of devolved competence. Specific sectoral targets, work with heavy industry/power generation industries to reduce emissions</p>	<p>To tackle the causes (and consequences) of climate change and make our contribution to statutory targets and carbon budgets in the Climate Change Act.</p> <p>Success: Targets in place by Dec 2009 and progress against target in 2011 (i.e. emissions reducing).</p>	<p>Climate Change Commission and its Sub Group</p> <p>Cabinet Committee on Climate Change and supporting Officials Group.</p> <p>Wider network of leads across Assembly Government.</p> <p>UK Committee on Climate Change</p> <p>Sept 08 - Communication</p>	<p>Mar – Sept 08 - Establish evidence base on policies and programmes for emission reduction, and Departments to start scoping the contribution they could make</p> <p>Jul – Dec 08 - Finalise definition of targets and prepare consultation</p>	<p>April – May - 09 – Complete cost / benefit analysis of proposals for stage two consultation and write consultation document.</p> <p>Jun - Sept 09 Consultation on second stage of Strategy - programme of action</p>	<p>2010 - First annual report to Plenary on the Strategy</p>

		<p>campaign launch</p> <p>Consultation on the target definition and areas to focus action (Jan – Feb 09) and major consultation on programme to deliver (Jun – Sept 09)</p>	<p>Sept – Dec – list of proposals for inclusion in second stage consultation developed by Departments and Commission</p> <p>Jan – Mar 09 - consultation on first stage of climate change strategy on targets and areas to focus action</p> <p>Jan – Mar 09 – cost / benefit analysis of proposals</p> <p>Focus on renewable energy opportunities and overcoming barriers-inc grid availability and turbine transport</p>	<p>Oct 09 - Analysis of consultation results</p> <p>Dec 09 - Climate Change strategy finalised</p> <p>Intensive industry dialogue and energy strategy consultations</p>	<p>Monitor progress and evaluate policy</p>
	<p>Reduction in carbon emissions of large steel and aluminium plants. Rapid Increase in production of low carbon electricity in Wales.</p>	<p>Extensive dialogue with a very wide range of stakeholders</p>			

166	Commit to targets on carbon neutrality of public buildings	Targets in place by 2009	Linked to 165	To be developed as part of programme for 165		
175	Draw up energy strategy, to include actions, support for study on Severn barrage	Severn tidal power feasibility and innovative technologies studies well received	Extensive at professional and public levels	<p>Extensive participation in joint BERR/DEFRA/WAG Severn tidal power study</p> <p>Overarching energy strategy (with a strong focus on energy security and costs issues, renewables developments (including large community projects and marine developments in all its forms), progressing the carbon capture and storage agenda and monitoring the UK Government's new nuclear</p>	<p>Extensive participation in joint BERR/DEFRA/WAG Severn tidal power study</p> <p>All-WAG implementation of energy strategy</p>	<p>Depending on Severn study outcomes, progression to feasibility stages</p> <p>All-WAG implementation of energy strategy</p> <p>Update energy strategy in the light of the latest developments on climate change concerns</p>

				power plant agenda) published by end of year		
176	Continue to provide energy efficiency grants including non-means tested element within context of national energy efficiency and savings plan	National Energy Efficiency and Savings Plan in place and driving a reduction in energy consumption, improvements in energy efficiency across all sectors.	Pre-consultation engagement on NEESP in Sept 2008 involving workshops open to all and specific engagement with the Fuel Poverty Advisory Group and Local Authority HECA officers.  Fuel Poverty Advisory Group.  Consultation process on NEESP focused on attending events of key partners,	Aug – Oct 08 – pre-consultation development on National Energy Efficiency and Saving Plan  Oct 08 – Feb 09 – preparation of NEESP consultation and cost / benefit analysis of HEES options  Dec – Mar – planning investment of SCIF funding and development of projects  Mar 2009 – consultation on NEESP published	April – Jun 09 consultation on NEESP  Jul – Publish Fuel Poverty Statement  Sept – Dec 09 – consultation on HEES Regs  Jan – Mar 10 – scope specification for new HEES contract	April – Sept 10 – negotiated tender for new HEES contract  Dec 10 – new HEES (and other scheme) contract in place

177	Produce energy route map and review TAN 8, revising targets for energy from renewables upwards	New Energy Strategy with targets for renewable energy for different technologies to 2020; Revised TAN 8 with revised targets.		Full public consultation on Energy Routemap. Production of overarching Wales Energy Strategy by end 2009. Initiate new funding arrangements for those LPAs with TAN 8 Renewable Energy Strategic Search Areas within their boundaries;	Commence review TAN 8 following publication of renewed energy strategy. Implement Wales Energy Strategy with a strong focus on energy security and costs issues, renewables developments (including large community projects and marine developments in all its forms), progressing the carbon capture and storage agenda and monitoring the UK Government's new nuclear	Update renewables guidance in the light of the latest developments on climate change concerns; complete TAN 8 guidance
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		Well received strategies and reviews – leading to significant low-carbon energy investment in Wales (up to £50 billion)	Extensive with wide range of stakeholders	Renewable ERM follow up. Publication of Bio energy Action Plan	power plant agenda. Publication of marine strategic direction (June) and by end 09 overarching Wales Energy Strategy published	
178	Promote R&D into renewable technologies	Wales Low Carbon Research Institute (WLCRI) expanding and developing a world-class reputation	On WLCRI Steering Committee	Launch of Wales low carbon research institute	Expansion of WLCRI activities- including through use of Structural Funds  Director of WLCRI in post	Creation of new low carbon energy business/research parks  Expansion of WLCRI
181	Improve targets for recycling, legislation and support for better waste management	New targets for recycling with legislation (x-ref to LCO below): New targets for LAs (proposed 18 October 2007)		Agree new LA targets Allocate SWMG/RCAF		

		<p>Support for better and more coordinated waste management: Food waste collection &amp; treatment Waste reduction Public participation</p> <p>Ministerial Programme Board: Effective programme management &amp; meeting targets</p> <p>Reassess strategic context &amp; VFM in service delivery: Review of Waste Strategy</p> <p>Renewables roadmap, investment in AD &amp; EfW: procurement and PUK</p>		<p>Additional SWMG funding</p> <p>New programmes with WRAP &amp; WAW</p> <p>See below (procurement &amp; PUK)</p> <p>Consultation Autumn 2008</p>		
182	<p>Establish initiative to support local authorities and voluntary action to improve quality of local environment</p>	<p>New initiative to support LAs and voluntary action to improve quality of the local environment: LEQ Forum LCO (Env &amp; Waste) New grant scheme for LAs &amp; Vol bodies Action on flytipping &amp; litter Additional support for KWT LEQ review &amp; Action Plan</p>		<p>TIDY TOWNS Mid year reports reviewed Nov 08.</p> <p>End year reports reviewed and Year 2 plans submitted by 31 March 09</p>	<p>TIDY TOWNS Half way evaluation of Tidy Towns – summer 09.</p> <p>Mid year reports Nov 09.</p> <p>End year reports and year 3 plans submitted by</p>	

		Environment LCO and Measure		Reach agreement with the UK Government on the scope of LCO	31 March 10  Approval of the LCO in both the Assembly/ Parliament. Drafting the Measure	Measure passed by the Assembly
183	Compulsory health impact assessment and buffer zones in open cast planning applications	Completed with publication of MTAN 2 and MIPPS				
184	Pursue devolution of building regulations to the Assembly	Building Regulations devolved to Wales with the ability to implement change in the construction of homes and non domestic buildings.	Discussions with Whitehall Departments in final stages. UK Cabinet write round initiated.		Achieve transfer Summer 09. Establish DESH construction unit. Commence work on changes to Building Regulations.	Continuing development of proposals for change to Building Regulations and consult
185	Create all-Wales coastal path	A One Wales Commitment, stemming from a commitment in the WAG strategic agenda, 'Wales: A Better Country', to extend public access to the	A Coastal Access Stakeholders Group was established in 2006 and is providing a	Completion of Ceredigion Coast Path - summer 2008. Completion of	over 100 kilometres of new path to be secured by 2011. At	Completion of an all Wales Coastal Path by July 2012



		<p>coast of Wales. The delivery of the All Wales Path is being taken forward as a key element of our Coastal Access Improvement Programme announced in June 2006. An all Wales Coastal Path delivered by 2012, providing improved access to the Welsh coast by walkers, cyclists, horseriders and for disabled people, including the provision of new circular walks at the coast.</p>	<p>good means of engagement. CCW project manages the programme and engages with the coastal access authorities. A Communications Plan has been prepared to guide promotional activity and help secure appropriate co-ordination at the all Wales, regional and local levels.</p>	<p>branding exercise for Wales Coast Path – November 2008.</p>	<p>least 100kms of new path in place suitable for cyclists, horseriders and disabled by 2010. At least 20 new circular walks in place along coast by 2011</p>	<p>(in time for London Olympics). at least 60% of the All Wales Path meets National Trail standards by 2011</p>
218	<p>Foster sense of public ownership for countryside, urban green spaces and coastline</p>	<p>Improving public access to the countryside has a number of proven benefits – economic, health and community/social benefits. Enjoyment of the countryside and urban green spaces by increasing numbers of the public on a responsible and sustainable basis .</p>	<p>Stakeholder groups established (on coastal and water access) to assist engagement and experience of key stakeholders in delivery of overall programme .</p>		<p>At least 50% of Action Plan targets on water based recreation achieved by 2011  2. Good practice gleaned from Mentro Allan projects disseminated to all local authorities by end March 2010;  3. At least 40 projects</p>	

				<p>supporting improved access for disabled people delivered by March 2010;</p> <p>4. Sustained investment and improvement in the local rights of way network</p> <p>5. All local authorities participating in Green Flag or Green Pennant schemes by 2010.</p> <p>Develop baseline data for recreation participation in Wales by March 2009; seek 0.5% increase year on year in walking, cycling and water-based participation rates in</p>	
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					period 2009 11. Established PI on condition of rights of way shows sustained improvement	
220	Support campaign for Wales to become fair trade nation	One Wales commitment – demonstrating global citizenship and establishing Wales' position in the world	A civil society initiative managed by Fair Trade Wales – coalition of 101 local groups across Wales and other NGOs	Achieve Fair Trade Nation status	Develop new improved FT Nation criteria. Expand WAG support to direct links with producers	Deliver agreed targets. Support development of new Welsh branded Fair Trade products

## **CLIMATE CHANGE AND WATER**

### **Responsibilities and aims**

#### **CCWD's contribution is through:**

- tackling the causes and consequences of climate change;
- aiming to ensure good environmental water quality;
- maintaining the highest drinking water quality;
- ensuring that water resources are managed sustainably;
- aiming to ensure that water is affordable for all
- diffuse pollution is better understood and action is being taken to reduce and manage diffuse pollution
- ensuring that flood risk is managed effectively;
- contributing to a reduction in fuel poverty;
- promoting energy efficiency, microgeneration and community energy developments;
- supporting and engaging people, communities and businesses in taking action on climate change and wider sustainable development
- pursuing joined-up solutions that benefit environment, society and economy in the round.

#### **Programme priorities for 2009-10**

Climate Change and Water Division is responsible for delivering a series of One Wales Commitments and a number of other key priorities.

#### **Policy development**

We will prepare major strategies on climate change and energy efficiency, fulfilling One Wales commitments. We will ensure that the New Approaches Programme delivers a refreshed approach to flood risk management in Wales. We will ensure that the Periodic Review 09 of the Water Industry meets the needs of people and the environment in Wales.

#### **Funding**

We will ensure that our programme resources on flood and home energy efficiency are focused on key objectives and managed within budget. We will ensure that we make effective use of new funding for action on climate change, fuel poverty and flood and coastal risk management. This includes maximising the effective use of Structural Funds and additional investment we have received via the Strategic Capital Investment Fund. We will also look to find innovative ways to fund activity.

#### **Legislation**

We will ensure that the UK Floods and Water Bill provides the right framework and Ministerial functions to enable the Welsh Ministers to implement their

policies in relation to flood risk and water in Wales. We will make an effective contribution to the implementation of the Climate Change Act 2008. We will actively consider the scope for new legislative provisions to assist in the delivery of the Assembly Government's policy priorities which we are responsible for.

## **Regulation**

We will ensure that we transpose and implement regulatory commitments effectively and particularly that we meet EU deadlines. We will continue to seek to ensure that regulatory proposals reflect needs and issues in Wales. We will also ensure that regulators understand and reflect the particular circumstances and priorities in Wales when carrying out their functions; building stronger relationships with all relevant regulators will be a particular priority this year.

## **Communication and engagement**

We will build a comprehensive communication and engagement campaign which will focus on supporting people, communities, businesses and organisations to take action. We will work closely with partners to maximise the impact of our, and their, activity. We will link this to communication on waste and recycling, internal communications and wider work on sustainable development.

## **Working with others**

We will continue to engage a wider range of stakeholders in all policy areas. We will ensure that the Climate Change Commission is an effective vehicle for building a consensus on action on climate change. We will work with the Fuel Poverty Advisory Group and the Energy Supplier roundtable to drive action to tackle fuel poverty. We will work closely with local government and other delivery partners through the *Making the Connections* agenda and Wales Spatial Plan, especially on the capital investment needed for flood risk management and action on climate change. We will work effectively with colleagues in Whitehall and the devolved administrations to ensure that we get the right solutions for Wales.

## **Management**

We will take a programmatic approach to delivering our work. We will re-prioritise work and resources and seek new ways of delivering work where resources are not otherwise available. We will review our work on emergencies and ensure we are fully prepared.

## Other Divisional commitments and priorities

Climate change and water			
<b>Develop and implement climate change &amp; fuel policy</b>	<ul style="list-style-type: none"> <li>SF14: Wales is an energy efficient, low carbon and low waste society</li> </ul>	<ul style="list-style-type: none"> <li>Develop Climate Change Strategy</li> <li>Ensure addressing climate change is mainstreaming into work of all Departments</li> <li>Develop policy on energy efficiency</li> <li>Develop policy on fuel poverty</li> <li>Liaise with the UK Government on climate change and carbon budgets</li> <li>Develop carbon offsetting plan for both WAG &amp; Wales</li> <li>Improved evidence base - inventory, cost effectiveness analysis and information fuel poverty</li> <li><b>One Wales 165:</b> Climate Change Commission for Wales</li> <li><b>One Wales 166:</b> Aim to achieve annual carbon reduction-equivalent emission reductions of 3% per year by 2011 in areas of devolved competence. Specific sectoral targets, work with heavy industry/power generation industries to reduce emissions</li> <li><b>One Wales 167:</b> Commit to targets on carbon neutrality of public buildings</li> <li><b>One Wales 177</b> Continue to provide energy efficiency grants including non-means tested element within context of national energy efficiency and savings plan</li> </ul>	<ul style="list-style-type: none"> <li>042 Climate change policy</li> <li>043 Evidence of developing fuel poverty policy</li> <li>044 Evidence base</li> </ul>
<b>Implement legislation on climate change</b>	<ul style="list-style-type: none"> <li>SF14: Wales is an energy efficient, low carbon and</li> </ul>	<ul style="list-style-type: none"> <li>Ensure effective implementation of the EU ETS in Wales, including inclusion of aviation and</li> </ul>	<ul style="list-style-type: none"> <li>045 Climate change Act implementation</li> <li>046 Energy Efficiency and fuel poverty</li> </ul>

	low waste society	<p>development of Phase III of Scheme</p> <ul style="list-style-type: none"> <li>• Ensure effective implementation of f-gas legislation in Wales</li> <li>• Produce guidance on adaptation and how reporting power will be used under Climate Change Act</li> <li>• Make Regulations for the new HEES and related schemes</li> <li>• Produce Climate Change Measures report as required by Climate Change Act</li> <li>• Agreed way forward on HECA</li> <li>• Ensure effective contribution to carbon budgets and reporting mechanisms</li> <li>• Ensure CRC is developed properly and implemented in Wales</li> </ul>	<p>legislation</p> <ul style="list-style-type: none"> <li>• 047 European legislation implementation</li> </ul>
<b>Communicate and engage on climate change and fuel poverty</b>	<ul style="list-style-type: none"> <li>• SF14: Wales is an energy efficient, low carbon and low waste society</li> </ul>	<ul style="list-style-type: none"> <li>• Develop climate change communication strategy</li> <li>• Appoint and manage programme of climate change champions</li> <li>• Rollout community engagement programme</li> <li>• Rollout of 'Help Wales Reduce its Carbon Footprint' and communication campaign</li> <li>• Develop effective network of leads across the Assembly Government to promote action on climate change</li> <li>• Support Cabinet Committee on Climate Change</li> <li>• Provide Secretariat to and drive work of the Climate change commission for Wales</li> <li>• Set and manage performance of Committee on Climate Change</li> <li>• Set and manage the performance of delivery</li> </ul>	<ul style="list-style-type: none"> <li>• 048 Climate Change Communications</li> <li>• 049 Climate Change Commission for Wales</li> <li>• 050 Performance of engagement bodies</li> <li>• 051 Fuel Poverty and energy efficiency meetings</li> </ul>

		<p>organisations</p> <ul style="list-style-type: none"> <li>• Provide Secretariat to the Fuel Poverty Advisory Group and regular energy roundtables</li> </ul>	
<b>Deliver effective fuel poverty programmes</b>	<ul style="list-style-type: none"> <li>• SF10: Poverty in Wales is reduced</li> <li>• SF14: Wales is an energy efficient, low carbon and low waste society</li> </ul>	<ul style="list-style-type: none"> <li>• Manage HEES scheme effectively</li> <li>• Develop and manage new fuel poverty and micro-generation programme</li> <li>• Develop and manage other new schemes for hard to treat properties</li> </ul>	<ul style="list-style-type: none"> <li>• 052 No of households in need assisted</li> </ul>
<b>Develop water policy &amp; implement legislation on water sewage</b>	<ul style="list-style-type: none"> <li>• SF13: Our natural and historic environment is protected and enhanced and land is used sustainably</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure effective implementation of Water Framework Directive</li> <li>• Ensure effective implementation of other European obligations including: Nitrates Directive, Bathing Water Directives, Shellfish Directives, Drinking Water Directive, Urban Waste Water Treatment Directive, Fresh Water Fish Directive, Groundwater Directive</li> <li>• Make Private Water Supply Regulations</li> <li>• Ensure effective water emergency plan in place</li> <li>• Develop arrangements for adoption of private sewers</li> <li>• Deal with call-in requests and appeals under water legislation effectively and in a timely manner</li> <li>• Publish Strategic Water Position Statement</li> <li>• Ensure that water resource management plans are produced by Environment agency and water companies Support development of social tariffs for water</li> <li>• Evolve PR09 Forum into Water Forum for Wales to engage partners on key issues</li> <li>• Ensure Water and Flood Bill reflects Welsh</li> </ul>	<ul style="list-style-type: none"> <li>• 053 Progress towards the implementation of legislation on water and sewage</li> <li>• 054 Water policy</li> <li>• 055 100% of appeals and call-ins dealt with as per statutory timetable</li> <li>• es</li> </ul>



		<p>Assembly Government policy</p> <ul style="list-style-type: none"> <li>• Consider results of Cave and Walker reviews on innovation and competition in the water industry</li> <li>• Ensure water price review takes account of needs of Wales and Welsh Assembly Government policy</li> <li>• Set and manage performance of the Consumer Council for Water and consult on its future</li> </ul>	
<p><b>Develop policy &amp; implement flood and coastal risk policy through effective programmes</b></p>	<ul style="list-style-type: none"> <li>• SF14: Wales is an energy efficient, low carbon and low waste society</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Wales flood risk programme to identify areas at risk of flooding and action needed</li> <li>• Implement lessons from Pitt Review through Wales Flood Group</li> <li>• Assess applications for funding for schemes and ensure programme is fully spent</li> <li>• Transpose EU Flood Directive</li> <li>• Progress development of strategic plans, i.e. CFMPs and SMPs</li> <li>• Ensure effective flood emergency plan in place</li> <li>• Ensure Water and Flood Bill reflects Welsh Assembly Government policy</li> <li>• Link with the UK for flood and coastal risk management policies</li> </ul>	<ul style="list-style-type: none"> <li>• 056 Flood risk management programme</li> <li>• 057 Instructions, clauses, standpart briefing and input to consultation provided within two days of Defra deadlines</li> </ul>



## WASTE

Waste and LEQ Division (W&LEQ) was set up with effect from 1 April 2008 taking over the responsibilities of the Waste Policy and LEQ Unit. The Division is responsible for:

- Implementation of the Wales Waste Strategy *Wise About Waste* (June 2002);
- Preparation of the first revision of the Wales Waste Strategy;
- Waste policy regulation arising from both EU and UK legislation;
- Waste procurement and programme management;
- Improving local environmental quality (LEQ).

### Strategic Framework and Specific Activities

The above responsibilities are reflected in summarised form within the following performance management schedule (including One Wales commitments) which sets out the activities that will be undertaken in 2008/9 and associated performance indicators.

Waste			
<b>Implement EU and UK waste &amp; environmental legislation</b>	<ul style="list-style-type: none"> <li>• SF14: Wales is an energy efficient, low carbon and low waste society</li> </ul>	<ul style="list-style-type: none"> <li>• Develop environment LCO</li> <li>• Develop plans for a waste measure</li> <li>• Input to UK negotiations on European Directives</li> <li>• Manage the transposition of EU legislation</li> <li>• Manage the formulation of EU, UK and Wales legislation and regulations</li> </ul>	<ul style="list-style-type: none"> <li>• 023 Progress against managing the Waste contaminated Land and LEQ Legislation</li> </ul>
<b>Manage the Waste Procurement programme</b>	<ul style="list-style-type: none"> <li>• SF14: Wales is an energy efficient, low carbon and low waste society</li> </ul>	<ul style="list-style-type: none"> <li>• Programme Manage the food waste treatment projects delivered by Las</li> <li>• Programme Manage the residual waste treatment projects delivered by LA's</li> <li>• Manage the 4 Ministers' Review</li> </ul>	<ul style="list-style-type: none"> <li>• 024 Progress against the Waste Procurement Programme</li> </ul>

		<p>group</p> <ul style="list-style-type: none"> <li>• Manage the quarterly Consortia Group monitoring meetings</li> <li>• Manage the Ministerial Waste Programme Board</li> <li>• Manage consultants providing project support on the Waste Procurement Programme</li> <li>• Grant management to support AD/Residual waste procurements</li> <li>• Market Engagement Strategy</li> <li>• Develop funding policy</li> </ul>	
<p><b>Manage and implement the Waste strategy</b></p>	<ul style="list-style-type: none"> <li>• SF14: Wales is an energy efficient, low carbon and low waste society</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the waste strategy</li> <li>• Secure improvements in Local Authority efficiency and effectiveness in meeting Waste Strategy targets</li> <li>• Sponsor the Materials Action Programme to ensure more sustainable management of C&amp;I, construction &amp; demolition wastes</li> <li>• Sponsor Waste Awareness Wales</li> <li>• Collate and report on waste data incl LAS</li> <li>• Secure the development of adequate recycle markets in Wales.</li> </ul>	<ul style="list-style-type: none"> <li>• 025 Progress against the Waste Strategy</li> <li>• 026 % of recycling performance targets met</li> <li>• 027 KT landfill diversion targets met</li> </ul>

		<ul style="list-style-type: none"> <li>• Manage the Sustainable Waste Management Grant for Local Authorities</li> <li>• Management the Regional Capital Access Fund for local authorities</li> <li>• Support the community recycling sector</li> <li>• Develop waste policy and guidance.</li> <li>• <b>One Wales 182:</b> Improve targets for recycling, legislation and support for better waste management</li> <li>• <b>One Wales 183:</b> Establish initiative to support local authorities and voluntary action to improve quality of local environment</li> </ul>	
<b>Manage LEQ and contaminated land legislation</b>	<ul style="list-style-type: none"> <li>• SF12: People live in safe, vibrant, inclusive urban and rural communities</li> </ul>	<ul style="list-style-type: none"> <li>• Develop contaminated land and associated soil, policy and guidance.</li> <li>• Manage the development of a contaminated land strategy</li> <li>• Support the Wales Contaminated Land Working Group</li> <li>• Manage Tidy Towns Programme</li> <li>• Reporting to European Commission</li> <li>• Monitor compliance with legislation.</li> <li>• Oversee management of flytipping</li> </ul>	<ul style="list-style-type: none"> <li>• 028 Progress against tidy towns programme</li> <li>• 029 Progress towards the implementation of the environment LCO &amp; measure</li> <li>• 030 Funding offers meet requirements of grant scheme &amp; existing legislation</li> <li>• 031 No. of projects awarded</li> <li>• 032 Area of land investigated and/or remediated</li> </ul>

		<ul style="list-style-type: none"><li>• Statutory Nuisance Regulations</li><li>• Develop Welsh position on carrier bags</li><li>• Manage LEQ Grant Fund</li><li>• Manage LEQ Forum</li><li>• Sponsorship of Keep Wales Tidy</li><li>• Grant Management to support investigation and remediation of contaminated land</li></ul>	
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## **HOUSING**

### **What are we trying to achieve?**

The work of Housing Division is central to the delivery of the Assembly Government's outcomes and underpins the work of the Assembly Government as whole. Housing Division's work is extremely cross-cutting and contributes to ensuring these Departmental outcomes are achieved:

- everyone has access to good housing;
- reducing poverty;
- Wales is an energy efficient, low carbon, low waste society;
- communities are safe, vibrant, inclusive;
- the environment is protected and sustainable;
- a healthy population with a good quality of life.

A new National Housing Strategy *Sustainable Homes* is under development and will be completed, following consultation, in autumn 2009.

Following wide engagement with those involved in the delivery of housing in Wales it was agreed that the Assembly Government should promote an approach to housing supply and management that will help build a more sustainable future, improving our communities and the lives of individuals. The new Housing Strategy is structured around six principles that will guide and shape our work and how we spend our resources over the next financial planning period.

### **Providing the right mix of housing**

This means that we have to foster a housing market where there is a range of types and forms of housing to suit people at different stages of their lives and against differing local circumstances. We must break down the barriers that prevent people moving between social housing, private rental, part-ownership and full owner occupation so that all individuals and families can enjoy housing that suits both their needs and incomes through life.

### **Using housing as a catalyst to improve lives**

This means that Government interventions is not just about providing or improving housing. Where we are supporting people, the aim must be to improve individual life chances by offering training, financial advice, healthcare and personal support - not just a roof.

### **Strengthening communities**

Housing is a vital part of community and physical regeneration so any housing investment - public or private – must improve places, support local jobs and skills and help strengthen community cohesion. Making places that people want to live.

## **Radically reducing the ecological footprint.**

Housing accounts for a substantial amount of our greenhouse gas emissions because of the energy we use for heating and lighting. It is also a large share of our ecological footprint or `earthshare`. Too many people in Wales are living in fuel poverty because houses are hard to heat and keep warm. We must radically improve the energy and environmental performance of all housing in Wales.

## **Ensuring better services**

We need to make sure that everyone has a positive experience of housing by ensuring that the regulation and management of housing provides high standards of service in both the private and public sector.

## **Delivering together**

The Assembly Government does not build houses, run support services or work directly with communities – we are dependent on others do that for us. This will only happen if our partners help shape our policies, delivery mechanisms and spending decisions to meet the needs of the people of Wales. The Essex Programme has demonstrated how effective this co-production approach can be and the intention is to use it as the model for future engagement with our partners.

## **What actions we will be taking to achieve this**

The actions that we take to achieve our principles and outcomes, falls into seven main threads that are woven across the new staffing structure of Housing Division. These are:

## **Enabling people to live independent lives**

### **Core actions we will be taking include:**

- Funding Care & Repair Agencies;
- Developing an Older Persons Strategy;
- Promoting Disabled Facilities Grant;
- Providing Physical Adaptation Grants;
- Developing advice and guidance on the 'Supporting People' strategy;
- Developing a set of service user outcomes measures for supporting people;
- Supporting the development of new not for profit nursing homes;
- Providing extra funding for the Supporting People programme;
- Provide funding for renewal areas.



<b>Delivery Milestones</b>		<b>Deadline</b>
Supporting People Strategy developed	Final strategy published	October 2009
Older Persons Housing Strategy developed		end September 2009
Allocate funding to local authorities for renewal areas		end May 2009

## **Developing housing policy & legislation**

### **Core actions we will be taking include:**

- Developing a new national housing strategy;
- Developing the affordable homes policy;
- Drafting and implementing the homelessness plan;
- Developing housing advice policy;
- Developing evidence base for policy decisions;
- Setting standards for tackling anti-social behaviour;
- Developing the local authority housing finance policy;
- Working with LAs to provide housing market assessments;
- Taking legislation and measures to address Welsh housing issues.

<b>Delivery Milestones</b>		<b>Deadline</b>
Consult on new National Housing Strategy	Complete consultation	1 <sup>st</sup> May 2009
Development of new National Housing Strategy	Cabinet consideration	End July 2009
Development of new National Housing Strategy	Issued document	End October 2009
Develop a national picture of housing need	Methodology and revised guidance developed	End December 2009

## **Tackling homelessness**

### **Core actions we will be taking include:**

- Developing and implementing a Plan to enable WAG and its partners to both respond to, and mitigate, rates of homelessness in Wales;
- Funding of targeted programmes of activity to support implementation of Homelessness Plan (including Mortgage Rescue);

- Ensuring that Broad Rental Market Areas for Wales reflect market conditions;
- Increasing funding to support social housing;
- Developing a homelessness plan, seeking new powers under GoWA 2006 if necessary.

<b>Delivery Milestones</b>		<b>Deadline</b>
Complete consultation on Supporting People Strategy		Consultation ends 12 <sup>th</sup> May 2009
Develop National Homelessness Plan	Final Plan published	July 2009
Develop Supporting People Strategy	Final Strategy published	October 2009
Review the Broad Rental Market Areas (BRMA) throughout Wales		By the end of December 2009
Review operation of the Mortgage Rescue scheme	Implementation of more flexible criteria for the Mortgage Rescue Scheme.	May – June 2009

## **Achieving quality housing**

### **Core actions we will be taking include:**

- Achieving the WHQ Standard that contributes to the regeneration of communities;
- Developing and implementing effective housing renewal policies for Wales;
- Increasing the quality of new homes;
- Working with local authorities in Wales to support performance and improvement of their strategic housing function;
- Improving the condition of existing homes in Wales including grants for first time buyers;
- Ensuring the quality of new RSL homes in Wales;
- Ensuring the effective management, delivery and review of HRA & MRA in Wales;
- Improving the quality of housing management across the housing sector in Wales;
- Keeping the Welsh Housing Quality Standard under review, consider applications for extended compliance timetable on their merits.

<b>Delivery Milestones</b>		<b>Deadline</b>
Review impact of 2 <sup>nd</sup> year of the pilot scheme giving grants to first time buyers in Renewal Areas	Interim review	April 2010
Publication of all- Wales 'Living in Wales' survey	Contains property survey element	Autumn 2009
Ensure compliant business plans or transfer proposals in all local authorities	Business Plans reviewed	September 2009

## **Regulating Social Landlords (RSLs)**

### **The core activities include:**

- undertaking action to ensure that Welsh RSLs are financially viable, properly governed and managed in order to maintain high standards of corporate governance and probity in the RSL sector;
- ensuring that everyone has a positive experience of housing by maintaining high standards of regulation and management of housing services in the private, public and third sectors.

<b>Delivery Milestones</b>		<b>Deadline</b>
Deliver a short term assessment of RSLs focussing on service delivery, financial management and corporate governance	Successful completion of 36 RSL evaluation and publication of <i>common themes</i> report	May 2009
Consult formally on the principles and key elements of a new Regulatory Framework and on a new Regulatory Code.	Successful timely consultations	April/October 2009
Develop, pilot test and introduce new models for both the self assessment by RSLs and the Whole Association Assessment, and provide training support to RSLs	Successful delivery of new frameworks and training programmes	January 2010
Develop and consult on a new Performance Measurement Framework(PMF) for RSLs	Successful consultation and implementation	September 2009
Establish a Regulatory	Establishment of robust	December 2009

Board	ToR and public appointments process	
Consult formally on payments to RSL Board Members	Successful consultation	February 2010

## Increasing the supply and choice of housing

### Core actions will include:

- Effective management of the Social Housing Grant system to ensure it meets housing need in Wales;
- Working with internal and external partners to increase the supply of land for affordable housing in Wales;
- Developing and promoting best practice to reduce empty private homes in Wales;
- Increasing the supply of affordable housing in Wales, including in rural areas;
- Supporting local authorities in Wales to develop and implement Affordable Housing Delivery Statements;
- Increasing tenure options for people in Wales;
- Increasing the level and range of funding options for affordable housing including development of a Welsh Housing Bond;
- Increasing the supply of affordable homes.

Delivery Milestones		Deadline
The re-introduction of Social Housing Grant (SHG) funded 'DIY Homebuy'		June 2009
Number of local authorities submitting Affordable Housing Delivery Statements (AHDSs) to WAG.		End Sept. 2009
The development of a Welsh Housing Bond by CHC supported by the Essex Finance Workstream and a scoping project to look at the demand for a Bond.		
Complete the revised Empty Homes Good Practice Guide		end October 2009
Number of WAG & ASPB sites disposed of		End March 2010

to LA's during financial year.		
Introduction of new affordable housing data collection method.		May 2009

## **Communication and stakeholder engagement**

Open and transparent partnership working based on trust and respect is core to Housing Division being able to achieve its goals and delivering the best outcomes for people in Wales. In future the Division's way of working is to be based on a new and robust collaborative and engaging approach, using the model offered by the Essex Programme.

### **How will we know whether we're making progress?**

These are reflected in the new 'Dashboard' tool that will give a comprehensive view of the performance of WAG in delivering DESH services. Performance indicators will be used to monitor performance against action.

There are a range of key performance indicators (KPIs) that feature on the DESH Dashboard that cover the range of Departmental actions and programmes, including: the timeliness and cost of Care and Repair interventions, progress against the National Housing Strategy and the Homelessness Plan, progress of housing legislation and improving the condition of existing homes in Wales. These will be monitored and reviewed on a regular basis in order to assess progress and success levels.

### **Programme and staff resources directed to delivering outcomes and actions**

To deliver on these principles the Housing Directorate is being restructured into three main areas – Policy, Operations and Regulation with appropriate teams within these areas. This process should be complete by October 2009

In response to the current recession and privation caused by the *Credit Crunch*, additional funding of £42m from the Strategic Capital Investment Fund (SCIF) together with £12 million SHG has been brought forward from the 2010/11 programme has been made available for the provision of affordable housing.

The funding is to be used to make the most of opportunities to meet increasing housing need, acting quickly to take advantage of new properties and private land, bringing with it the added benefits of helping maintain employment in the building industry.

### **Risks and mitigating actions**

The Directorate maintains a risk register that formalises and records the risks against its activities.

## Performance Specification

We will monitor and manage our performance electronically through the Departmental dashboard on a trial basis during 2009/10 as part of the IDEAS implementation programme.

Our actions and action indicators in supporting the delivery of the Assembly's strategic outcomes is set out below;

<b>Housing</b>			
<p><b>Enable people to live independent lives</b></p>	<ul style="list-style-type: none"> <li>SF05: Everyone has access to good housing</li> </ul>	<ul style="list-style-type: none"> <li>Fund Care &amp; Repair Agencies</li> <li>Develop Older Persons Strategy</li> <li>Promote Disabled Facilities Grant</li> <li>Provide Physical Adaptation Grants</li> <li>Develop advice and guidance on 'Supporting People' strategy</li> <li>Develop set of service user outcomes measures for supporting people</li> <li><b>One Wales 44:</b> New not for profit nursing homes</li> <li><b>One Wales 85:</b> Extra funding for Supporting People programme</li> </ul>	<ul style="list-style-type: none"> <li>058 Cost of Care &amp; Repair interventions</li> <li>059 Average cost per dwelling of Physical Adaptation interventions</li> <li>060 Timeliness of Care &amp; Repair interventions</li> </ul>
<p><b>Develop housing policy &amp; legislation</b></p>	<ul style="list-style-type: none"> <li>SF05: Everyone has access to good housing</li> <li>SF11: Communities are regenerated across Wales</li> </ul>	<ul style="list-style-type: none"> <li>Develop national housing strategy</li> <li>Develop the affordable homes policy</li> <li>Draft and implement the homelessness plan</li> <li>Develop housing advice policy</li> <li>Develop evidence base for policy decisions</li> <li>Set standards for tackling antisocial behaviour</li> <li>Develop the local authority housing</li> </ul>	<ul style="list-style-type: none"> <li>061 Progress against National Housing Strategy</li> <li>062 Progress with assessment reporting all-wales housing needs</li> <li>063 Progress of housing legislation</li> </ul>

		<p>finance policy</p> <ul style="list-style-type: none"> <li>• Work with LA's to provide housing market assessments</li> <li>• Take legislation and measures to address Welsh housing issues</li> <li>• <b>One Wales 70:</b> Grants for first time buyers</li> <li>• <b>One Wales 67:</b> Obtain legislative power to restrict right to buy in areas of housing pressure</li> <li>• <b>One Wales 77:</b> Improve radically supply of publicly owned land for affordable housing</li> <li>• <b>One Wales 71:</b> Consider emulating the HMO licensing model to manage the level of second home ownership</li> <li>• <b>One Wales 80:</b> Lobby Westminster for greater discretion for charitable organisations in disposing of land below market value for affordable housing</li> <li>• <b>One Wales 81:</b> Statutory duty on LA's to prepare delivery plans for affordable housing</li> <li>• <b>One Wales 185:</b> Pursue devolution of building regulations to the Assembly</li> <li>• <b>One Wales 78:</b> Greater power of specificity in designating Assembly owned</li> </ul>	
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		<p>land for affordable housing</p> <ul style="list-style-type: none"> <li>• <b>One Wales 79:</b> Promote expansion of community land trusts</li> </ul>	
<b>Tackle homelessness</b>	<ul style="list-style-type: none"> <li>• SF05: Everyone has access to good housing</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a Plan to enable WAG and its partners to both respond to, and mitigate, rates of homelessness in Wales</li> <li>• Fund targeted programmes of activity to support implementation of Homelessness Plan (including Mortgage Rescue)</li> <li>• Ensure that Broad Rental Market Areas for Wales reflect market conditions</li> <li>• <b>One Wales 73:</b> Increased funding to support social housing</li> <li>• <b>One Wales 86:</b> Homelessness plan, seeking new powers under GoWA 2006 if necessary</li> </ul>	<ul style="list-style-type: none"> <li>• 064 Progress with homelessness plan</li> <li>• 065 of potentially homeless households for whom homelessness was prevented for at least 6 months</li> <li>• 066 Average No. of days homeless households spent in temporary accommodation</li> <li>• 067 of households seeking support avoiding repossession through the mortgage rescue scheme</li> <li>• 068 of consultation meetings completed with LAs on review of Broad Rental Market Areas</li> </ul>
<b>Achieve quality housing</b>	<ul style="list-style-type: none"> <li>• SF05: Everyone has access to good housing</li> <li>• SF11: Communities are regenerated across Wales</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve WHQ Standard that contributes to the regeneration of communities</li> <li>• Develop and implement effective housing renewal policies for Wales</li> <li>• Increase the quality of new homes</li> <li>• Work with local authorities in Wales to support performance and improvement of their strategic</li> </ul>	<ul style="list-style-type: none"> <li>• 069 of new affordable homes meeting Code for Sustainable Homes Level 3/4/5</li> <li>• 070 Proportion of LA areas covered by Common Housing Registers</li> <li>• 071 Develop and implement effective housing renewal policies for Wales</li> <li>• 072 Improve the condition of existing homes in Wales</li> </ul>

		<p>housing function</p> <ul style="list-style-type: none"> <li>• Improve the condition of existing homes in Wales including grants for first time buyers</li> <li>• Ensuring the quality of new RSL homes in Wales</li> <li>• Ensure the effective management, delivery and review of HRA &amp; MRA in Wales</li> <li>• Improve the quality of housing management across the housing sector in Wales</li> <li>• <b>One Wales 82:</b> Keep Welsh Housing Quality Standard under review, consider applications for extended compliance timetable on their merits</li> </ul>	
<b>Regulate Social Landlords (RSLs)</b>	<ul style="list-style-type: none"> <li>• SF05: Everyone has access to good housing</li> <li>• SF11: Communities are regenerated across Wales</li> </ul>	<ul style="list-style-type: none"> <li>• Regulate RSL's</li> </ul>	<ul style="list-style-type: none"> <li>• 073 Progress towards delivery of an annual whole association assessment</li> <li>• 074 Timely delivery of an annual report by an external Regulatory Board</li> </ul>
<b>Increase the supply and choice of housing</b>	<ul style="list-style-type: none"> <li>• SF05: Everyone has access to good housing</li> </ul>	<ul style="list-style-type: none"> <li>• Effective management of the Social Housing Grant system to ensure it meets housing need in Wales</li> <li>• Work with internal and external partners to increase the supply of land for affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>• 076 No. of units affordable housing units completed annually</li> <li>• 077 of local authorities with an Empty Homes Strategy</li> <li>• 078 No of affordable housing units completed annually without SHG</li> <li>• 079 of public sector land disposed for housing</li> <li>• 080 Empty private properties as a proportion of the total private stock</li> </ul>

		<p>in Wales</p> <ul style="list-style-type: none"> <li>• Develop and promote best practice to reduce empty private homes in Wales Increase the supply of affordable housing in Wales, including in rural areas</li> <li>• Support local authorities in Wales to develop and implement Affordable Housing Delivery Statements Increase tenure options for people in Wales</li> <li>• Increase the level and range of funding options for affordable housing including development of a Welsh Housing Bond</li> <li>• Support development of local strategic housing function</li> <li>• <b>One Wales 66:</b> Increase supply of affordable homes by 6,500 over 3 years</li> <li>• <b>One Wales 83:</b> No re-ballot on stock transfer, unless significant change of circumstances</li> <li>• <b>One Wales 84:</b> Ensure impartial advice for tenants before stock transfer ballots</li> </ul>	<ul style="list-style-type: none"> <li>• 081 of local authorities and national park authorities with completed AHDS</li> <li>• 082 of affordable housing as part of all new starts in Wales</li> <li>• 083 No. of additional affordable units provided during the year as a % of all additional units provided during the year</li> <li>• 084 No. of affordable housing units built on land made available by the public sector in Wales</li> </ul>
<b>Maintain and develop building regulations</b>	<ul style="list-style-type: none"> <li>• SF05: Everyone has access to good housing</li> </ul>	<ul style="list-style-type: none"> <li>• Complete transfer of Building Regulations</li> <li>• Review code for sustainable homes standards for RSLs in the light of CLG conclusions on</li> </ul>	<ul style="list-style-type: none"> <li>• 085 Progress to 2011 zero carbon homes target</li> </ul>

		zero carbon definition	
		<ul style="list-style-type: none"><li>• Establish Building Regulations/Construction Unit</li><li>• Establish Welsh Building Regulations Advisory Committee</li></ul>	

## **PLANNING DIVISION**

### **Responsibilities and aims**

Our mission statement is to exercise our land use planning responsibilities so as to promote a sustainable environment and economy for the people of Wales, both now and in the future.

### **Planning Division contributes to this by:**

- Promoting sustainability in everything that we do;
- Incorporating climate change considerations when developing policy and in the exercise of functions by Welsh Ministers;
- Pursuing improvements to, and conservation of, the built and natural environment;
- Working to secure additional homes and jobs in locations which are sustainable, economically, socially and environmentally;
- Overseeing delivery by LPAs through their development plans and in exercising their development control responsibilities;
- Working with partner organisations, and Welsh Assembly colleagues, to add value and ensure that their activities embrace national planning policy and best practise when executing their responsibilities;
- Contributing constructively to economic recovery through a system which is proportionate and efficient.

Land use planning is about taking decisions on the sustainable use and development of land in the public interest. The Division is responsible for setting the framework and overseeing the operation of the planning system in Wales. Our objective is to deliver the Welsh Assembly Government's Sustainable Development Scheme and *One Wales* agenda through the land use planning system.

### **In particular, we:**

- Exercise a range of mandatory and discretionary functions which reside with Welsh Ministers, ranging from deciding to take certain planning applications out of the hands of LPAs, through to intervening in the development plan approval process;
- Develop national planning policy and technical advice on a comprehensive range of land use activities;
- Secure the legislative framework, enabling local planning authorities to carry out their responsibilities and implement national planning priorities and EU Directives effectively;
- Work in partnership, which is central to our work, as planning functions are primarily delivered by LPAs and statutory agencies;
- Oversee the development plan and development control system;

- Administer the Aggregates Levy Sustainability Fund; and
- Sponsor the Planning Inspectorate and the Design Commission for Wales, as well as funding Planning Aid Wales.

Planning			
<p><b>Deliver the planning service</b></p>	<p>Planning contributes to all DESH strategic outcomes and cross-cutting actions</p>	<ul style="list-style-type: none"> <li>• Set framework for local development plan process &amp; monitor performance</li> <li>• Manage and Scrutinise the Development Plan System</li> <li>• Set framework for local planning authority decision making process</li> <li>• Taking forward new and changes to secondary legislation including transposition of EU Regulations</li> <li>• Provide support and training for local planning authorities</li> <li>• Manage the planning resources grant</li> <li>• Manage Aggregates Levy scheme</li> <li>• Liaise with local planning authorities and planning partners</li> <li>• Take forward T&amp;CP provisions relevant to Wales resulting from Planning Act 2008</li> <li>• Sponsor the Planning inspectorate</li> <li>• Sponsor the Design Commission for Wales; fund Planning Aid Wales and the RAWP's</li> </ul> <p><b>Additional 2009/10 Activities</b></p> <ul style="list-style-type: none"> <li>• Set up Wales Planning Forum Development plan Sub Group to identify improvements to Local Development Plan process</li> <li>• "1APP" issue draft guidance and regs for consultation</li> <li>• Take forward Ministerial commitment tp :</li> <li>• Streamline the planning application process</li> <li>• Take forward WAO recommendations in impending report on planning performance of 3 national parks</li> <li>• Support Local Government Minister on Disposal of Playing Fields LCO</li> <li>• Support LPAs to improve the delivery of their planning service by: <ul style="list-style-type: none"> <li>• working with partners such as Planning Advisory Service, to bring about change, and</li> <li>• by providing the technical platform with the electronic Planning Portal, for the handling of planning applications;</li> </ul> </li> <li>• Continue the development of an All Wales Mineral database with BGS</li> </ul>	<ul style="list-style-type: none"> <li>• 012 % Progress on development plan performance in accordance with Delivery Agreement</li> <li>• 013 % of local planning authorities statutory requirements and performance targets met</li> <li>• 014 % of targets set by Ministers met by PINS</li> </ul> <p>Number of working groups held</p>
<p><b>Assembly Government planning casework decisions</b></p>	<p>Planning contributes to all DESH strategic outcomes and cross-cutting actions</p>	<ul style="list-style-type: none"> <li>• Take decisions on Transport and Works Act Orders</li> <li>• Determine called in applications and recovered appeals</li> <li>• Determine Environmental Impact Assessment Casework</li> </ul>	<ul style="list-style-type: none"> <li>• 015 % of Casework targets met (Drill to internal &amp; statutory)</li> <li>• 016 % of decisions free from</li> </ul>

		<ul style="list-style-type: none"> <li>Listed Building Consent Casework</li> <li>Determine specialist appeals and applications</li> <li>Take decisions on calling in planning applications</li> <li>Manage High Court</li> <li>Challenge casework</li> </ul> <p><b>Additional 2009/10 Activities</b></p> <ul style="list-style-type: none"> <li>Secure secondary legislation for common land</li> <li>Review service level agreement with PINS</li> </ul>	<p>successful legal challenge</p> <ul style="list-style-type: none"> <li>017 No. of new &amp; revised TANs published pa</li> <li>018 Progress towards delivery of actions contained in the SD Action Plan</li> </ul>
<b>Develop land use planning policy</b>	Planning contributes to all DESH strategic outcomes and cross-cutting actions	<ul style="list-style-type: none"> <li>Develop, implement and monitor land use planning policy</li> <li>Input to other Assembly Government (non DESH) policy areas</li> <li>Planning policy development programme in line with Ministerial priorities for an evidence based planning framework</li> <li><b>One Wales 66:</b> Increase the provision of affordable homes</li> <li><b>One Wales 72:</b> Review TAN 6 to include rural enterprise category for dwellings in the countryside</li> <li><b>One Wales 68:</b> Review and reissue TAN 20, to allow language impact assessments for planning purposes</li> <li><b>One Wales 69:</b> Provide LA s with ability to secure 100% affordable housing on development sites</li> <li><b>One Wales 177:</b> commence review of TAN 8 on Renewable Energy</li> <li><b>One Wales 72:</b> Extend classifications of dwellings as part of ongoing review of TAN6</li> <li><b>One Wales 73:</b> All sizeable new housing schemes to include percentage of social housing</li> <li><b>One Wales 74:</b> Greater freedom for LA s to designate non-development sites for affordable housing</li> <li><b>One Wales 75:</b> Reform and reissue guidance on affordability and local criteria in section 106 agreements</li> <li><b>One Wales 183:</b> Compulsory health impact assessment and buffer zones in open cast planning applications</li> </ul> <p><b>Additional 2009/10 Activities</b></p> <ul style="list-style-type: none"> <li>Take forward Ministerial commitment to amend transport section in planning Policy Wales</li> <li>Complete technical advice notes in course of preparation or revision including: <ul style="list-style-type: none"> <li>TAN 5 on Nature Conservation;</li> <li>TAN 12 Design and Access</li> <li>TAN 15 Planning for Flood Risk-Development Advice Maps and TAN 17 Planning and Managing Development.</li> <li>TAN 22 Sustainable Construction</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>019 % of research programme in line with Ministerial priorities</li> <li>020 % of policy updates within specific work programme</li> </ul> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>

		<ul style="list-style-type: none"> <li>• TAN 23 Historic Buildings</li> <li>• Ensure that Brecon Beacons NPA, delivers the improvements recommended in the Gilestone Report on the development management service;</li> <li>• Support the effective implementation of planning policies by ensuring appropriate training for local planning authorities and other key partners, with priority being given to probity, climate change, and local development plans;</li> <li>• Commence review of: <ul style="list-style-type: none"> <li>• TAN 9 on Enforcement;</li> <li>• Complete initial review of enforcement system</li> <li>• Fulfil Ministerial commitment to commission research on use of enforcement powers in AONBs</li> <li>• TAN 14 on Coastal Planning;</li> <li>• guidance for caravan exemption certificates;</li> </ul> </li> </ul>	
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## SUSTAINABLE ENERGY AND INDUSTRY WALES: 2009/2010 PLAN

### Overview

Linking in the main to the 'low carbon and environment protection' Dashboard strategic frameworks, and the One Wales 'energy and environment' commitments, the small Sustainable Energy and Industry Wales team within DESH is focused on:

- Facilitating up to £50 billion of 'clean and secure' energy investments in Wales;
- Development of strong and effective emission prevention policies and regulatory frameworks;
- Coordination of DESH emergency plans and procedures.

### Within these objectives, SEIW activities are focused strongly on the provision of:

- Clear and pragmatic strategic direction;
- Joined up Government; legislative compliance;
- Enabling Ministerial leadership and enhancing Wales' international reputation as a climate change mitigation and environmental protection leading nation.

In order to achieve this, the division is organised into three teams (low carbon futures/sustainable energy and radioactivity waste management and pollution prevention), with strong Director/PS support and involvement, and as much cross team working as possible.

### Relevant SEIW One Wales Commitments:

165	Aim to achieve annual carbon reduction-equivalent emission reductions of 3% per year by 2011 in areas of devolved competence. Specific sectoral targets, work with heavy industry/power generation industries to reduce emissions
175	Draw up energy strategy, to include actions, support for study on Severn barrage
177	Produce energy route map and review TAN 8, revising targets for energy from renewables upwards
178	Promote R&D into renewable technologies

### Low Carbon Futures

#### Objective:

To identify and start pursuing the main low carbon energy opportunities for Wales in the medium/longer term (up to 2025)-through examining with DECC,

industry and other knowledgeable parties, various future scenario options and to amend short-to-medium term policies to take best advantage of likely long-term developments.

### Relevant high level SEIW objectives (from DESH IDEAS map)

SEIW objectives	Action description
<p><b>SF14: Facilitate 'clean and secure' energy investment</b></p>	<ul style="list-style-type: none"> <li>• In order to capture the £40 billion plus low carbon energy investment opportunities in Wales, provision of strategic direction through production and management of WAG clean energy strategies/action plans and the development of related UK policies, especially Wales energy strategy, WAG marine energy strategic plan, WAG bioenergy action plan, joint WAG/DECC Severn tidal power proposals and relevant UK national (energy) policy statements</li> <li>• In depth dialogues with energy stakeholders across private and public sectors to maintain investor confidence in Wales and ensure evidence based policy making</li> <li>• Enable strong and informed Ministerial Leadership on 'clean and secure' energy policies</li> <li>• Drive joined up government within WAG to deliver leading-edge low-carbon energy economy in Wales by 2020</li> <li>• Wales low carbon research institute accorded a world class reputation by 2011</li> <li>• <b>One Wales 176:</b> Draw up energy strategy, to include actions, support for study on Severn barrage</li> <li>• <b>One Wales 178:</b> Produce energy route map and review TAN 8, revising targets for energy from renewables upwards</li> <li>• <b>One Wales 179:</b> Promote R&amp;D into renewable technologies</li> </ul>

### Detailed Responsibilities

Strong dialogue with DECC/DEFRA/BERR from a Wales medium /long term perspective on the future low carbon energy opportunities in Wales, including:

- On renewable electricity generally, from micro-generation, through to community scale-including hydro- and advanced larger scale developments;
- Participation in Severn Tidal Power feasibility study and innovative technologies programme. Alongside communicating WAG perspective at wide range of professional and public meetings;
- Coordinate activities of different WAG departments to drive forward implementation of the Wales bio-energy action plan;
- Clarity on energy aspects of waste biomass objectives;
- Develop policy, from a technological perspective, on renewable heat in Wales;
- Encourage/support activities of Wales Low Carbon Research Institute;
- Work with colleagues from Waste Management and Rural Affairs colleagues on issues relating to energy from waste and anaerobic digestion;
- Advice to WEFO on activities relevant to the energy aspects of the Convergence Fund Strategic Framework on Climate Change;
- Maintain overview and promote where appropriate, advanced low carbon initiatives such as solar photo-voltaics, hydrogen-energy and fuel cells;

- Investigate long term opportunities in Wales for developments in carbon capture and storage;
- Liaise with other Divisions regarding social, economic and environmental implications of future low-carbon energy systems;
- Maintain contact the European Commission on their relevant long-term thinking.

## Sustainable Energy

### Objective

To deliver sustainable energy production and consumption under the One Wales commitment. Sustainable Energy is responsible for Wales' move to low carbon energy production. While this involves optimising the significant Welsh natural resource it also means building on our traditional fossil-fuel energy and industry strengths to ensure secure and affordable energy supplies while encouraging major operations in Wales to evolve rapidly to future clean, low-carbon technologies.

### Relevant high level SEIW objectives (from DESH IDEAS map)

SEIW objectives	Action description
<b>SF14: Facilitate 'clean and secure' energy investment</b>	<ul style="list-style-type: none"> <li>• In order to capture the £40 billion plus low carbon energy investment opportunities in Wales, provision of strategic direction through production and management of WAG clean energy strategies/action plans and the development of related UK policies, especially Wales energy strategy, WAG marine energy strategic plan, and relevant UK national (energy) policy statements</li> <li>• In depth dialogues with energy stakeholders across private and public sectors to maintain investor confidence in Wales and ensure evidence based policy making</li> <li>• Enable strong and informed Ministerial Leadership on 'clean and secure' energy policies</li> <li>• Drive joined up government within WAG to deliver leading-edge low-carbon energy economy in Wales by 2020</li> <li>• Wales low carbon research institute accorded a world class reputation by 2011</li> <li>• <b>One Wales 176:</b> Draw up energy strategy</li> <li>• <b>One Wales 178:</b> Produce energy route map and review TAN 8, revising targets for energy from renewables upwards</li> <li>• <b>One Wales 179:</b> Promote R&amp;D into renewable technologies</li> </ul>

## Detailed Responsibilities

### General policy

- Close working (including a wide range of UK policy committee memberships) with DECC/BERR/DCLG/ DEFRA/Scottish Government and other stakeholders(inc British Irish Council CCW and EAW) of development of UK and Wales energy policy-with Wales energy strategy being published by Nov 09;

- Work with UK Government to establish and subsequently work with Independent Planning Commission; secure Welsh representatives on Commission; ensure understanding of Welsh issues within Commission 10-11;
- Work with UK Government on content and implementation of National Policy Statements; ensure Welsh interests are covered: 09-10.

### **Renewables-Wind**

- Deployment of minimum 1500MW of on-shore wind in development pipeline: 2009-10;
- FC landbank tender proceeding to implementation; economic and community benefits defined 2009-10;
- Wind turbine transport and grid issues for mid Wales resolved;
- Offshore wind in development; Rhyl Flats completion; Gwynt y Mor progress; Round 3 offshore wind in development; economic added values explored to establish options for supply/maintenance opportunities (with ED&T): 09 and beyond.

### **Renewables-Biomass**

- 350MW project South Wales moving towards development : 09-10;
- Anglesey 250MW project feasibility conclusion; project assessment;
- Other significant biomass power stations being progressed.

### **Renewables-Marine (jointly with low carbon futures)**

- Ministerial statement of intent published May 09;
- Second phase Marine energy research programme; completion March 09; publication phase 1;
- Progress deployment of future marine devices in Welsh waters; support and guide through consents and licensing process; support and assist through EU structure fund support programme: aim for full consent during 09-10;
- Declaration of Anglesey tidal stream area as a Crown Estates development zone (as with Pentland Firth);
- Develop with ED&T opportunities for investment in supply/construction/maintenance facilities located in Wales: 2010 and beyond.

### **Gas**

- Promote and encourage utilisation of waste heat from new gas-fired stations; develop and secure partnership customers in conjunction with industry and LA.

### **Coal production**

- Maximise production within a strong sustainable development framework.

### **Nuclear**

- Within WAG policy context , secure strong Welsh economic advantage from any nuclear power station development in Wales: 09 and beyond;
- Continue to support and encourage extension of existing nuclear station while supporting exploration of alternative power supplies for aluminium industry in North Wales: 09-12.

### **Grid Infrastructure**

- Progress with stakeholders and NGOs (NGT and DNOs) strengthening of grid, both transmission and distribution to support renewables deployment particularly in mid Wales. Routing study publication 09-10; implementation 12-14.

### **Energy intensive large industrial plants**

- Stimulate and encourage a sustainable a low-carbon future for steel, aluminium (reporting to Deputy First Minister) 09-12.

### **Research (jointly with low carbon futures)**

- Support the Wales low-carbon energy institute with strong technology, commercialisation and high-level skills arms (reporting to Environment and First Ministers) 09-12;
- Ensure maximum use of the new EU Structural Funds convergence and competitiveness programmes in support of the above: 09-12.

### **Ministerial support**

- Provide comprehensive, effective and timely advice and support for Ministerial/government business and Whitehall liaison support services; ongoing and continuous.

### **Radioactivity and Pollution Prevention (RPP) - including emergencies planning**

#### **Objective:**

To ensure compliance in Wales with European, UK and Wales 'clean environment' legislation and avoid all adverse legal actions within the UK or EU (infraction proceedings). To provide a framework for effective and economic regulation of industry by local authorities and Environment Agency

Wales to ensure protection of human health and the environment. To provide practical and efficient environment strategies/action plans covering air quality, strategic noise, radioactive waste management and chemicals. To enable strong and informed Ministerial leadership on emission prevention and related policies. To ensure Wales has a positive external reputation for environmental protection.

### Relevant high level SF13 SEIW objectives (from IDEAS map)

SEIW objectives	Action description
<p><b>SF 13: Our natural and historic environment is protected and enhanced and land is used sustainably</b></p> <p><b>SF 17: Wales has a positive external reputation</b></p>	<p>Development of emission prevention policies and effective regulatory frameworks:</p> <ul style="list-style-type: none"> <li>• Compliance in Wales with European, UK and Wales 'clean environment' legislation</li> <li>• Provision of practicable and efficient WAG healthy environment strategies/action plans (covering air quality, strategic noise, radioactive waste management and safe chemicals)</li> </ul> <p>Enable strong and informed Ministerial leadership on emission prevention and related policies</p>

### Detailed Responsibilities

#### Air quality

To ensure delivery of requirements under the European air Quality Framework Directives and transposing legislation for the monitoring, assessment, management and reporting of air quality in Wales for which the Welsh Ministers are the Competent Authority. To oversee and support local authorities in their duties under the Local Air Quality Management (LAQM) regime and assess progress in delivering against their duties under Part IV of the Environment Act 1995. To manage the air quality monitoring network in Wales and ensure provision of air quality data to the general public in accordance with directive requirements. To develop scientific and technical policy in relation to air quality. To manage annual compliance reporting to the Commission.

During 2009/2010, new or recast air quality directives will come in to force and need to be transposed. The new Air Quality Directive is to be transposed June 2010 and will impose a new category of pollutant (PM 2.5). The National Emissions Ceilings Directive will be recast in 2009-2010.

Competence rests with Welsh Ministers and transposition will require the repeal and replacement of existing Wales only legislation. The new Industrial Emissions Directive is due to be adopted in Spring/Summer of 2009 and will require close liaison with Defra on UK wide implementation.

## **Environmental Noise Directive (END)**

WAG is responsible for implementing END in Wales and met the EU deadline for in January 2009 for submitting action plans under the first round of END. END will be recast in 2010 and WAG will have a major role in influencing the Commission's methodology

We need to take forward the remaining work on the first round: validation of existing maps, assessment of existing noise mitigation measures, identification and finalising of quiet areas, implementing new noise mitigation measures and developing an environmental noise website and further technical guidance

In addition we will need to take forward the second round of END including new mapping to new criteria which will extend the agglomeration and transport areas covered in the first round and will require the identification and processing of substantial new data sets and considerable new research. This will also require issuing and managing a major call off contract for the mapping and action planning.

## **IPPC/EPR**

Responsibility for IPPC requires liaison with Defra on policy development at the UK and Wales/England level to ensure WAG interests are fully reflected. This has included work on changes to the existing IPPC Directive

### **IPPC responsibilities include:**

- Protecting specific Welsh Interests in negotiation of the Commission's proposals to recast the IPPC Directive and six other sector related directives;
- European Pollutant Release Transfer Register for Part A2 installations in Wales;
- The annual Local Authority Statistical Survey and its future development;
- Annual Local Authority Environmental Permitting Fees and Charges review and consultation.

### **EPR (Environmental Permitting Programme) responsibilities include:**

- RPP is the co-ordinator for WAG on the tripartite WAG, Defra and EA Environmental Permitting Programme Board .RPP also has overall responsibilities within EPP2 for IPPC and for industrial regulation via the Environmental Permitting Regulations as well as specific responsibilities for the regulatory framework under the Radioactive Substances Act 1993 (it is intended to include regulation under RAS93 within EPP2);
- The EPP programme aims at streamlining the industrial regulatory framework with benefits to both the regulated and the regulator without

compromising protection of the environment or of human health. The aim is that any business needing an environmental permits should be able to get the necessary permissions in a single document.

## **REACH (Registration, Evaluation and Authorisation of Chemicals Directive) and related issues**

RPP has lead responsibility within WAG for chemicals and related issues.

The pre-registration period for REACH ended on 1 December. The next phase of REACH is the deadline of 1 December 2010 for companies to register in full substances manufactured or imported into the EU in significant quantities . WAG responsibilities include ensuring that the UK REACH process reflects Welsh interests and responsibilities (WAG is a competent authority under REACH), and ensuring that Welsh businesses are fully aware of the implications of REACH. WAG also has an appellate function under REACH.

Related issues include participation in the Nanotechnology Research Co-ordination Group, other Defra-led committees which set priorities for England & Wales R&D spending and scientific research carried out by the Environment Agency and other public bodies and WAG oversight of the Advisory Committee on Hazardous Substances and UK Chemicals Stakeholder Forum.

## **Emergency planning**

RPP is responsible for and holds the emergency planning books for incidents involving radioactivity and marine pollution including oil pollution. RPP is also responsible for the DESH business continuity plan and for coordinating DESH DKIM work.

This includes participation in the Nuclear Emergencies Planning Liaison Group (NEPLG). covering the exercise programme for nuclear emergencies and for actual potential emergencies.

## **Radioactive waste management**

RPP plays a full part in the UK Government and DA Managing Radioactive Waste Safely (MRWS) programme. Most of the work is taken forward via various working groups which include:

- Radioactive Waste Programme Group (RWPG) which provides oversight of the whole radioactive waste management programme including low level waste (LLW), surplus high activity sealed sources, decommissioning, interim storage and geological disposal;
- Geological Disposal Implementation Board (GDIB) which oversees implementation of the geological disposal programme. WAG represents Northern Ireland on this group;
- Discharges Project Board which reviews UK radioactive discharges and the OSPAR agreement. The review includes sites in which WAG



has an interest including Sellafield and the nuclear licensed sites in and near Wales;

- NDA Strategy Development and Delivery Group. NDA is responsible for the full range of radioactive waste management. SDDG is where the detail of the various aspects of the NDA's waste management strategy are discussed including for low level waste, proposals for near surface, near site disposal of some intermediate level waste, proposals for plutonium and uranium, interim storage arrangements (as at Trawsfynydd and Wylfa);
- Committee on Radioactive Waste Management (CoRWM) sponsors group. CoRWM is the independent body advising the UK administrations on the programme of radioactive waste disposal including interim storage. WAG is a CoRWM sponsor.

## **NATURE, ACCESS, MARINE UNIT**

### **Introduction**

The Nature, Access and Marine Unit (NAMU) is a relatively new Unit within the DESH Department having been established in 2008. It has some 25 staff working in three teams and focused on:

- Nature conservation and biodiversity policy;
- Countryside access and sponsorship of the National Park Authorities;
- Marine policy including planning for implementation of the Marine Bill.

The Unit's staff are split between Aberystwyth and Cardiff with the Countryside Access and Nature Conservation teams in the process of being relocated to the new WAG offices in Aberystwyth and the Marine Team based in Cardiff.

### **Key work areas and objectives for delivery in 2009/10**

For the individual teams within the NAM Unit, the key areas of focus in the coming financial year are as follows :

#### **Nature Conservation and Biodiversity Team**

The team is responsible for developing and implementing the Assembly Government's policies on nature conservation and biodiversity in line with the agenda set down in the Wales Environment Strategy and the new Sustainable Development Scheme. Key policy work includes making a reality of the duty to promote biodiversity (under the Natural Environment and Rural Communities Act 2006); helping to promote understanding and compliance with the EU Habitats and Species Directives; management of the Wales Biodiversity Partnership; liaison with Defra and the other devolved administrations on developing policies and programmes in this area; and liaison with CCW and other key partners in Wales on delivery of the key targets within the Environment Strategy.

#### **Key objectives for delivery in 2009/10 are as follows :**

##### **NERC duty implementation**

- Review progress across WAG in implementation of the NERC duty and report progress to Ministers, including highlighting areas for further attention – by December 2009;
- Examine gaps for attention within the public sector as a whole in implementation of the duty and make proposals to Ministers – by March 2010.

##### **Action under Habitats Directive**

- Make a constructive input to consideration of Habitats Directive compliance and implications in relation to the ongoing Severn Tidal Power feasibility study;
- Ensure that biodiversity and nature conservation policies are appropriately reflected in TAN 9; and help ensure that TAN 5 (nature conservation) is issued by summer 2009;
- Implement agreed recommendations of the Internal Audit study of wildlife licensing arrangements in Wales by December 2009.

Successful delivery of these priority objectives will make a contribution to WAG strategic outcomes 3, 6 and 7.

### **Countryside Access and National Parks Team**

The team is taking forward, with CCW and the local authorities and National Park Authorities, a range of strategic countryside access programmes including the One Wales commitment of delivery of the All Wales Coast Path by 2012. In addition it is seeking to secure improved corporate governance and delivery from the National Park Authorities at a time of constrained budgets. To take this agenda further forward in 2009/10, the following key objectives for delivery are planned:

#### **Promotion of walking/cycling and countryside access generally**

- Ensuring that progress against the key actions in the new Walking and Cycling Action Plan are taken forward and properly monitored via the establishment of a new Monitoring Group (linked to action on Physical Activity). Establish group and report progress at least twice during year;
- Arrange with Health and other key partners a second conference on access issues building on and learning lessons from successful 2008 conference – by end July 2009;
- Arrange with CCW formal mid term review of Coastal Access Programme, including preparation of plan to complete Coast Path by 2012;
- Ensure that Action and Communication Plans for delivery of the 2008 Water Recreation Strategy are put in place by summer 2009 and taken forward.

#### **Sponsorship of the National Park Authorities**

- Ensure agreed recommendations of the WAO Review of NPA Planning Services are effectively followed up by March 2010.

#### **Management of grant schemes**

- Explore with CCWD, LEQ and other DESH colleagues scope for greater synergy between Environment Wales, Sustainable Development Fund and related grant schemes – by October 2009.

Successful delivery of these key objectives will make a contribution to WAG strategic outcomes 3, 4, 6, 7 and 10.

### **Marine Policy Team**

During the coming year the Team will continue to take forward a range of marine policies including on marine nature conservation and implementation, with Defra, of the Marine Strategy Framework Directive. Work will also continue on developing the capability of the Marine Consents Unit to deliver a fully effective marine licensing consents service. In addition, there will be a strong focus on planning for implementation of the Marine and Coastal Access Bill which is expected to receive Royal Assent later this year.

### **Key objectives for delivery in 2009/10 are:**

#### **Marine Bill implementation**

- Develop with CCW a management process for the delivery of highly protected Marine Conservation Zones in Welsh waters, including the establishment of the necessary groups in (at least) shadow form by December 2008;
- Develop and make proposals to Ministers for the initial preparation of marine (spatial) plans in Welsh waters – by December 2009;
- Develop a plan with CCW and other key stakeholders including the WCMP on the overall implementation of the Marine Bill in Wales – by February 2010.

#### **Marine licensing**

Work with Marine Fisheries Agency to secure knowledge of, and information on, key supporting systems to enable transfer of licensing activity by March 2010 (in line with Minister's agreement);

#### **Wales Coastal and Maritime Partnership**

- Complete review of Partnership and ensure new project officer and workplan in place by June 2009.

#### **Making the connections and securing synergies**

Given the cross-cutting nature of much of its work, the Unit is very conscious of the need to secure appropriate connections with other parts of WAG in order to secure delivery of our key objectives. Ongoing activity here includes work with Health and Sports colleagues on the countryside access agenda;

work with Fisheries on the Marine Bill; and work with DE+T and others on the securing biodiversity gain from non DESH programmes. In addition the Unit is looking to secure synergies from within its own teams and resources. Two particular activities here which will be taken forward during 2009 are:

- Partnership working between the Access and Nature Conservation Teams to increase staff resources on wildlife licensing (and to tackle in particular the current existing peak in license applications);
- Nature Conservation colleagues taking on conservation policy and case work for estuarine situations, allowing the Marine Team to focus more effort on the Marine Bill and related work.

### **DESH Dashboard – business delivery**

The above text indicates how the delivery of the above key objectives in 2009/10 will make a contribution to the Welsh Assembly Government's Strategic Outcomes. In liaison with the IDEAs team we have also identified a number of key performance indicators to monitor progress against these key objectives during the coming year. The indicators and the main policy areas to which they relate are set out in the attached table.

Action	Outcome Links	Action description (sub-activities / One Wales commitments)	Measures & Milestones
<b>NAMU</b>			
<b>Implement marine policy</b>	<ul style="list-style-type: none"> <li>SF13: Our natural and historic environment is protected and enhanced and land is used sustainably</li> </ul>	<ul style="list-style-type: none"> <li>Implement key Marine Bill provisions in Wales including new marine plans, licensing regime and conservations zones</li> </ul>	<ul style="list-style-type: none"> <li>001 % of marine licenses issued to target</li> <li>002 % Progress in developing marine conservation zones by 2012</li> <li>003 % Progress on developing marine plan for Welsh seas</li> <li>004 Satisfaction of WCMP engagement</li> </ul>
<b>Improve access to and enjoyment of the countryside</b>	<ul style="list-style-type: none"> <li>SF01: A healthy population with a good quality of life</li> <li>SF12: People live in safe, vibrant, inclusive urban and rural communities</li> <li>SF13: Our natural and historic environment is protected and enhanced and land is used sustainably</li> </ul>	<ul style="list-style-type: none"> <li>Develop walking and cycling culture in Wales.</li> <li><b>One Wales 186:</b> Create all-Wales coastal path</li> <li><b>One Wales 219:</b> Foster sense of public ownership for countryside, urban green spaces and coastline</li> </ul>	<ul style="list-style-type: none"> <li>005 Progress in delivery of all Wales Coast Path</li> <li>006 % of children walking to school</li> <li>007 No. of people walking for recreation</li> </ul>
<b>Promote protected landscapes via grant and other support</b>	<ul style="list-style-type: none"> <li>SF12: People live in safe, vibrant, inclusive urban and rural communities</li> </ul>	<ul style="list-style-type: none"> <li>Sponsor the National Park Authorities and related grant schemes</li> </ul>	<ul style="list-style-type: none"> <li>010 % of planned appointments made to the Nat Parks each year</li> <li>011 Achievement by Nat Park Authorities of targets set</li> </ul>
<b>Deliver nature conservation and biodiversity</b>	<ul style="list-style-type: none"> <li>SF01: A healthy population with a good quality of life</li> </ul>	<ul style="list-style-type: none"> <li>Develop nature conservation and biodiversity policy</li> </ul>	<ul style="list-style-type: none"> <li>008 % of planned meetings with local authorities to check progress on biodiversity duty</li> <li>009 % of targets met by CCW on action to bring</li> </ul>

	<ul style="list-style-type: none"> <li>• SF12: People live in safe, vibrant, inclusive urban and rural communities</li> <li>• SF13: Our natural and historic environment is protected and enhanced and land is used sustainably</li> </ul>		<p>special conservation sites into favourable condition</p>
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## CORPORATE STRATEGY UNIT

### Vision and Purpose

CSU aims to provide a citizen focused professional, performance-orientated service that is strategic in nature yet rooted in operational reality. It provides effective guidance and support to the Director DESH and in adding value within the Department and Assembly-wide.

CSU is unique in providing a business unit function whilst fulfilling a major policy role in relation to Sustainable Development and the Environment Strategy, and through the sponsorship and effective performance management of the Countryside Council for Wales and Environment Agency (Wales).

As the Assembly's *single organising principle*, the Sustainable Development Scheme constitutes a significant influence upon the Assembly's Departmental plans and strategies. This influence will increase further with (amongst other things) the implementation of medium term service and financial planning through the vehicle of the IDEAs Managing for delivery programme which CSU will lead within DESH. Proposed activities and indicators are cross referenced to the Assembly's Strategic Framework outcomes and also highlight One Wales responsibilities.

The Business Plan of the Unit as it is currently configured assumes the "as is" position although this will be required to adapt during 2009/10 in effectively supporting the DG Sustainable Futures. This will require a more integrated form of working with Business units across the Assembly, particularly in relation to Rural Affairs, Heritage and Tourism together with developing a matrix based relationship with Central Support functions.

### Programme priorities for CSU 2009/10

#### Sustainable Development and Environment Strategy Action Plan

CSU			
<b>Develop sustainable Development (SD) policy</b>	<ul style="list-style-type: none"> <li>• SF13: Our natural and historic environment is protected and enhanced and land is used sustainably</li> <li>• SF14: Wales is an energy efficient, low carbon and low waste society</li> </ul>	<ul style="list-style-type: none"> <li>• Launch and implement SD scheme, through internal and external engagement strategy</li> <li>• Review SD indicators application</li> <li>• Develop internal training with ELISHA,</li> <li>• Establish SD Advocates Network and through them develop internal capacity building programme with Forum for the Future</li> <li>• Agree work programme of the Sustainable Development Commission, and monitor on a</li> </ul>	<ul style="list-style-type: none"> <li>• 086 Progress against development of the Sustainable Development (SD) policy</li> <li>• 087 Number of training sessions with 80% positive feedback</li> <li>• 088 % of Fair Trade Nation targets on track</li> </ul>



		<p>quarterly basis</p> <p>Utilise SD effectiveness report recommendations as organising framework.</p> <ul style="list-style-type: none"> <li>Explore the potential to develop a SD Programme Board</li> <li><b>One Wales 221:</b> Support campaign for Wales to become fair trade nation</li> </ul>	
	•	•	•
<b>Implement Environment Strategy</b>	<ul style="list-style-type: none"> <li>SF13: Our natural and historic environment is protected and enhanced and land is used sustainably</li> <li>SF14: Wales is an energy efficient, low carbon and low waste society</li> </ul>	<ul style="list-style-type: none"> <li>Monitor and report on Environment Strategy Action Plans</li> <li>Provide advice and guidance on Strategic Environmental Assessment</li> <li>Monitor progress of grant aid partners</li> </ul>	<ul style="list-style-type: none"> <li>089% of Environment strategy action plan on track</li> </ul>

## Environment Agency and CCW sponsorship

### *Indicators of progress*

:Quarterly reporting structure against an outcome-based system

- Agency/CCW able to deliver key Ministerial priorities through their existing funding settlement

<b>Sponsor and manage the Environment agency</b>	<ul style="list-style-type: none"> <li>SF14: Wales is an energy efficient, low carbon and low waste society</li> </ul>	<ul style="list-style-type: none"> <li>Establish Annual Remit targets</li> </ul>	<ul style="list-style-type: none"> <li>090 % of Environment Agency targets on track</li> </ul>
<b>Sponsor and manage the Countryside Council for Wales</b>	<ul style="list-style-type: none"> <li>SF13: Our natural and historic environment is protected and enhanced and land is used sustainably</li> <li>SF14: Wales is an energy efficient, low carbon and low waste society</li> </ul>	<ul style="list-style-type: none"> <li>Establish Annual Remit targets</li> </ul>	<ul style="list-style-type: none"> <li>091 % of Countryside Council for Wales targets on track</li> </ul>

## Departmental Finance

**Indicators of progress**

- Annual Audit report
- Outturn against programme and DRC budget in 2009/10
- Implementation of the IDEAs information excellence programme
- Statement of Internal Control
- Departmental Risk Register and effective management of these risks

Activity	Milestones
Achieving a high quality and accountable financial system for the Department, with clear controls	<ul style="list-style-type: none"> <li>• Clear and consistent information provided directly to the AAO (Director DESH) on updates and upcoming issues</li> <li>• Effective consolidation of the Core Financial Information (CFI) strand of the IDEAs programme within the Department, ensuring that key individuals are aware of the changes and how to use it.</li> <li>• Clear timetabling and project management of financial information requests within the Department to meet deadlines: schedule provided by May 2009 to finance coordinators</li> <li>• Active and regular management of Divisional returns to ensure spend to (and not beyond) 2009/10 budget.</li> <li>• Ensure the fundamental changes associated with the Managing for Delivery strand of the IDEAs Programme in respect of budget and service performance planning for 2009/10 are managed within the Department.</li> <li>• Ensure the changes associated with implementing the IDEAS Programme End to End (E2E) purchasing system are managed within the Department</li> <li>• Provide well-organised secretariat for the Department's Corporate Governance Committee to ensure proper support for the AAO</li> <li>• Effective implementation of changes in international reporting standards in-year</li> </ul>

**Other Departmental Functions**

Activity	Milestones
Ministerial Support	<ul style="list-style-type: none"> <li>• Manage implementation within department</li> <li>• Supporting the Minister's Policy Board</li> <li>• Providing a clearance service in respect of departmental submissions</li> <li>• Co-ordinating briefings</li> </ul>
Maintain HRIS post details	<ul style="list-style-type: none"> <li>• Provision of an efficient and effective service</li> </ul>
Corporate Commissions	<ul style="list-style-type: none"> <li>• Manage the process for compiling within the department.</li> </ul>
Forward Look Programme	<ul style="list-style-type: none"> <li>• Manage the process for compiling within the department</li> </ul>
Consultations	<ul style="list-style-type: none"> <li>• Manage the process for updating within the department</li> </ul>
Departmental	

<p>communications</p> <p>Technical Services</p> <p>T4 It systems hardware and software upgrade</p> <p>EDRMS (electronic document records and management system)</p> <p>Programme and Project Management</p>	<ul style="list-style-type: none"> <li>• Provision of Departmental Internet lead</li>   <li>• Provision of performance management role</li>   <li>• Manage implementation within department</li>   <li>• Manage implementation within department</li> <li>• </li> <li>• </li> <li>• Support implementation within the Department</li> </ul>
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## **DESH RESEARCH AND EVALUATION PLAN: TECHNICAL SERVICES DIVISION**

### **Evidence Plan**

Technical Services Division (TSD) will continue to strength our evidence base, building on the 2008-9 Evidence Plan. The plan supports the development of a robust and high quality evidence base for the existing and future policy development of the Sustainable Futures Directorate. The Plan will outline how the Department uses evidence to develop, implement, evaluate and review its policies.

In addition to setting out each of the Department's key policy deliverables, the evidence plan is a tool to provide the following:

- The Department's evidence requirements to support policy and delivery;
- A map of the existing research / evaluation already underway;
- Identification of the new research and analysis the Department requires to help meet its priorities.

The plan includes all aspects of evidence; research, evaluation and monitoring, with the evidence base covering a range of disciplines; e.g. scientific, economic and social research. It highlights links into the Sustainable Development and DRA agenda to identify cross-departmental research, evaluation opportunities and partnerships. It also illustrates the external linkages made to national research councils and specifically to DEFRA. Critical to this process is the inclusion of OCSRO, Statistics Directorate and EcAD, together with the Wales Rural Observatory & links to the Wales Environment Research Hub (WERH)

### **Evidence Planning Support**

TSD also manages the Evidence Fund on behalf of DESH. The Environmental Research Fund (ERP) supports research and monitoring that underpins the various environmental action plans developed to meet the objectives of the Welsh Environment Strategy, the Wales State of the Environment Report and to provide information to support the implementation of wider environmental policies.

The Evaluation Fund (EF) supports specific projects that link to policy or programme evaluation. In addition it is a fund by which cross-disciplinary research is commissioned to include both social and natural sciences that links to DESH priorities and futures.

### **On-going Evidence Plan Development**

A two-stage process was undertaken to develop the evidence plan for 2008-10. The first stage was to identify policy priorities and research needs through discussion with the relevant policy leads. These needs were then mapped against the business plan in an attempt to prioritise against delivery timescales.

Research priorities and programme evaluations were then mapped against the internal WAG funded evidence base and external evidence sources to assess whether an evidence gap existed. Where gaps have been identified, follow-up meetings have been held with the policy leads to explore means of filling the gaps and to determine the immediacy of the work.

Where the costs of the project proposals are not being met by programme funds, DESH SMT must prioritise the projects against available funds from the Evaluation Fund managed by TSD Scientific Evidence Assessment Branch (SEAB).

SEAB will continue to meet with policy leads throughout the year to maintain a focus on any changing priorities and the evidence needs included by Dashboard requirements.

An updated Evidence Plan 2008-10 will be available for SMT in April.

## **DESH DEPARTMENTAL CONTRIBUTIONS TO STATUTORY CROSS-CUTTING DUTIES**

### **Sustainable Development**

DESH has policy responsibility for the Sustainable Development Scheme and has worked with colleagues across the Assembly to promote our collective commitment to joined up working within the context of Sustainable Development culminating in the launch of the new Sustainable Development Scheme in May 2009. The advent of the Sustainable Futures and Assembly Strategic Outcome Framework will strengthen the awareness, understanding and delivery of SD both within the Assembly and more widely across Wales.

We work to ensure all our policies are consistent with SD principles, and that we realise synergies within our climate change and renewables work, waste policy, environment policy and the sustainable buildings agenda, alongside the social justice aspect of Housing policy.

### **Welsh Language**

As a relatively new Department DESH requires a new Welsh Language Action Plan. The DESH bilingual co-ordinator and team have met WLU to discuss the requirements of the Welsh Language Scheme and a framework in which to set a Departmental Welsh language strategy. The Senior Management Team have met with the WLU to confirm our commitment to taking this forward within DESH. A strategy will be developed to meet the requirements.

### **Equalities**

**The four main areas in which DESH will make its contribution to the SES are:**

- Access to decent homes;
- Physical planning of land use to reflect needs; and
- Improvement of the physical environment and access to it.

### **Housing**

The One Wales goal is: `to ensure that all households, in all communities and irrespective of their means, can afford a decent home`

### **Outcomes**

- Local authority housing strategies fully reflect differing needs;
- Effective provision of supported housing;
- Advice and homelessness services effective for hard to reach groups;

- Rapid and effective adaptation of properties to meet individual physical needs.

## **Planning**

Land use planning provides the framework within which the physical development of land is undertaken and is important in shaping the built environment and communities.

## **Outcomes**

- All new development meets access requirements;
- Development plans provide for identified needs such as Gypsy and Traveller sites.

## **Local environment**

One Wales states that: ` we recognise the importance of the local environment, the effect on communities and will support its improvement to a high standard`

## **Outcomes**

- All communities to enjoy improved local environmental quality;
- More groups to be able to engage positively with their environment.

## **Access**

One Wales states that ` we wil, foster a sense of public ownership of the countryside, .....recognising that many socially excluded groups do not currently enjoy their social, cultural and health benefits`.

## **Outcomes**

- Coastal Access Improvement Programme to make specific provision for disabled and local improvements to be actively promoted to Communities First and other disadvantaged groups;
- More groups to be encouraged to access their local countryside and urban green spaces.

## **CROSS-CUTTING DEPARTMENTAL ISSUES**

DESH has significant interdependencies with other Departments, both in areas where the agenda is shared and where DESH policy objectives are cross-cutting and need to be delivered across the Assembly to be successful. The Strategic Outcome Framework will strengthen increased levels of joint working.

### **Key shared areas include:**

- Waste;
- Climate change, in particular the One Wales commitment to a 3% reduction in greenhouse gas emissions;
- Sustainable Development;
- Access, including Access to Water, Walking and Cycling;
- Resource use (SD, energy efficiency, waste);
- Planning, across all portfolios;
- Biodiversity (including the NERC Biodiversity Duty);

DESH supports the Cabinet Sub-Committee on climate change and the Waste Ministerial Group and contributes to the Economic Summit group. It also operates joint policy delivery work with E&T on housing land, construction and the green jobs strategy.



## **DESH DEPARTMENTAL EFFICIENCY PLAN**

The focus of our efficiency work is in investing in the organisational infrastructure that will enable us to deliver our demanding agenda through releasing back office savings together with minimising calls upon DRC resources embracing the 'more for the same/less' principle .

At its inception, the new Department implemented a number of initial measures to bring these together in a coherent way:

- A new Climate Change and Water Division was created from parts of the four Departments to reflect the One Wales and Ministerial commitment to addressing climate change issues. The OD aspects of the service continue to develop in responding to an expanding and rapidly evolving policy environment illustrated by the recent Whitehall decision to create a dedicated Department of Energy and Climate Change;
- The Housing Rent Officer Service was restructured following changes to Housing Benefit rules to move from a property based scheme to an area banding scheme with a further saving on in-year running costs of approx £60,000 following on from a £200,000 base budget saving realised from May 2006. This work was completed for operation of the new system from 7 April 2008;
- The Energy Division was restructured to focus on energy infrastructure (including nuclear), both power production and disposal of nuclear and other products;
- A new Waste and Local Environmental Quality Division (W&LEQ) was established from 1 April 2008 building upon the responsibilities of the Waste Policy and LEQ Unit;
- The Department established a compact Corporate Strategy Unit which brought together the lead strategic work (the Environment Strategy and Sustainable Development); sponsorship (the Environment Agency and Countryside Council for Wales); and core Business Unit functions (Departmental Finance, cross-cutting briefings).

For 2008/9, the key Departmental efficiency issues revolved around delivery of the Department's challenging policy agenda and increasing legislative and regulatory demands with a modest DRC uplift over 2007/8 (£350k). This uplift has been mainly allocated to the areas of greatest pressure in Climate Change and Waste.

**The key planks of the Department's plans going forward are:**

### **Housing**

- The Housing Change Programme has been developed since DESH's inception to ensure that the Housing Division has the capability to deliver

the 19 One Wales commitments that fall to it. The Essex review of the framework for Registered Social Landlords (RSLs) will also impact on the style of future delivery. An OD project has resulted in a major restructuring of the housing work to align with the new priorities and change the working style. This will allow redeployment of staff to higher priority and greater impact work and generate efficiencies being based upon 'Making the Connections' principles in working collaboratively with Registered Social landlords, local authority partners, private sector and associated key stakeholders. Implementation of the revised structure will be completed by October 2009. We will monitor the achievement through the benefits realisation plan;

- During the course of 2009/10 we will realise efficiencies through Business Unit integration within the Sustainable Futures Group. Opportunities to explore how back-office efficiencies can be employed to support Departmental DRC pressures will be pursued;
- We will combine activities on communications and community-engagement to free up staff resource and reduce programme costs.

### **Other Departmental DRC efficiencies**

- Each Head of Division has been provided with a DRC allocation for 2009/10 which covers both staff and non-staff DRCs to support the areas of greatest pressure in each Division in an integrated way with non-DRC requirements. In line with the Departmental settlement, each Division's allocation includes a real terms cash reduction. Heads of Division are expected to protect their training and development budgets within this;
- We make full use of Priority Projects Team provision, moving to a focus on identifying which elements of our workload are in fact time limited projects and what is core work;
- We are reducing waste and travel with a view to reducing the costs further and to be in line with Departmental sustainability objectives. We monitor use of paper and toner and Divisions are encouraged to maximise use of public transport and video-conferencing;
- We use our performance management framework to ensure we plan and effectively discharge our objectives through the Business Plan and individual work programme objectives.

### **Sponsor Bodies**

#### **The Countryside Council for Wales**

- The outcome of the review of staff and programme spend in 2008/9 has resulted in a move to an in principle decision to introduce greater flexibility between Programme and DRC budgets in order to provide CCW with the ability to use resources as efficiently and effectively as possible in delivering statutory obligations and Ministerial requirements;

- Its latest Value for Money Action Plan requires the CCW to make year on year efficiency savings of 1% for the four year period 2006-2007 to 2010-2011. Savings have been achieved were as a result of a combination of factors, such as collaborative procurement, video-conferencing savings and subsistence savings through the avoidance of overnight stays etc. CCW is a member of the broadband aggregation project;
- For 2009/10, CCW will completely renovate its HQ provision to BREEAM excellent standard on a revenue cost neutral basis. CCW will rationalise satellite office accommodation in partnership with EA Wales;
- The current governance review of CCW may identify further opportunities.

### **Environment Agency**

The Grant in Aid (GIA) environmental protection revenue budget for EA Wales has been flat lined. They will receive £21.960 million. This means that in 2009/10 there is no provision for inflation or increases in pay and pensions. The Agency will manage this by meeting its efficiency targets and by implementing its internal change programme. No reduction in service levels is anticipated.

### **National Park Authorities**

The National Park Authorities (NPAs) and the 22 Unitary Authorities in Wales are required to become 1% more efficient year on year up to 2010. In their latest Annual Reports and Improvement Plans all three NPAs reported savings achieved.

It is to be noted that the WAO's annual audit letter for the three NPAs for 2006-2007, issued in November/December 2007, advised that for a number of efficiency gains declared, there was limited evidence available to support the gain, although it was likely that a number of efficiency gains had not been recorded as the systems to collect the information were not sufficiently robust.

- figures for 2007-2008 yet to be calculated, although the NPAs plan to provide a ball-park figure shortly.

### **Programme Efficiencies**

**Over 2009-10 we will identify quantifiable efficiencies from:**

- new private sector funding mechanisms;
- simplification of housing funding schemes;
- review of rents and introduction of new intermediate housing products;
- a single environment and community fund and construction programme;



## COMMUNICATIONS STRATEGY

### Background

The Environment, Sustainability and Housing (ESH) portfolio brings together some of the Welsh Assembly Government's top *One Wales* commitments and areas of responsibility.

#### **The department has responsibility for:**

- Environment protection and quality;
- Climate change and water;
- Fair Trade;
- Housing;
- Planning;
- Nature, Access and Marine;
- Sustainable Development;
- Sustainable Energy and Industry.

#### **The department contributes to the delivery of the commitments made in the *One Wales* document for:**

- Living Communities;
- A Sustainable Environment.

The purpose of this communications strategy is to set out how we can effectively communicate progress and delivery of the Welsh Assembly Government's *One Wales* commitments and other devolved responsibilities.

Individual communication plans will be developed for each policy area of the portfolio. These will give more detail of target audiences, messages and activities that will show progress against *One Wales* commitments.

### Policy priorities

Climate change and sustainability are the glue that binds most of the policies.

#### **The main priority areas identified by the department are:**

- Achieve annual carbon reduction equivalent emission reductions of 3% from 2011 in areas of devolved competence;
- Develop a climate change strategy for Wales in 2009 to show WAG's commitment to delivering a more sustainable Wales;

- Continue to provide energy efficiency grants including non-means tested element within context of national energy efficiency and savings plan which is going out for consultation in March;
- Feed into and lead on communications for the Severn tidal power feasibility study and public consultation in Wales to ensure Wales's interests are captured and stakeholders are engaged;
- Develop an energy strategy for Wales in 2009 to meet our renewable energy targets to create a low carbon, clean and sustainable economy for Wales;
- Produce energy route map and review TAN 8, revising targets for energy from renewables upwards;
- To measure and succeed in meeting our sustainable development indicators through our new sustainable development scheme being launched in May;
- Develop and implement policy on Nature Conservation and Biodiversity in Wales to protect the unique Welsh environment and its habitats;
- Improve targets for recycling, legislation and support for better waste management including the environment LCO measures and the new waste strategy consultation due to be published in April;
- Prepare legislation for the introduction of a charge for single use carrier bags to be supported by a campaign for early 2009;
- Support the Fair Trade campaign to highlight Wales's status as the first country in the world to become a Fair Trade nation;
- Implement a walking and cycling strategy to improve people's health, our economy and environment;
- Create an all-Wales coastal path by 2012 increasing access for all;
- To develop social housing which can improve the health, wellbeing and opportunity of the people of Wales, in particular those threatened with homelessness or otherwise vulnerable;
- Increase the supply of affordable homes by at least 6,500 over four years to create a more accessible housing market;
- Obtain legislative power to restrict right to buy in areas through the LCO;
- Review and reissue TAN 20, to allow language impact assessments for planning purposes;
- Extend classifications of dwellings as part of ongoing review of TAN6;
- Seek the devolution of building regulations;
- Consider emulating the HMO licensing model to manage the level of second home ownership;
- Increase funding to support social housing;
- All sizeable new housing schemes to include percentage of social housing;
- Improve radically supply of publicly owned land for affordable housing;
- Statutory duty on LAs to prepare delivery plans for affordable housing;

- Keep Welsh Housing Quality Standard under review, consider applications for extended compliance timetable on their merits;
- Homelessness plan, seeking new powers under GoWA 2006.

## **Communications aims and objectives**

The aim of the communication plan is to effectively promote the Environment Sustainability and Housing policies and activities to the public and key stakeholders. To achieve this, our objectives are:

- Increase awareness and understanding of the ESH policies;
- Monitor the changing media landscape and developing communication channels and adjust our communication approach to make sure we are communicating in the most effective way;
- Develop effective internal and external channels of communication and good relationships with key stakeholders to ensure a joined-up approach to the delivery of key messages;
- Continue to raise the profile of the Minister in Wales and the UK as a leading environmental figure through the media by maximising opportunities, including those offered by stakeholders;
- Engage more effectively with stakeholders and partner organisations;
- Manage or neutralise 'bad news'.

The Plan will dovetail with the Department's *Forward Look* performance management tool and will flex and adapt relative to it.

## **Audience insight**

To communicate effectively we need to understand who our audiences are, how they receive their messages and via what channels.

Key target audiences will be included within the individual communication plans.

## **Work already underway**

Centrally in communications division we have audience profiles of different target groups (e.g. families, older people) to understand their media consumption. The MCT will use this information to help shape and target the ESH communication work.

## **ESH specific audience insight**

The climate change campaign is one example where ESH have used audience insight which is shaping our communications. An analysis of audience media consumption has allowed us to target more effectively.

The MCT is working with the climate change and waste team and social researcher to continually refine this audience insight and segmentation to make sure we are targeting the right people in the right way. Once budgets are in place we will be starting the OJEU process to continue the work started in 2007 with the qualitative study 'Attitudes to climate change and pro-environmental behaviours in Wales'. A three-year study will cover climate change and waste so all the communication work going forward will have a consistent evidence base.

### **Stakeholder communication**

Stakeholder engagement can be critical to enhancing any communication activity and policy delivery. How comprehensive stakeholder lists are varies across the department. The Severn tidal power project has ensured we now have quite a robust list across some sectors. It is recommended that more work is completed across the department to set up comprehensive stakeholder lists. The MCT can then work with divisions to prioritise and define the engagement levels needed for each stakeholder and policy area.

The MCT are working on major stakeholder communications project on the Severn tidal power feasibility study and public consultation. They are working with the Department for Energy and Climate Change (DECC) on joint communications work to keep stakeholders and the public informed of progress.

### **Core script & key overarching messages**

There is a need to identify and develop consistent messaging across the portfolio. The MCT has already held a session at Innospace to look at the Department's aims and the language it uses to identify its values and messages.

The MCT has developed an action plan following the language research it undertook and the Innospace session with the Department. In response to the findings we now have:

- A writing style guide that the department can use when drafting text so we are all writing consistently;
- A writing guide – with top ten do's and don'ts. This covers general terms that are used, as well as more specific environmental terms;
- We are making changes to the top level pages of the website to make sure they are written in plain English so can be understood. This is an on-going process;
- A bespoke speech writing course specifically tailored to the department that can be accessed.



Core scripts were written in 2008 that will be updated once this communication plan is agreed. These will help the department be joined-up so everyone knows what is happening across the divisions.

The aim of this work is to improve on the percentage of our audience who can understand key messages and communication that is originated from DESH in the future.

### **Communication priorities**

The main focus of communication will be behaviour change across Welsh society to promote more sustainable living. The key will be to make this more than the sum of its parts. Specific elements include:

#### **Climate change**

To motivate and engage with the Welsh public to change their behaviours via the next phase of the national media campaign (possibly to launch in September) supported by local activities to help us meet our ambitious climate change targets. Engagement with young people and communities plays an important role and will be communicated with specifically. We will demonstrate how the Assembly Government is playing its part through the climate change commission and associated work programme. We will engage with stakeholders and the media to support our commitment.

#### **Sustainable Development**

To demonstrate how the Assembly Government is meeting its unique sustainable development commitments through timely action plans. To launch the new Sustainable Development Scheme in May 2009. To maximise Wales's role as the first Fair Trade nation. This will be through media relations and stakeholder engagement.

#### **Energy**

To demonstrate the Assembly Government's aim of generating Wales's energy from renewable sources to make our nation sustainable and self-sufficient; by engaging with key stakeholders as their action and support is essential; and looking for opportunities to highlight successes and milestones. The Energy Strategy launch and subsequent communication will be significant in autumn/winter 2009. Stakeholder communications and working relationships with other Government departments and agencies as part of the Severn tidal power project will be critical during 2009 and beyond.

## **Waste**

To communicate the key milestones in our waste management targets through media and stakeholder engagement. The new waste strategy consultation will be published in April. This all sits alongside Waste Awareness Wales's national media campaign and Local Authority engagement work which is essential to success. The environment LCO measures will provide opportunities for good news stories. We are preparing legislation to introduce charges for single use carrier bags and a campaign to support the retailers will take place in early 2009.

## **Biodiversity**

Proactive work on highlighting Wales's unique countryside and everything that lives within in it. This will be primarily through stakeholder engagement work and maximising opportunities to show through case studies how important biodiversity is for Wales.

## **Housing**

Develop effective communication activities to promote our work in improving social housing through extra funding and LCO measures to restrict right to buy in certain areas. The recommendations and results of the Essex report will form a large part of the communication work and a plan is being drafted. Local Authority relationships and timely communications are key in this area.

## **Planning**

Proactive communication work will provide opportunities to highlight successes in this area by targeting national and specialist media. Provide handling plans and advice for the launch of Technical Advice Notes. Reactive work is key to the many planning inquiries from the media. Provide "expert" advice on planning process and the roles of Welsh Ministers.

This is not a reflection of relative importance of subject areas, and important activity taking place in other areas of the portfolio will continue.

## **Proposed delivery activity**

Outlined below is the proposed activity to meet the key objectives of the strategy:

## **Working as a department**

The MCT will sit on the new group that will look at the communication activities of the department to make sure we are joined up and giving consistent messages.

Develop communication strategies for individual policy areas which will describe in more detail target groups, key messages and the most effective communication channels.

Develop individual media handling plans which will identify and maximise opportunities, including visits, targeting Welsh, UK and specialist media (TV, press and radio) and other opportunities. The Minister has a monthly column in the Western Mail which allows for proactive and timely announcements/messages.

Update on a monthly basis the Top 10 ESH Achievements media brief. The briefing, provides a comprehensive overview of WAG achievements in the ESH portfolio. The document is used to briefing UK and international journalists by the Minister and press officers.

### **Website development**

The e-communications manager sits in the MCT so communication priorities will be reflected in the ESH areas of the website. We will use the web to engage with stakeholders through the new online consultation forms and feedback mechanisms.

### **Working with partners**

Through regular meetings and communication we will ensure we maximise opportunities for disseminating messages. The climate change commission communication sub-group ensures there is a forum to share best practice and the MCT is represented on this group.

Close links with external bodies, including the WLGA and Environment Agency Wales, will continue to be developed to ensure joined up messaging.

Cross-cutting issues – a weekly forum with other MCT's means any issues that cross portfolios can be identified and a co-ordinated approach put in place.

National events – the MCT engages with the corporate communications team to make sure ESH messages and opportunities are represented at the national events including the Urdd and National Eisteddfodau, the Royal Welsh Show and others.

The weekly communications meeting with the Minister ensures communication priorities are reflected in the work programme.

Communicating internally can add value to any policy. The MCT will build in internal communications to all its plans where appropriate to ensure synergy with internal and external messages.

## **The Economy**

- Following the downturn in the economy in 2008 and the first WAG Economic Summit the ESH MCT has prioritised work to show how we are responding and delivering to the situation;
- The policy areas where we have publicised work are fuel poverty, housing funding and waste funding;
- The MCT is working with Housing officials and Special Advisors to draft a Top 10, similar to the ESH brief. Work is also ongoing to highlight post Essex report developments for external and internal audiences;
- The MCT has fed into corporate work on the web site and the weekly economy bulletin Top Line Brief.

## **Budgets**

Publicity budgets are largely based on historical figures rather than being guided by the new communication priorities identified each year. As a result there is a limit on what can be delivered via paid-for communication channels.

Here is a breakdown of the publicity budgets and what is currently allocated to each:

### **Climate change : £500,000 tbc**

This sits in the programme budget of the division and has not been transferred to communications division to manage.

### **Environment : £89,000**

This has to cover all other aspects of the environment divisions so includes Fair Trade, sustainable development, waste, and water.

### **Planning : £15,000**

### **Energy : TBC**

### **Housing : Held by division and no separate line for communication**

The divisional communications plans will give more detail about how this money should be spent to reflect the communication and departmental priorities.

## **Resources**

The team has 6 permanent members – head of team, two press officers, two publicity officers and an e-communications manager.

One temporary resource is managing the Severn tidal power study until March 2010. This will affect what can be delivered beyond this date.

The e-communications manager has seen a reduction in the content authors across the division, so this has meant their time has been drafting and publishing instead of looking at the structures.

We are looking to strengthen this structure as part of our rationalisation of communication activities across the Department.

## **Evaluation**

Evaluation is essential to monitoring the progress of all communications activity.

The Chartered Institute of Marketing suggests that 5% of the overall spend on communications should be allocated to evaluation. Individual communication plans will contain specific evaluation programmes and associated costs.

The climate change campaign will include tracking research to measure its impact, alongside the continuing work on segmenting our audiences. The carbon calculator will provide us with some evidence of average carbon footprints across Wales. It can also be broken down by postcode. This will allow us to refine our communication in the next phase of the campaign.

Press monitoring will look at the success of major launches with feedback to Ministers and officials on outcomes. A media monitoring service is currently being considered by communications division which will allow a more sophisticated way of monitoring our coverage and messages. This will help to steer the MCT's work in targeting different media and audiences with timely, relevant messages from the Minister.

Press officers are now collating all "top box" announcements and launches to provide feedback on media coverage in print, broadcast, web and electronic outlets. The Minister, Deputy Minister and relevant officials are provided with this information. The aim is two-fold – to show how the MCT has added value to policy and to build up internal working relations. The aim is to show how by working with us to plan strategically we are better able to meet the needs of Ministers and officials.

The development of the website will include feedback and evaluation with officials. Regular statistics are produced to monitor which ESH pages have the most visits and return visitors. This will help us inform future web development.



<b>PROGRAMME BUDGET 2009/10</b>								
<b>ENVIRONMENT, SUSTAINABILITY AND HOUSING MAIN EXPENDITURE GROUP (MEG)</b>								
<b>REVENUE BUDGET - Departmental Expenditure Limit</b>								<b>£'000s</b>
<b>BEL</b>	<b>Budget Expenditure Line</b>	<b>2008-09 Final Budget Plans</b>	<b>2009-10 Draft Budget</b>	<b>2009-10 Changes</b>	<b>2009-10 Final Budget New Plans</b>	<b>2010-11 Draft Budget</b>	<b>2010-11 Changes</b>	<b>2010-11 Final Budget Indicative Plans</b>
1100	Home Improvement Agencies	4,500	4,500		4,500	5,000		5,000
1161	Regulation Inspection Programme	300	300		300	300		300
1162	Stock Transfers / Community Mutual Support and Capacity Building	750	750		750	750		750
1180	Management Promotion and Publicity	250	250		250	250		250

1220	Social Housing Management Grant	1,758	1,783		1,783	1,783		1,783
1221	SHMG - Black Minority Ethnic (BME) Housing Budget	410	410		410	410		410
1261	Home Safety / Construction	-130	-130		-130	-130		-130
1270	Home Energy Efficiency Scheme - Revenue	0	2,300		2,300	2,800		2,800
1285	Rapid Response Adaptations Programme - Revenue	460	460		460	460		460
1286	Community Land Trusts	100	100		100	100		100
	<b>Improving Housing</b>	<b>8,398</b>	<b>10,723</b>	<b>0</b>	<b>10,723</b>	<b>11,723</b>	<b>0</b>	<b>11,723</b>
1010	SHRG - Revenue: Substance Misuse/Young Offenders	1,200	1,200		1,200	1,200		1,200
1011	Supported People Revenue Grant	58,640	61,332		61,332	64,078		64,078
1020	Supporting People Grant - Local Authorities	73,635	75,770		75,770	77,970		77,970
1120	Homelessness and Rough Sleeping	6,444	6,444		6,444	6,444		6,444
	<b>Supporting Vulnerable / At Risk People</b>	<b>139,919</b>	<b>144,746</b>	<b>0</b>	<b>144,746</b>	<b>149,692</b>	<b>0</b>	<b>149,692</b>



2190	Waste - Revenue	67,500	75,400		75,400	88,400		88,400
	<b>Waste Strategy</b>	<b>67,500</b>	<b>75,400</b>	<b>0</b>	<b>75,400</b>	<b>88,400</b>	<b>0</b>	<b>88,400</b>
2230	Flood Risk Management and Water Revenue	16,776	18,576		18,576	19,776		19,776
	<b>Flood and Water</b>	<b>16,776</b>	<b>18,576</b>	<b>0</b>	<b>18,576</b>	<b>19,776</b>	<b>0</b>	<b>19,776</b>
2250	Planning Expenditure	3,281	4,901		4,901	4,921		4,921
2252	Planning Inspectorate Revenue Expenditure	2,630	2,740		2,740	2,840		2,840
	<b>Planning</b>	<b>5,911</b>	<b>7,641</b>	<b>0</b>	<b>7,641</b>	<b>7,761</b>	<b>0</b>	<b>7,761</b>
2810	Sustainable Development Fund	2,000	2,000		2,000	2,000		2,000
2812	Environmental Management Revenue	2,000	1,583		1,583	1,583		1,583
2816	Climate Change and Environmental Quality	8,100	8,100		8,100	9,600		9,600
3770	Energy and Environment - Revenue	5,500	5,956		5,956	5,956		5,956

2819	Environment Research and Evaluation	750	960		960	960		960
	<b>Sustainable Environment</b>	<b>18,350</b>	<b>18,599</b>	<b>0</b>	<b>18,599</b>	<b>20,099</b>	<b>0</b>	<b>20,099</b>
2430	CCW Revenue Expenditure	33,266	33,336		33,336	33,332		33,332
2432	CCW Administration Costs	21,834	21,834		21,834	21,834		21,834
2434	CCW Receipts	-17,382	-17,382		-17,382	-17,382		-17,382
2430	CCW Depreciation / Cost of Capital	1,348	1,348		1,348	1,348		1,348
2450	Environment Agency Revenue Expenditure	21,960	21,960		21,960	21,960		21,960
2454	Environment Agency Depreciation and Cost of Capital	1,850	1,850		1,850	1,850		1,850
2490	National Parks Revenue Expenditure	11,150	11,150		11,150	11,150		11,150
2494	Access Revenue	452	452		452	452		452
	<b>Delivery Partners</b>	<b>74,478</b>	<b>74,548</b>	<b>0</b>	<b>74,548</b>	<b>74,544</b>	<b>0</b>	<b>74,544</b>
	<b>Total Revenue - Environment, Sustainability and Housing</b>	<b>331,332</b>	<b>350,233</b>	<b>0</b>	<b>350,233</b>	<b>371,995</b>	<b>0</b>	<b>371,995</b>

CAPITAL BUDGET - Departmental Expenditure Limit		£'000s						
BEL	Budget Expenditure Line	2008-09 Final Budget Plans	2009-10 Draft Budget	2009-10 Changes	2009-10 Final Budget New Plans	2010-11 Draft Budget	2010-11 Changes	2010-11 Final Budget Indicative Plans
1004	Financial Assistance for First Time Buyers	500	500		500	500		500
0982	Social Housing Grants (SHG) Investment	82,300	82,300		82,300	82,300		82,300
1000	Receipts/Repayments of SHG Following Property Sales	-400	-400		-400	-400		-400
1005	SHG - Wanless (Investment)	21,000	21,000		21,000	21,000		21,000
	<b>Housing - New Provision</b>	<b>103,400</b>	<b>103,400</b>	<b>0</b>	<b>103,400</b>	<b>103,400</b>	<b>0</b>	<b>103,400</b>

1061	Major Repairs Allowance	108,000	108,000		108,000	108,000		108,000
1062	Housing General Capital Funding	78,400	78,400		78,400	78,400		78,400
1063	Renewal areas - Capital Grant	25,800	25,500		25,500	25,500		25,500
1270	Home Energy Efficiency Scheme Investment	19,800	19,800		19,800	19,800		19,800
1261	Home Safety / Construction Investment	500	500		500	500		500
1285	Rapid Response Adaptations Programme (Investment)	1,641	1,641		1,641	1,641		1,641
	<b>Improving Housing</b>	<b>234,141</b>	<b>233,841</b>	<b>0</b>	<b>233,841</b>	<b>233,841</b>	<b>0</b>	<b>233,841</b>
1010	SHG - Investment: Substance Misuse/Young Offenders	4,000	4,000		4,000	4,000		4,000
1012	Not 4 Profit Nursing Homes	4,000	8,000		8,000	6,000		6,000
	<b>Supporting Vulnerable/At Risk People</b>	<b>8,000</b>	<b>12,000</b>	<b>0</b>	<b>12,000</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>
2190	Waste - Capital	12,200	12,200		12,200	12,200		12,200

	<b>Waste Strategy</b>	<b>12,200</b>	<b>12,200</b>	<b>0</b>	<b>12,200</b>	<b>12,200</b>	<b>0</b>	<b>12,200</b>
2230	Flood Risk Management and Water Capital	19,400	19,700		19,700	19,700		19,700
2234	Local Government Flood and Coast Capital	1,630	1,630		1,630	1,630		1,630
	<b>Flood and Water</b>	<b>21,030</b>	<b>21,330</b>	<b>0</b>	<b>21,330</b>	<b>21,330</b>	<b>0</b>	<b>21,330</b>
2782	General Capital Funding	18,335	18,335		18,335	18,335		18,335
	<b>Sustainable Environment</b>	<b>18,335</b>	<b>18,335</b>	<b>0</b>	<b>18,335</b>	<b>18,335</b>	<b>0</b>	<b>18,335</b>
2430	CCW Capital Expenditure	1,759	1,759		1,759	1,759		1,759
2490	National Parks Capital Expenditure	500	500		500	500		500
2494	Access Capital Expenditure	4,000	4,000		4,000	4,000		4,000

	Delivery Partners	6,259	6,259	0	6,259	6,259	0	6,259
	<b>Total Capital - Environment, Sustainability and Housing</b>	<b>403,365</b>	<b>407,365</b>	<b>0</b>	<b>407,365</b>	<b>405,365</b>	<b>0</b>	<b>405,365</b>

		£'000s						
Resource Budget - Annually Managed Expenditure		2008-09 Final Budget Plans	2009-10 Draft Budget	2009-10 Changes	2009-10 Final Budget New Plans	2010-11 Draft Budget	2010-11 Changes	2010-11 Final Budget Indicative Plans
1300	Housing Revenue Account Subsidy - Housing Element	-46,000	-75,000		-75,000	-56,000		-56,000
	<b>Housing - New Provision</b>	<b>-46,000</b>	<b>-75,000</b>	<b>0</b>	<b>-75,000</b>	<b>-56,000</b>	<b>0</b>	<b>-56,000</b>

	<b>Total AME</b>	<b>-46,000</b>	<b>-75,000</b>	<b>0</b>	<b>-75,000</b>	<b>-56,000</b>	<b>0</b>	<b>-56,000</b>

								£'000s
Environment, Sustainability and Housing - Summary	2008-09 Final Budget Plans	2009-10 Draft Budget	2009-10 Changes	2009-10 Final Budget New Plans	2010-11 Draft Budget	2010-11 Changes	2010-11 Final Budget Indicative Plans	
Revenue DEL	331,332	350,233	0	350,233	371,995	0	371,995	
Capital DEL	403,365	407,365	0	407,365	405,365	0	405,365	
<b>Total DEL</b>	<b>734,697</b>	<b>757,598</b>	<b>0</b>	<b>757,598</b>	<b>777,360</b>	<b>0</b>	<b>777,360</b>	
<b>Annually Managed Expenditure</b>	<b>-46,000</b>	<b>-75,000</b>	<b>0</b>	<b>-75,000</b>	<b>-56,000</b>	<b>0</b>	<b>-56,000</b>	

<b>Total Environment, Sustainability and Housing</b>	<b>688,697</b>	<b>682,598</b>	<b>0</b>	<b>682,598</b>	<b>721,360</b>	<b>0</b>	<b>721,360</b>



## FORWARD LOOK 2009/10

Month	Policy	Key WAG events	Policy Board	Assembly and Government business	Legislation	Non-DESH policy	Communications Strategy
Feb 09	<ul style="list-style-type: none"> <li>▪ Response to UK Government on UK CCC's report</li> <li>▪ Consultation on National Energy Efficiency and Saving Plan closes.</li> <li>▪ Consultation on climate change strategy closes (CB)</li> <li>▪ Analysis of CC policy options for inclusion in programme of action (CB)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Launch of Walking and Cycling Action Plan – 23 February (GQ)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainable Development Commission – a summary of progress by the Scottish SDC team</li> </ul>	<ul style="list-style-type: none"> <li>▪ Officials Group for Cabinet Sub Committee on Climate Change</li> <li>▪ <b>10 Year Homelessness Plan and supporting People Strategy – to agree final plan</b></li> <li>▪ <b>Waste Strategy – to agree consultation on plans to review the WAG's waste strategy*</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Lay Regulations for planning application fee increases (for CIF April 2009 (RT))</li> <li>▪ Input into draft Floods and Water Bill and associated consultation (CB)</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Launch of Walking and Cycling Action Plan (JD and DFM involved – 23 February (GQ))</li> <li>▪ CC Champions inaugural trip (CB)</li> </ul>
Mar 09	<ul style="list-style-type: none"> <li>▪ Make changes to HEES in light of on National Energy Efficiency and Saving Plan consultation</li> <li>▪ Develop Single Use Carrier Bag</li> </ul>	<ul style="list-style-type: none"> <li>○ Fuel Poverty Advisory Group meeting (CB)</li> </ul>		<ul style="list-style-type: none"> <li>▪ <b>Cabinet committee on Climate Change to consider response to UK CCC advice , and consider draft waste strategy. (JR)</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultation on proposed amendments to the Hazardous Waste (Wales) Regulations. (JR)</li> </ul>	<ul style="list-style-type: none"> <li>▪ UK to publish Carbon Budgets and associated response to UK CCC (likely to include measures report) (CB)</li> <li>▪ Final water</li> </ul>	<ul style="list-style-type: none"> <li>▪ Eco Schools Awards (CB)</li> <li>▪ Earth Hour (CB)</li> </ul>

Month	Policy	Key WAG events	Policy Board	Assembly and Government business	Legislation	Non-DESH policy	Communications Strategy
	<p>Policy for Wales (JR)</p> <ul style="list-style-type: none"> <li>▪ Analysis of responses to climate change strategy (CB)</li> <li>▪ Consultation on National Energy Efficiency and Saving Plan launched (CB)</li> <li>▪ CRC consultation launched (CB)</li> <li>▪ Response to UK Government on UK CCC's report (CB)</li> <li>▪ Analysis of CC policy options for inclusion in programme of action (CB)</li> <li>▪ Publication of the water price Periodic Review customer research (CB)</li> </ul>			<ul style="list-style-type: none"> <li>▪ <b>Cabinet to consider final Sustainable Development Scheme (SD)</b></li> </ul>		<p>company business plans submitted in PR09 (CB)</p> <ul style="list-style-type: none"> <li>▪ 30 March : RTPi Cymru/Planning Officers' Society Wales Roundtable on streamlining the planning application process (RT)</li> </ul>	

Month	Policy	Key WAG events	Policy Board	Assembly and Government business	Legislation	Non-DESH policy	Communications Strategy
	<ul style="list-style-type: none"> <li>▪ Oral statement Strategic Policy Position Statement on Water – to be published (*) (CB)</li> <li>▪ End of Nitrate Vulnerable Zones appeal period (CB)</li> <li>▪ Water Protection Zone consultation ends. (CB)</li> </ul>						
<b>April 09</b>	<ul style="list-style-type: none"> <li>▪ Analyse responses to climate change strategy</li> <li>▪ Streamlining application process-commission research into obstacles to determination of planning applications, and report on responses from Wales Planning Forum and CPOs on ideas for improving delivery (RT)</li> <li>▪ Single Use carrier bag key stakeholder engagement (JR)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Seminars engaging wider housing sector in development of new products and services arising from Essex Report (KP)</li> <li>▪ Announcement on B/F SHG money for 09-10 (KP)</li> <li>▪ Revised Homebuy Scheme (no new money) (KP)</li> <li>▪ Draft National Waste Strategy consultation launched (JR)</li> <li>▪ Tidy Towns Annual Event 23<sup>rd</sup> April. (JR)</li> <li>▪ Publication of</li> </ul>	<ul style="list-style-type: none"> <li>▪ Climate change and energy efficiency</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Cabinet Committee on Climate Change (CB)</b></li> <li>▪ <b>Final recommendations from Sue Essex's Housing Report – for Cabinet consideration</b></li> <li>▪ Plenary debate on regulations to transpose the Mining Waste Directive. (JR)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publication of draft Flood and Water bill (CB)</li> <li>▪ Planning application fee increases implemented (RT)</li> <li>▪ Publication of first consultation on transposition of the Waste Framework Directive (anticipated) (JR)</li> <li>▪ UK to make the Waste Batteries and Accumulators Regulations (JR)</li> <li>▪ UK Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>▪ SDC publish Prosperity without growth report (SD)</li> <li>▪ 20 April – Deadline for response to UK Government consultation on statutory consultees for NPS (RT)</li> <li>▪ UK Government issues consultations on IPC related Sis (RT)</li> <li>▪ EU White Paper on Adaptation (CB)</li> <li>▪ Launch of Severn Tidal Power (RL)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Possible Single Use Carrier Bags campaign. (JR)</li> <li>▪ Climate Change Challenge launch (pubs /community centres) (CB)</li> </ul>

Month	Policy	Key WAG events	Policy Board	Assembly and Government business	Legislation	Non-DESH policy	Communications Strategy
	<ul style="list-style-type: none"> <li>▪ Launch Waste Strategy 29/4 consultation (JR)</li> <li>▪ Developing climate change strategy stage II (CB)</li> <li>▪ Water Companies submit to Ofwat a summary of their final business plan (CB)</li> <li>▪ Water resources Strategy for Wales published by Environment Agency (CB)</li> <li>▪ Launch of STP Embryonic Technology Scheme</li> </ul>	<p>Sustainable Development in Government Report (CB)</p> <ul style="list-style-type: none"> <li>▪ Announcement on resources for LPAs for 2009-10 (RT)</li> <li>▪ Climate Change Commission for Wales Sub Groups update (CB)</li> <li>▪ Energy Company roundtable (CB)</li> </ul>		Sustainable Dev/Renewable Energy	agreement to transfer of Building Regulations (SP)	<ul style="list-style-type: none"> <li>▪ UK Budget (RL)</li> </ul> <p>Draft UK Renewable Energy Strategy</p>	STP Regional Forum and Stakeholder Forum
<b>May 09</b>	<ul style="list-style-type: none"> <li>▪ Complete consultation new National Housing Strategy (SP)</li> <li>▪ Complete consultation on Supporting People Strategy (SP)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ministerial visits to new affordable housing units paid for by SCIF and B/F SHG (KP)</li> <li>▪ Announcement of revised Mortgage</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technical Services Possible session with Chief Scientist - tbc</li> </ul>	<ul style="list-style-type: none"> <li>▪ Officials Group for Cabinet Sub Committee on Climate Change</li> <li>▪ Officials Group for Cabinet Sub Committee on Climate Change (RT)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Environmental Permitting (Amendment) Regulations, (transposing the Mining Waste Directive anticipated) (JR)</li> </ul>	<ul style="list-style-type: none"> <li>• Ministerial (UK) Launch of UK Climate Projections (tbc) (CB)</li> <li>• VIP opening of South Hook (RL)</li> </ul>	<ul style="list-style-type: none"> <li>▪ May Day Business event, FS4Bes launch (CB)</li> <li>▪ Urdd Eisteddfod (CB)</li> <li>▪ Blue flag</li> </ul>

Month	Policy	Key WAG events	Policy Board	Assembly and Government business	Legislation	Non-DESH policy	Communications Strategy
	<ul style="list-style-type: none"> <li>▪ Prepare final climate change strategy part 2 plan of action (CB)</li> <li>▪ End of period of representations to Welsh Minister on water company water resource management plans (CB)</li> <li>▪ Launch of Sustainable Development Scheme (SD)</li> <li>▪ Finalise climate change &amp; planning policy MIPPS (RT)</li> <li>▪ Issue public consultation on draft TAN 22 'Sustainable Construction' (RT)</li> <li>▪ Completion of Research into obstacles faced by LPAs in delivering zero carbon agenda (RT)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Rescue Scheme (KP)</li> <li>▪ Waste strategy consultation events (JR)</li> <li>▪ Blue Flag beach awards announced (CB)</li> <li>▪ Climate Change Commission for Wales meeting (CB)</li> <li>▪ Conclusion of WAG Bioenergy (RL)</li> <li>▪ Consultation on Householder Permitted Development Rights (RT)</li> </ul>		<ul style="list-style-type: none"> <li>▪ Plenary debate on the review of waste exemptions from Environmental Permitting (anticipated) (JR)</li> <li>▪ Officials Group for Cabinet Sub Committee on Climate Change (CB)</li> <li>▪ Allocate funding to local authorities for renewal areas (SP)</li> <li>▪ Implementation of more flexible criterion for the Mortgage Rescue Scheme (SP)</li> <li>▪ Successful completion of 36 RSL evaluations and publication of common themes report (SP)</li> <li>▪ Introduction of a</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proposed consultation on Definition of Waste Guidance (JR)</li> <li>▪ Proposed consultation on Site Waste Management Plan Regulations. (JR)</li> <li>▪ Groundwater Regulations (CB)</li> </ul>		<p>announcements for beaches (CB)</p>

Month	Policy	Key WAG events	Policy Board	Assembly and Government business	Legislation	Non-DESH policy	Communications Strategy
				new affordable housing data collection method (SP)			
June 09	<ul style="list-style-type: none"> <li>▪ Consultation on Single Use Carrier Bags Launch (poss July) (JR)</li> <li>▪ Climate Change strategy Stage II Consultation: Programme of action (CB)</li> <li>▪ Consultation on National Energy Efficiency and Saving Plan closes (5 Jun) (CB)</li> <li>▪ Community energy package announcement (CB)</li> <li>▪ Completion of research into obstacles to</li> </ul>	<ul style="list-style-type: none"> <li>▪ Official opening of Snowdon Summit Visitor Centre by FM (GQ)</li> <li>▪ Annual RTPI Cymru Wales Planning Conference (RT)</li> <li>▪ Waste strategy consultation events (JR)</li> <li>▪ Possible Litter Summit. (JR)</li> <li>▪ Climate Change Commission for Wales meeting (CB)</li> <li>▪ Issue of Ministerial statement of intent (RL)</li> <li>▪ Ministerial Meeting with Planning Lead</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technical Services Social Science and Environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Climate Change – to seek Cabinet’s agreement to plans for meeting One Wales Commitments (CB)</b></li> <li>▪ <b>The re-introduction of Social Housing Grant (SHG) funded “DIY Homebuy” (SP)</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Environmental Damage (Prevention &amp; Remediation) Regulations, to transpose the Environmental Liability Directive. (JR)</li> </ul>	<ul style="list-style-type: none"> <li>▪ UK Government consultation on draft NPSs on energy + ports (RT)</li> <li>▪ Final green Jobs Strategy published (CB)</li> <li>▪ UK Policies and programmes report required by Climate Change Bill (CB)</li> <li>▪ DECC/DCLG consultation on energy UK (RL)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Event to highlight progress on delivery of All Wales Coast Path (or July) (GQ)</li> <li>▪ Media interest in Snowdon Summit building opening (GQ)</li> <li>▪ CC Consultation launch events (CB)</li> <li>▪ Launch of UK Climate predictions: stakeholder event (CB)</li> <li>▪ Green week Brussels (CB)</li> </ul>

Month	Policy	Key WAG events	Policy Board	Assembly and Government business	Legislation	Non-DESH policy	Communications Strategy
	<p>delivery of Affordable Homes in Rural Areas (RT)</p> <ul style="list-style-type: none"> <li>Design Statements become statutory planning application requirements (RT)</li> </ul>	<p>Members 18 June (RT)</p> <ul style="list-style-type: none"> <li>Consultation on non-domestic microgeneration permitted development rights (RT)</li> </ul>					
<b>July 09</b>	<ul style="list-style-type: none"> <li>WAG publishes State of the Environment report indicators (SD)</li> <li>Issue consultation on revised TAN 6 rural diversification guidance (RT)</li> <li>Project Gwyrdd goes to OJEU (JR)</li> <li>Climate Change strategy Stage II Consultation: Programme of action (CB)</li> <li>Make changes to HEES in light of on National Energy Efficiency and Saving Plan</li> </ul>	<ul style="list-style-type: none"> <li>Waste strategy consultation events (JR)</li> <li>Carrier Bag Consultation exercises. (JR)</li> </ul>	<ul style="list-style-type: none"> <li>Recess</li> </ul>	<ul style="list-style-type: none"> <li>Cabinet consideration on Development of new National Housing Strategy (SP)</li> <li>Final plan published – National Homelessness Plan (SP)</li> </ul>	<ul style="list-style-type: none"> <li>Lay Regs amending domestic permitted development rights for micro-generation equipment (RT)</li> <li>UK wide consultation on a Statutory Producer Responsibility Scheme for collection, treatment and recycling of Farm Plastics (JR)</li> </ul>	<ul style="list-style-type: none"> <li>SDC publish Sustainable Development Breakthroughs report (SD)</li> <li>UK Sustainable Development Indicators published (SD)</li> <li>BWEA Wales (RL)</li> </ul>	<ul style="list-style-type: none"> <li>Royal Welsh Show (CB)</li> </ul>

Month	Policy	Key WAG events	Policy Board	Assembly and Government business	Legislation	Non-DESH policy	Communications Strategy
	consultation (CB) <ul style="list-style-type: none"> <li>▪ Ofwat publish draft determination of price limits for the next 5 years (CB)</li> </ul>						
<b>Jul/Aug 09</b>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recess</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	Launch of DECC low carbon energy (RL) <ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>
<b>Aug 09</b>	<ul style="list-style-type: none"> <li>▪ WAG publishes Sustainable Development Indicators 2009 (SD)</li> <li>▪ Analyse responses to draft waste strategy (JR)</li> <li>▪ Ad procurements go to OJEU (JR)</li> <li>▪ Climate Change strategy Stage II Consultation: Programme of action (CB)</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recess</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>



Month	Policy	Key WAG events	Policy Board	Assembly and Government business	Legislation	Non-DESH policy	Communications Strategy
	<ul style="list-style-type: none"> <li>▪ Fuel Poverty Strategy published (CB)</li> </ul>						
<b>Sept 09</b>	<ul style="list-style-type: none"> <li>▪ Publish Sustainable Development Annual Report (SD)</li> <li>▪ Analysis of Climate Change strategy Stage II Consultation: Programme of action (CB)</li> <li>▪ Ministerial approval of draft River Basin Management Plans. (CB)</li> <li>▪ HEES Regulation changes consultation (CB)</li> <li>▪ Sustainable Buildings Planning Policy comes into force (RT)</li> <li>▪ Successful</li> </ul>	<ul style="list-style-type: none"> <li>▪ Possible conference on access (linked to health and physical activity) (GQ)</li> <li>▪ Consultation on non-domestic permitted development rights (RT)</li> <li>▪ Wales Planning Forum 24 September 2009 – update on streamlining planning application process project (RT)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Energy tbc</li> </ul>	<ul style="list-style-type: none"> <li>▪ Older persons housing strategy developed (SP)</li> <li>▪ Business Plans reviewed – ensure compliant or transfer proposals in all local authorities (SP)</li> <li>▪ Publication of all-Wales “Living in Wales” survey – contains property survey element (SP)</li> <li>▪ Number of local authorities submitting Affordable Housing Delivery Statements (AHDSs) to WAG (SP)</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ UK Government issues consultations on IPC related draft SIs (RT)</li> <li>▪ Final DECC announcement (RL)</li> <li>▪ Announcement Wylfa (RL)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Media interest in access conference (GQ)</li> <li>▪ UK National Parks Conference in Snowdonia – 60 years celebrations of founding legislation (GQ)</li> </ul>

Month	Policy	Key WAG events	Policy Board	Assembly and Government business	Legislation	Non-DESH policy	Communications Strategy
	consultation and implementation on a new Performance Measurement Framework (PMF) for RSLs (SP)						
<b>Oct 09</b>	<ul style="list-style-type: none"> <li>▪ Publish Environment Strategy Annual Report (SD)</li> <li>▪ Target date for completion on NVZ appeals (CB)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Climate Change Commission (CB)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Waste tbc</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supporting people strategy final strategy published (SP)</li> <li>▪ Complete the revised Empty Homes Good Practice Guide (SP)</li> <li>▪ Successful timely consultations on the principles and key elements of a new Regulatory Framework and on a new Regulatory code (SP)</li> <li>▪ Issued document Development of new National Housing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy Instructions and beginning Draft regulations on single use Carrier bags (JR)</li> <li>▪ Revision of the Environmental Permitting (E&amp;W) Regulations to review Exemptions from Environmental Permitting. (JR)</li> <li>▪ Water Protection Zone regulations (CB)</li> </ul>	<ul style="list-style-type: none"> <li>▪ UK Government makes SIs related to IPC. (RT)</li> </ul>	<ul style="list-style-type: none"> <li>▪ National Climate Change Campaign Phase 2 (tbc) (CB)</li> </ul>

Month	Policy	Key WAG events	Policy Board	Assembly and Government business	Legislation	Non-DESH policy	Communications Strategy
				<ul style="list-style-type: none"> <li>Strategy (SP)</li> <li>▪ Establish a Welsh Building Regulation Advisory Committee (SP)</li> <li>▪ Commencement date to allow for mobilisation &amp; staff recruitment (SP)</li> </ul>			
<b>Nov 09</b>	<ul style="list-style-type: none"> <li>▪ Ofwat announce the final price determinations (CB)</li> <li>▪ Water companies business plans for 2010 – 2015 are finalised. (CB)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bathing water quality results announced (CB)</li> </ul>	<ul style="list-style-type: none"> <li>▪ LEG tbc</li> </ul>	<ul style="list-style-type: none"> <li>▪ Paper to Cabinet on new powers under Marine Bill and initial implementation plans (GQ)</li> <li>▪ <b>Cabinet Committee on Climate Change (CB)</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Marine Bill receives Royal Assent ? (GQ)</li> </ul>		
<b>Dec 09</b>	<ul style="list-style-type: none"> <li>▪ Final Climate Change strategy published (CB)</li> <li>▪ Publication of final River Basin Management plans– as required under Water Framework Directive. (CB)</li> <li>▪ Final revised TAN 6 published (RT)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Climate Change Commission (CB)</li> <li>▪ Launch of Wales Energy (RL)</li> <li>▪ CE announcement of Round 3 (RL)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Possible recess tbc</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review the Broad Rental Market Areas (BRMA) throughout Wales (SP)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lay 4 sets of regulations on the exchange of and control of works on common land in Wales (RT)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Copenhagen – UN Climate Change Conference (CB)</li> <li>▪ Corus. Tata announcement (RL)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Climate Change Strategy launch events (CB)</li> <li>▪ Wales event in Copenhagen (tbc) (CB)</li> </ul>

Month	Policy	Key WAG events	Policy Board	Assembly and Government business	Legislation	Non-DESH policy	Communications Strategy
	<ul style="list-style-type: none"> <li>▪ Methodology and revised guidance developed - national picture of Housing needs (SP)</li> <li>▪ Regulatory Board – establish robust ToR and public appointments process (SP)</li> </ul>						
<b>Jan 2010</b>	<ul style="list-style-type: none"> <li>▪ Successful delivery of new frameworks and training programmes – training support to RSLs (SP)</li> </ul>	▪	▪	▪	<ul style="list-style-type: none"> <li>▪ Lay Regulations amending Householder Permitted Development Rights January 2010 (RT)</li> </ul>	▪	<ul style="list-style-type: none"> <li>▪ National Climate Change Campaign Phase 2 burst 2 (tbc) (CB)</li> <li>▪ Champions 2010 launch (CB)</li> </ul>
<b>Feb 2010</b>	<ul style="list-style-type: none"> <li>▪ Successful formal consultation on payments RSL Board members (SP)</li> </ul>	▪	▪	▪	▪	▪	<ul style="list-style-type: none"> <li>▪ National Climate Change Campaign Phase 2 burst 2 (tbc) (CB)</li> </ul>

Month	Policy	Key WAG events	Policy Board	Assembly and Government business	Legislation	Non-DESH policy	Communications Strategy
Mar 2010	▪	▪	▪	▪ Number of WAG & ASPB sites disposed of to LA's during financial year (SP)	▪ Regulations amending Non-domestic Microgeneration Permitted Development Rights (RT)	▪ Establishment of Independent Planning Commission (check timing with RL)	▪
Jun 2010	▪ Conclusion of STP Study 2010 (RL)	▪	▪	▪ Interim review of impact of 2 <sup>nd</sup> year of pilot scheme giving grants to first time buyers in renewal areas (SP)	▪	▪	▪
Unallocated	<ul style="list-style-type: none"> <li>▪ Nerys Evans Back Bench Waste Recycles Measure. (JR)</li> <li>▪ Re Drafting of the LEQ Mission Statement and Action Plan – Ministerial Priority, but resources insufficient in LEQ for all tasks at present. (J)</li> </ul>	▪	<ul style="list-style-type: none"> <li>▪ Evaluation of Tidy Towns. (JR)</li> <li>▪ Evaluation of LEQ Grants. (JR)</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Wales Energy Strategy – to approve integrated all WAG energy strategy (CB)</b></li> <li>▪ <b>The development of a Welsh Housing Bond by CHC supported by the Essex Finance Workstream and a scoping project to look at the demand for a Bond. (SP)</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Nerys Evans Recycles Measure (JR)</li> <li>▪ Ongoing input to Directive negotiations on the Soil Framework, Waste Electronic &amp; Electrical Equipment amendments and Biowaste (JR)</li> </ul>	▪	▪



## Department for Public Services and Performance: Business Plan 2009-2012

1.1 Under the oversight and direction of the Minister for Finance and Public Service Delivery, the Department for Public Services and Performance (DPSP) is responsible for proposals to **shape, support, and implement the Assembly Government's agenda for public service improvement** across existing service design and delivery boundaries. It is focussed on the delivery of Strategic Outcome 19 '**Public Services are citizen-centred, effective and value for money**'. Relevant *One Wales* commitments are as follows:-

- Develop a strategy for the continual improvement of local services in Wales aimed at embedding the imperatives of efficiency and citizen centred services in the context of the Wales Spatial Plan.
- Review the governance of public service bodies.
- Develop Local Service Boards and pooled budgets.
- Explore and implement new ways of engaging the citizen.

1.2 The Plan provides a context to the work of everyone within the Department. Divisional plans and team plans will explain in more detail the work of each division and branch. The business plan is also consistent with the *One Wales* Delivery Plan which is published at [http://wag-en.custhelp.com/cgi-bin/wag\\_en.cfg/php/enduser/std\\_adp.php?p\\_faqid=185](http://wag-en.custhelp.com/cgi-bin/wag_en.cfg/php/enduser/std_adp.php?p_faqid=185)

1.3 The Assembly Government's public services policy emphasises the voice of the citizen as a driver of improvement and the Citizen-centred Governance Principles articulate the core qualities and behaviours which the Welsh Assembly Government wants all public service providers in Wales to exhibit - Putting the citizen first, Knowing Who Does What and Why, Engaging with Others, Living Public Service Values, Fostering, Innovative Delivery, Being a Learning Organisation and Achieving Value for Money.

1.4 The challenges for the next phase of *Making the Connections* have deepened. The actions which we are all taking as part of Leading Wales out of the recession are responding to the economic development imperative but we are now entering a much tougher climate on public spending alongside changing demands on our public services. The traditional response by public services would be across the board budget reductions and simply meeting minimum statutory requirements. We need to respond in a much more innovative and transformative way, building on the collaborative momentum that we have generated and our collective commitment to the citizen. There are 6 areas for action as agreed by Cabinet:-

- Public services in a time of recession
- Developing an overall public service performance framework
- Refreshing Making the Connections
- Ensuring that regulation and inspection acts as a positive force to challenge and support service improvement
- Clarify expectations of individual organisations, local service boards and Spatial Plan/regional groupings.
- Evidence base

1.5 In support of this we are focussing on:-

- A pan public service drive on efficient transformations and business change – for example streamlining business processes, de-layering and simplifying transactions, improving procurement and asset management, developing shared services, regionalising some functions - requiring action by individual organisations and collaboratively. This requires a mix of front-line action and a limited number of national programmes driven by the Assembly Government.



- Innovative and integrated service redesign/remodelling around citizen needs and empowerment to achieve sustainable delivery and quality, such as integrated neighbourhood management and new ways for citizens to access services - there are examples on which we can build in all portfolios.

1.6 This will be supported through:

- a much more systematic approach to transferring good practice which is too often confined to individual organisations and
- using our emerging ICT Strategy to exploit the potential of ICT much more effectively in service delivery and promoting efficiency.

1.7 The cross-cutting needed to deliver the above involves:

- Building common purpose and action on efficiency and service redesign internally and across public services with associated governance.
- Mobilising incentives, enablers and capacity
- Aligning performance management with our agenda. Our agenda needs to be captured in any new understanding with local government.
- Strengthening public communication and engagement including

1.8 The Director General is also responsible for the Strategic Framework Outcomes, below, delivered mainly through the Department for Social Justice and Local Government: This leadership role is achieved through maintaining effective relationships

between Ministers and Cabinet Committees and departments, effective engagement, collaboration and feedback mechanisms with key stakeholder and delivery agents, innovation, and robust business planning.

- SF10 - Poverty in Wales is reduced
- SF12 - People live in safe, vibrant inclusive urban and rural communities

1.9 Key performance indicators for these are currently under development. Once agreed they will inform the work of the Department and its actions to make progress against these, and other outcomes.

### ***Organisational Structure***

1.10 The Department is part of the Public Service and Local Government Delivery Directorate. It is structured to facilitate a more joined-up approach to policy formulation and operational delivery. The functions have been grouped so as to allow a more coordinated approach to improving public services.

**a) *Making the Connections***, headed by Michael Trickey dealing with:

- Re-establishing the 'narrative' around Making the Connections and public service improvement
- Galvanising common purpose and action across public services on efficiency and innovation
- Promoting better citizen engagement and customer service, including transforming access to services through ICT, and associated organisational and systems development
- Improving the handling of complaints

- Facilitating the transfer of good practice
- Ministerial Advisory Group on public service delivery
- Living in Wales Survey
- The ESF Funding

**b) *Local Service Boards and the Spatial Plan***, headed by Carys Evans

- Development of Local Service Boards and intergrating the work of the LSB and spatial plan teams
- Development of Spatial Plan and the Regional dimension of public services
- Pooled budgets
- LSB Communications

**c) *Performance & Governance***, headed by Richard Tebboth,

- Driving performance in the public sector
- Coherence in the performance frameworks of public sector organisations in Wales
- Ensuring coherence for inspection and regulation across the Welsh Assembly Government
- Improved governance in the public sector , including AGSB reviews
- Head of Inspectorates forum
- Liaison with Wales Audit Office and Estyn
- Better Regulation

**d) *Public Services Management Wales***, headed by Neil Wooding

- to develop the quality of leadership and management capacity the public services need
- e) ***Care and Social Services Inspectorate Wales (CSSIW)***, (new Head to be appointed)
- Deliver a programme of inspections for Social Services providers
  - Deliver an inspection programme of providers of Social care and early years provision
  - Register and process all applications for social care provision
  - Investigate and report on complaints that cannot be resolved through service provider complaints procedures
  - Provide professional advice to the Department for Health and Social Services to inform policy development
  - Provide grant funding to enable better performance management practices
  - Provide grant funding to enable skills improvement in the social services sector
- f) ***Healthcare Inspectorate Wales (HIW)***, headed by Peter Higson
- Review and inspect NHS and independent healthcare organisations in Wales against a range of standards, policies, guidance and regulations
  - Undertake special reviews where there may be systemic failures in delivering healthcare services
  - Regulate independent healthcare providers across Wales
  - Act as the Local Supervising Authority for Statutory Supervision of Midwives
  - Work with the Prisons and Probation Ombudsman on investigations into deaths in Welsh prisons
  - Work with Her Majesty's Inspectorate of Prisons (HMIP) on routine reviews of healthcare in Welsh prisons and police custody suites

- Work with the Health Protection Agency (HPA) and Health and Safety Executive (HSE) on compliance with the Ionising Radiation and Medical Exposure Regulations (IRMER)
- Provide clinical expertise and input into inspections of Youth Offending Teams (YOTS) in Wales
- Conduct annual monitoring of higher education institutions in Wales that offer approved NMC programmes and approval/re-approval of programmes leading to a recordable or registrable qualification.
- Provide professional advice to the Department for Health and Social Services to inform policy development

1.9 Each of these is highly inter-dependent and will inform each other. CSSIW and HiW are operationally independent. The structure and remits are interim and will be reviewed at the end of 2009. For each of these functions there will be a high degree of joint working with other Departments and Divisions responsible for the public service improvement agenda – especially Local Government Policy Division in view of the links to Local Government performance and community strategies.

1.10 The Department consists of 430 people of which 370 are based in the Inspectorates–CSSIW and HIW.

## **2. Key Priorities 2009-2010**

2.1 Since the publication of “Beyond Boundaries” in July 2006, and “Making the Connections – Delivery Beyond Boundaries” in November 2006, a great deal has been achieved in improving public services in Wales and making them more citizen-centred, in line with the vision of “Making the Connections”. In particular, with the stimulus provided in ‘ One Wales’, we have seen the development of Local Service Boards to plan and deliver cross-cutting services locally; the development of regionally-based services around Spatial Plan areas; plus innovative new tools like the Kafka Brigade, which focus attention on citizens themselves.

2.2 Although our information base of public service performance has improved greatly, we are lacking an overall analysis of whether and how public services in Wales are improving and comparison with similar regions outside Wales. This information is important so that we can learn from both the best performing organisations and regions.

2.3 There is a general perception that we need to increase momentum on “Making the Connections” and that we need to re-establish the narrative around the purpose of joined-up public services under the ‘One Wales’ umbrella.

2.4 There has been criticism that the Assembly Government is not always clear about its expectations of individual organisations, such as Local Service Boards and Spatial Plan/regional groupings. In particular, some Local Service Boards have developed more than others, and there may be some confusion over the role of Spatial Plan groups. I believe that the structure we have developed offers an exciting and innovative way forward, but we do need clarity around the role of the respective groups and the most appropriate level of governance.

2.5 We currently have a variety of performance frameworks between the Welsh Assembly Government and our delivery agencies, local authorities etc. During the early part of this year we will develop an overall performance framework which involves all public services; this work complements the IDEAS programme on identifying key outcomes in order to drive our collective performance.

2.6 Important steps forward have been made in using inspection and regulation to drive forward improvement. We have begun the delivery of more integrated approaches to inspection and regulation and have recently completed a consultation on this in broad policy terms and in respect of social services. A similar process has also begun for education services. Inspection and regulation

are major drivers of our public service improvement agenda, and I propose to further develop our approach to improvement and the part that inspection and regulation plays in it. The new Local Government Measure gives us some new levers in this area.

2.7 It is becoming increasingly evident that the public sector faces significant challenges in maintaining and improving public services in future given more constrained public expenditure and the reduction in income, fees and capital receipts. The Welsh Assembly Government has a leadership role in assisting organisations with these challenges and in securing value for money. We will work with our partners in this area, and produces a programme of work which will assist in meeting these challenges.

***Resources allocated by Strategic Outcome and Action.***

2.8 DPSP has a Central Administration Delegated Running Cost budget: £3.889m and a Programme budget: £55.257m of which £17,972m is running cost provision for the Inspectorates which sits in the DPSP programme MEG. The table below provides an indicative analysis of how these resources have been allocated to the actions set out earlier in this plan.

<b><i>Strategic Outcome and Actions to Support the Delivery of the Outcome</i></b>		<b><i>Programme</i></b>	<b><i>DRCs</i></b>
<b><i>Strategic Outcome 18 - Public Services are Citizen-centred, effective and offer Value for Money.</i></b>		<b><i>(£'000s)</i></b>	<b><i>(£'000s)</i></b>
<b><i>Action 1</i></b>	Encourage improvement in social care, early years & social services provision (CSSIW)	15.790	15.077
<b><i>Action 2</i></b>	Driving the improvement of healthcare provision through independent reviews covering regulation, inspection & registration (HIW)	0.795	2.100
<b><i>Action 3</i></b>	Encourage improvement Education and Training provision in Wales (Estyn)	15.037	0

<b>Action 4</b>	Maximise the contribution of inspection & regulation and performance frameworks	0.590	0.357
<b>Action 5</b>	Stimulate innovation and improvement in citizen engagement, service design & delivery and customer service	2.677	0.746
<b>Action 6</b>	Strengthen local and regional collaboration to improve citizen outcomes	1.980	1.098
<b>Action 7</b>	Develop the quality of leadership and management capacity the public services need	1.211	0.925
<b>TOTAL</b>		<b>38.080</b>	<b>20.511</b>

The departmental DRC budget of £3.969m also provides for staff costs associate with the PS&LGD DG's office and the PS&LGD Operations Team (£0.763m in total) which are not directly attributable to the actions.

***(Detailed actions are at Annex A)***

2.9 As part of the exercise to deliver efficiencies across the organisation the DPSP Programme MEG was top sliced at a rate of 1.5% in 2008-09, 2.1% in 2009-10 and 2.3% in 2010-11. At present the Department is working to deliver its objectives within the 2009-10 budget so will in effect deliver a 2.3% efficiency saving.

2.10 The DRC allocation for the department has an efficiency target built in which contributes to the organisation's overall efficiency for savings on administrative resources. At present the DRC allocation is sufficient. Should the review of DRC budgets currently being undertaken point to a significant reduction we will prepare a plan of action to deliver any further efficiencies required.



## ***Monitoring Progress***

2.11 We take the management of those resources very seriously and will monitor the management of our resources through monthly financial reports to the Senior Management Team (SMT) and the Director General as Additional Accounting Officer (AAO). We will:-

- Provide monthly financial reports to Provide monthly financial reports to SMT and the AAO;
- Follow up and implement recommendations from Internal Audit reports;
- Maintain an up-to-date Risk Register (also at Divisional level) [Link];
- A positive Statement of Internal Control;
- Implement WAO annual management letter recommendations that are relevant to the Department;
- Support the scrutiny of our work through the Corporate Governance Committee, acting on any recommendations they make

2.12 Once fully implemented progress will be monitored through the Managing for Delivery Dashboard. In the meantime we will use RAG reporting:-

- **Green** – everything delivered to schedule (or expected to be delivered to schedule)
- **Amber** – some slippage (or expected slippage)
- **Red** – major slippage or high risk of not delivering

2.13 To ensure the delivery of the outcomes from the Improving Public Services programme we are establishing a Public Service Implementation Board which will be chaired by the Minister for Public Services and Delivery. It will focus on:-

- Communication – agreement and alignment of messages, activities and stakeholder engagement
- Project Deliverables – using the action plan agreed by ministers for monitoring progress and agreeing corrective actions
- Horizon Scanning – the next 12-24 months
- Cross-cutting issues – the identification of issues we need to collectively solve

**3. Future Years Plans - Priorities 2010-2011 and 2011-2012**

**At this point in time we are proposing to continue to roll forward the public service improvement programme from last year whilst we develop the making the connections script. Once completed we will have a clearer vision for future years plans.**

<i>Action</i>	<i>Proposed milestones 2010-11</i>	<i>Proposed milestones 2011-12</i>

#### 4. Communications Plan

A communications strategy is being developed around the new Improvement Agenda. This will include key messages for all Departments and an implementation plan. Resources for communications are currently under review. The expectation is that this will be concluded by October 2009.

#### 5. Departmental Compliance with Welsh Assembly Government Statutory Partnership and Cross Cutting Duties

<i>Duty</i>	<i>Delivery Plan/Progress update</i>
<b>Sustainable development</b> <i>(Section 79 of the Government of Wales Act 2006)</i>	<p>The Department will play a full part in the delivery of the new Sustainable Development Scheme One Wales: One Planet. We will be reviewing our process to ensure:</p> <ul style="list-style-type: none"><li>• Cabinet Papers indicate how WAG's SD principles have been embedded in the policy issues proposed;</li><li>• Ministers are able to articulate the key SD priorities within that portfolio and how these are to be taken forward;</li><li>• A clear process demonstrating how sustainable development is to be taken forward as a central organising principle within the Department;</li></ul> <p>This will be done by working with DESH to ensure that we take a common approach across all Depts.</p>
<b>Equality</b>	

<i>Duty</i>	<i>Delivery Plan/Progress update</i>
<p><i>(Section 77 of the Government of Wales Act 2006, and additional public sector duties created by the Race Relations (Amendment) Act 2000, Disability Discrimination Act 2005 and Sex Discrimination Act 1975 (Public Authorities) (Statutory Duties) Order 2006)</i></p>	<p>The Department has an Equality Action Plan. This is available from the DG Operations Team who monitor the Plan and ensure its compliance with legislation. The plan is also available on the Intranet <a href="#">(Insert Link)</a></p>
<p><b>Business Continuity</b></p>	<p>The Department has a business continuity plan in place and available from <a href="#">(Insert Link)</a></p>
<p><b>Welsh Language</b></p> <p><i>(section 78 of the Government of Wales Act 2006, and the Welsh Language Act 1993)</i></p>	<p>The Department has a Welsh Language Action Plan. It is available from the DG Operations Team or on the intranet site <a href="#">(insert link)</a></p>
<p><b>Partnership working</b></p> <p><i>(duties under sections 73, 74 and 75 of the Government of Wales Act 2006 to promote the interests of Local Government, the Voluntary Sector and Business sector)</i></p>	<p>The Department produces an Annual Report on its compliance with the Voluntary Sector Scheme. This is available from the DG Operations Team or on the Intranet <a href="#">site (insert link)</a></p> <p>In line with the Welsh Assembly Government's Strategic Action Plan for the Voluntary Sector Scheme, the Minister reports to bi-annual meetings with representatives of the sector on how he has implemented the Scheme within his area of responsibility. Officials also meet regularly with the Wales Council for Voluntary Action and other voluntary organisations.</p>
<p><b>Investors in People</b></p>	<p>A draft Plan will be developed once the results of the staff attitude</p>

Duty	Delivery Plan/Progress update
<p><i>The Assembly was recognised as an Investor in People in 1999, and has been successful in maintaining this status ever since. An Investor in People is committed to training and developing its employees. This commitment is made tangible through plans and reviews of training needs at an individual and Group level, and the needs are acted upon and are monitored and evaluated.</i></p>	<p>survey are published.</p>
<p><b>Risk</b></p>	<p>Each Division within the Department has its own Risk Register. The Departmental Risk Register is available on the Intranet <a href="#">(Insert Link)</a></p>
<p><b>Strategic Environmental Assessment</b></p> <p><i>European Directive 2001/42/EC and Welsh Statutory Instrument 2004 no.1656 (W.170) The Environmental Assessment of Plans and Programmes (Wales) Regulations 2004 require a formal strategic environmental assessment of certain plans and programmes which are likely to have significant effects on the environment. Responsible Authorities, including the Welsh Assembly Government, that prepare and/or adopt a plan or programme which is subject to the Directive have to prepare a report on its probable significant environmental effects (and those of reasonable alternatives to the plan or programme), give environmental authorities and the public an early and effective opportunity to express their opinion on the draft plan or programme and the accompanying environmental report, say how they're taking the results into account, and monitor the actual significant environmental effects of the plan or programme.</i></p>	<p>The Department will consider each of its proposed new plans and programmes, in line with the regulations, on an individual basis.</p> <p>Reference will be made to paragraphs 2.5 to 2.18, and to figure 2, within the Practical Guide to the SEA Directive as to whether or not a plan or programme may require SEA under the requirements of the Directive. If there is any uncertainty, legal advice will be taken on this point.</p> <p><a href="http://new.wales.gov.uk/docrepos/40382/4038231121/403825/647947/sea-guide-e.pdf?lang=en">http://new.wales.gov.uk/docrepos/40382/4038231121/403825/647947/sea-guide-e.pdf?lang=en</a></p>

<i>Duty</i>	<i>Delivery Plan/Progress update</i>
<b>Evidence and Evaluation Plan</b>	Plan complete and available on the intranet <a href="#">(insert link)</a>
<b>Training and Development</b>	Department has a Departmental Training Plan available from the DG Operations Team or via the Intranet <a href="#">(insert link)</a> .

**Strategic Outcome 18: Public Services are more agreeing corrective action***Citizen-Centred, Continually Improving and Value for Money.***Action1: Encourage improvement in social care, early years & social services provision (CSSIW)***Lead Official: Rob Pickford*

Detailed Action Area	Milestones and Performance Measurement	Progress*
<ul style="list-style-type: none"> <li>• <b>Deliver a programme of 22 inspections for Social Services providers</b></li> <li>• <b>Deliver an inspection programme of providers of Social care and early years provision</b></li> <li>• <b>Register and process all applications for social care provision</b></li> <li>• <b>Investigate and report on complaints that cannot be resolved through service provider complaints procedures</b></li> <li>• <b>Provide professional advice to the Department for Health and Social Services to inform policy development</b></li> <li>• <b>Provide grant funding to enable better performance management practices</b></li> <li>• <b>Provide grant funding to enable skills improvement in the social services sector</b></li> </ul>	<ul style="list-style-type: none"> <li>• % completed of inspection programme for social services provision</li> <li>• % completed of inspection programme for social care and early years provision</li> <li>• % of applications for social care processed</li> <li>• % of investigations into complaints completed and reports published within 43 day deadline</li> <li>• PMDF Grant Measure</li> <li>• Number of qualifications achieved as a result of SCWDP programme</li> <li>• Rating of ability to provide a sufficient level of professional advice to DHSS. (scale 1-4)</li> </ul>	

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\* This includes any slippage and contingency arrangements, and RAG Status (Green/Amber/Red)

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**Strategic Outcome 18: Public Services are more Citizen-Centred, Continually Improving and Value for Money.**

**Action 2: Driving the improvement of healthcare provision through independent reviews covering regulation, inspection & registration (HIW)**

Lead Official: Peter Higson

Action Area	Detailed Actions, Milestones and Performance Measurement	Progress*
<ul style="list-style-type: none"><li>• <b>Review and inspect NHS and independent healthcare organisations in Wales against a range of standards, policies, guidance and regulations</b></li><li>• <b>Undertake special reviews where there may be systemic failures in delivering healthcare services</b></li><li>• <b>Regulate independent healthcare providers across Wales</b></li><li>• <b>Act as the Local Supervising Authority for Statutory Supervision of Midwives</b></li><li>• <b>Work with the Prisons and Probation Ombudsman on investigations into deaths in Welsh prisons</b></li><li>• <b>Work with Her Majesty's Inspectorate of Prisons (HMIP) on routine reviews of healthcare in Welsh prisons and police custody suites</b></li><li>• <b>Work with the Health Protection Agency</b></li></ul>	<ul style="list-style-type: none"><li>• Progress towards completing the inspection review and regulation programme (% complete against target or rating on scale 1-4)</li><li>• Progress towards completing the thematic and special review programmes (% complete against target or rating on scale 1-4)</li></ul>	

\* This includes any slippage and contingency arrangements, and RAG Status (Green/Amber/Red)



**Strategic Outcome 18: Public Services are more Citizen-Centred, Continually Improving and Value for Money.**

**Action 2: Driving the improvement of healthcare provision through independent reviews covering regulation, inspection & registration (HIW)**

*Lead Official: Peter Higson*

Action Area	Detailed Actions, Milestones and Performance Measurement	Progress*
<p><b>(HPA) and Health and Safety Executive (HSE) on compliance with the Ionising Radiation and Medical Exposure Regulations (IRMER)</b></p> <ul style="list-style-type: none"><li><b>• Provide clinical expertise and input into inspections of Youth Offending Teams (YOTS) in Wales</b></li><li><b>• Conduct annual monitoring of higher education institutions in Wales that offer approved NMC programmes and approval/re-approval of programmes leading to a recordable or registrable qualification.</b></li><li><b>• Provide professional advice to the Department for Health and Social Services to inform policy development</b></li></ul>		

**Strategic Outcome 18: Public Services are more Citizen-Centred, Continually Improving and Value for Money.**

**Action 3: Encourage improvement Education and Training provision in Wales (Estyn)**

*Lead Official: Bill Maxwell*

Action Area	Detailed Actions, Milestones and Performance Measurement	Progress*
<ul style="list-style-type: none"> <li>• <b><i>Deliver a programme of inspections for education and training facilities in Wales</i></b></li> <li>• <b><i>Report annually to the Assembly Government on the standards and quality of education and training provision in Wales</i></b></li> <li>• <b><i>Provision of independent professional advice as requested in the Assembly Government remit letter</i></b></li> <li>• <b><i>Provide a responsive service to the public that increasingly meets their needs</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• % completed of inspection programme</li> <li>• % of inspection reports meeting the quality requirements set out in Estyn's frameworks for inspection and guidance</li> <li>• % of reports published within statutory or agreed deadlines</li> <li>• % of advice work delivered within agreed timescales</li> <li>• % of formal complaints to which a full response is sent within 25 working days</li> <li>• % of complainants who are satisfied with Estyn's response</li> </ul>	

***Strategic Outcome 18: Public Services are more Citizen-Centred, Continually Improving and Value for Money.***

***Action 4: Maximise the contribution of inspection & regulation and performance frameworks***

***One Wales 3: Strategy for the continual improvement of local services in Wales aimed at embedding the imperatives of efficiency and citizen centred services in the context of the Wales Spatial Plan***

***One Wales 4: Review governance of public service bodies***

***Lead Official: Richard Tebboth***

Action Area	Detailed Actions, Milestones and Performance Measurement	Progress*
<ul style="list-style-type: none"> <li>• <b>Work with Regulation, Audit and Inspection bodies to embed the citizen-centred governance principles into their review/inspection processes</b></li> <li>• <b>Undertake Governance reviews of Assembly Government Sponsored Bodies</b></li> <li>• <b>Implement a new policy for regulation and inspection of public services</b></li> <li>• <b>Develop performance frameworks and minimum standards</b></li> </ul>	<ul style="list-style-type: none"> <li>• Progress towards milestones for embedding citizen-centred governance principles into RA&amp;I processes (%)</li> <li>• Progress towards completing the programme of governance reviews of AGSBs (%)</li> <li>• Progress towards milestones for implementing a new policy on regulation &amp; inspection (%).</li> <li>• Progress towards milestones to develop performance frameworks and minimum standards (%)</li> </ul>	

**Strategic Outcome 18: Public Services are more Citizen-Centred, Continually Improving and Value for Money.**

**Action 5: Stimulate innovation and improvement in citizen engagement, service design & delivery and customer service**

**One Wales 137: New ways of engaging citizens through participative and deliberative methods - explore and implement**

**Lead Official : Michael Trickey**

Action Areas	Detailed Actions, Milestones and Performance Measurement	Progress*
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\* This includes any slippage and contingency arrangements, and RAG Status (Green/Amber/Red)

**Strategic Outcome 18: Public Services are more Citizen-Centred, Continually Improving and Value for Money.**

**Action 5: Stimulate innovation and improvement in citizen engagement, service design & delivery and customer service**

**One Wales 137: New ways of engaging citizens through participative and deliberative methods - explore and implement**

**Lead Official : Michael Trickey**

Action Areas	Detailed Actions, Milestones and Performance Measurement	Progress*
<ul style="list-style-type: none"> <li>• <b>Take forward projects looking to inform organisation development</b></li> <li>• <b>Undertake a programme of customer service peer reviews</b></li> <li>• <b>Develop and implement a complaints signposting service for Wales</b></li> <li>• <b>Undertake projects to identify improvements in access to services through ICT</b></li> <li>• <b>Improve techniques through which the public services involve citizens to inform policy and service improvement</b></li> <li>• <b>Develop a national shared survey that will meet local, regional and national needs</b></li> <li>• <b>Use the Kafka method to address two “wicked issues” identified as a priority by Local Service Boards in the convergence area</b></li> </ul>	<ul style="list-style-type: none"> <li>• Progress towards milestones for the organisational development programme (%)</li> <li>• Progress towards milestones for the customer service peer review programme (%)</li> <li>• Progress towards milestones for delivering a complaints signposting system (%)</li> <li>• Progress towards milestones for the ICT access programme (%)</li> <li>• Progress towards milestones for the citizen research programme (%)</li> <li>• Progress towards milestones for developing a new national citizen survey (%)</li> <li>• Progress towards milestones for completing the 2 Kafka projects (%)</li> </ul>	

**Strategic Outcome 18:** Public Services are more Citizen-Centred, Continually Improving and Value for Money.

**Action 6 :** Strengthen local and regional collaboration to improve citizen outcomes

**One Wales 6:** Develop local service boards, pooled budgets

**One Wales 3:** Strategy for the continual improvement of local services in Wales aimed at embedding the imperatives of efficiency and citizen centred services in the context of the Wales Spatial Plan

**Lead Official:** Carys Evans

Action Areas	Detailed Actions, Milestones and Performance Measurement	Progress*
<ul style="list-style-type: none"> <li>• <b>Establish and develop local service boards and local delivery agreements</b></li> <li>• <b>Develop and lead on facilitating the pooling of resources by public sector organisations</b></li> <li>• <b>Improve cross public, private and third sector collaboration through the Wales Spatial Plan and exploit opportunities for LSBs to work jointly</b></li> <li>• <b>Provide support for projects to secure ESF Priority4 funding</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Subjective assessment (scale 1-4) of progress with local service boards &amp; local delivery agreements and spatial plan area plans</b></li> <li>• <b>Establish a baseline of the extent to which the pooling of resources is evident and measure incremental improvement in number, range and value of pooling</b></li> <li>• <b>Subjective assessment (scale 1-4) of progress of spatial area delivery plans</b></li> <li>• <b>Progress towards milestones for increasing the evidence base of the Spatial Plan (%)</b></li> <li>• <b>Progress towards milestones for</b></li> </ul>	

\* This includes any slippage and contingency arrangements, and RAG Status (Green/Amber/Red)

**Strategic Outcome 18:** Public Services are more Citizen-Centred, Continually Improving and Value for Money.

**Action 6 :** Strengthen local and regional collaboration to improve citizen outcomes

**One Wales 6:** Develop local service boards, pooled budgets

**One Wales 3:** Strategy for the continual improvement of local services in Wales aimed at embedding the imperatives of efficiency and citizen centred services in the context of the Wales Spatial Plan

**Lead Official:** Carys Evans

Action Areas	Detailed Actions, Milestones and Performance Measurement	Progress*
	<b>increasing collaboration (%)</b>	

**Strategic Outcome 18:** Public Services are more Citizen-Centred, Continually Improving and Value for Money.

**Action 7:** Develop the quality of leadership and management capacity the public services need

**One Wales 3:** Strategy for the continual improvement of local services in Wales aimed at embedding the imperatives of efficiency and citizen centred services in the context of the Wales Spatial Plan

**Lead Official:** Neil Wooding

Action Areas	Detailed Actions, Milestones and performance indicators	Progress*
<ul style="list-style-type: none"> <li><b>Raise the profile of professional coaching and mentoring across Welsh public service</b></li> <li><b>Design and deliver Summer School 2009</b></li> </ul>	<ul style="list-style-type: none"> <li>Progress towards milestones within the coaching and mentoring programme (%)</li> </ul>	

\* This includes any slippage and contingency arrangements, and RAG Status (Green/Amber/Red)

**Strategic Outcome 18:** Public Services are more Citizen-Centred, Continually Improving and Value for Money.

**Action 7:** Develop the quality of leadership and management capacity the public services need

**One Wales 3:** Strategy for the continual improvement of local services in Wales aimed at embedding the imperatives of efficiency and citizen centred services in the context of the Wales Spatial Plan

**Lead Official:** Neil Wooding

Action Areas	Detailed Actions, Milestones and performance indicators	Progress*
<ul style="list-style-type: none"> <li>• <b>Maintain momentum of the work being done through the workforce forum</b></li> <li>• <b>Develop a programme of secondments and job exchanges spanning the public, private and third sectors</b></li> <li>• <b>Establish a leadership and Innovation Academy for Wales</b></li> <li>• <b>Develop a new brand of learning for public service managers and leaders at under-graduate level leading towards the achievement of a relevant and recognised public service management qualification;</b></li> <li>• <b>Design and deliver a learning resource for Welsh public service managers and leaders – Wales storytelling centre</b></li> <li>• <b>Engage key decision-makers across the whole public sector in collective learning and action</b></li> <li>• <b>Provide opportunities for traditionally disadvantaged groups to gain work</b></li> </ul>	<ul style="list-style-type: none"> <li>• Progress towards milestones for delivering Summer school 2009 (%)</li> <li>• Progress towards milestones within the People Exchange Wales programme (%)</li> <li>• Progress towards milestones for establishing the Leadership and Innovation Academy (%)</li> <li>• Progress towards milestones for delivering a Wales Public Service Leadership convention</li> <li>• Progress towards milestones for delivering a Narrative Leadership centre (%)</li> </ul>	

**Strategic Outcome 18:** Public Services are more Citizen-Centred, Continually Improving and Value for Money.

**Action 7:** Develop the quality of leadership and management capacity the public services need

**One Wales 3:** Strategy for the continual improvement of local services in Wales aimed at embedding the imperatives of efficiency and citizen centred services in the context of the Wales Spatial Plan

**Lead Official:** Neil Wooding

Action Areas	Detailed Actions, Milestones and performance indicators	Progress*
<b>experience within the Welsh Public Service system</b>	<ul style="list-style-type: none"><li>• Progress towards milestones for establishing a National Accreditation programme (%)</li><li>• Progress towards milestones for establishing a graduate internship programme (%)</li><li>• Customer feedback from learning interventions - % satisfied</li></ul>	



# WELSH ASSEMBLY GOVERNMENT

## DEPARTMENT FOR SOCIAL JUSTICE AND LOCAL GOVERNMENT BUSINESS PLAN 2009-10 to 2011-12

### 1. Introduction

1.1 This **Business Plan** is designed to identify the main priorities for the Department for Social Justice and Local Government (SJLG) for the period 2009 to 2012, with a particular emphasis on 2009-10. Much of the activity during this period will be focused on delivering the Assembly Government's One Wales commitments, but this Plan covers the full range of SJLG's business, including statutory duties and contributions to other priorities.

1.2 The Plan should provide a context to the work of everyone within SJLG. Divisional and team/branch plans will explain in more detail the work of each Division and team/branch. The Business Plan is also consistent with the One Wales Delivery Plan which is published at:  
<http://new.wales.gov.uk/about/strategy/strategypublications/strategypubs/1walesdeliveryplan/?lang=en>

1.3 All Assembly Government business planning for 2010-11 and subsequent years will be driven through the processes that are being designed under the IDEAS Managing for Delivery (MfD) project. With 2009-10 as a transition year, this Business Plan has been aligned as far as possible with the Strategic Outcomes which have emerged as the framework for the new Strategic Dashboard.

### 2. Social Justice, Equalities and Local Government

2.1 The term 'social justice' can be defined as the condition in which there is an equitable distribution of social, economic and political resources, opportunities and responsibilities in every aspect of social life. All individuals and groups receive fair treatment and a fair share of the benefits of society.

2.2 We have a particular role in relation to Equalities which is to provide a lead in developing policy on equality and human rights within the Welsh Assembly Government and to provide direction, tools and advice across WAG to assist all departments in mainstreaming equality and human rights throughout all policy and processes.

2.3 In relation to local government, we are responsible for the formal manifestation of the central-local relationship through the statutory Partnership Scheme and associated Council, and are also charged with helping to shape and guide the Assembly Government corporate relationship more generally. We develop and set the statutory framework that supports the identification of long term needs and priorities for local areas through effective community planning, as well as that for driving improvement in the services provided by local authorities to their citizens.

### 3. Strategic Outcomes

3.1 We will do this by contributing towards the **Strategic Outcomes** of the Assembly Government. Of particular relevance and importance to the PSLGD Directorate and the SJLG Department are these three Strategic Outcomes:

- Poverty in Wales is reduced;
- People live in safe, vibrant, inclusive urban and rural communities;
- Public services are citizen-centred, effective and value for money;

3.3 In addition to these, the Department will also continue to contribute to other cross cutting and over-arching Strategic Outcomes including:

- Children have the best start in life;
- Communities are regenerated across Wales;
- A healthy population with a good quality start of life;
- Health care and social care is readily available;
- Our devolved Government is effective and accountable and its role understood by citizens.

### 4. Objectives for 2009-10

4.1 The following objectives will form part of our input into the achievement of these Strategic Outcomes:

Poverty in Wales is reduced;

- Implement and manage Financial Inclusion Strategy
- Implement fair and effective local taxation policy
- Develop and Implement Digital Inclusion Strategy and Action Plan

People live in safe, vibrant, inclusive urban and rural communities;

- Support & develop Third Sector
- Develop and deliver a framework for equality and human rights to support all WAG departments
- Deliver the 2009-10 actions in the Substance Misuse Strategy Implementation Plan
- Deliver the Domestic Abuse Strategic Action Plan
- Implement the Refugee Inclusion Strategy and develop a Strategic National Framework for Migrants
- Develop and implement a Gypsy Traveller Strategy
- Deliver the first Community Cohesion strategy for Wales
- Deliver the 2009-10 commitments linked to Fire and Rescue Service National Framework
- Improve the resilience of the Welsh Fire & Rescue Services

Public services are citizen-centred, effective and value for money:

- Reform, improve and integrate Local Strategic Planning and Service Improvements

- Ensure the equitable allocation of resources to local authorities for core services
- Ensure independence in local taxation valuation issues
- Strengthen local democracy
- Develop effective partnerships
- Promote and improve local government financial accountability

Children have the best start in life;

- Develop and deliver WAG Child Poverty Strategy and Programme
- Deliver next stages of Youth Strategy for Wales

Communities are regenerated across Wales;

- Implement the Communities First Programme
- Deliver and manage all-Wales community development programmes
- Develop Social Enterprise

4.2 How these objectives link to other dependencies and the Strategic Outcomes of the Assembly Government can be found at: **[Link to Strategy Maps]**

4.3 A more detailed description of what the Department is going to do in order to deliver these objectives can be found at: **[Link to Dashboard Functional Specification Documents]**

## **5. One Wales Delivery Plan**

5.1 The Delivery Plan sets out plans for the delivery of the Assembly Government's One Wales commitments. A detailed breakdown of the Department's One Wales commitments and our progress can be found at **[Link]**. The performance of the Department in delivering One Wales and other commitments will be considered by the Ministerial Policy Board at each of its meetings. Risks associated with delivering these objectives will be captured and monitored through the Departmental and Divisional risk registers, and reported to the Corporate Governance Committee.

## **6. Measuring Outcomes and Performance**

6.1 It is sometimes easy to lose sight of the outcomes which we are trying to achieve for the people of Wales, as much of our work is focused on immediate activities. We also work through other organisations, especially local authorities and the voluntary sector, to a large extent, rather than delivering services directly ourselves. As part of MfD, a series of Key Performance Indicators have been identified against the three Strategic Outcomes listed above. Some of the main KPIs are as follows:

- % of children / pensioners / people living in low income households (below 60% of median income after housing costs);
- Number of people waiting longer than 1 month to access Tier 3 or 4 substance misuse services;

- % change in repeat victims of domestic violence;
- First time entrants to the youth justice system;
- % of local government performance indicators showing improvement;

A full list of the KPIs can be found at: [\[Link\]](#)

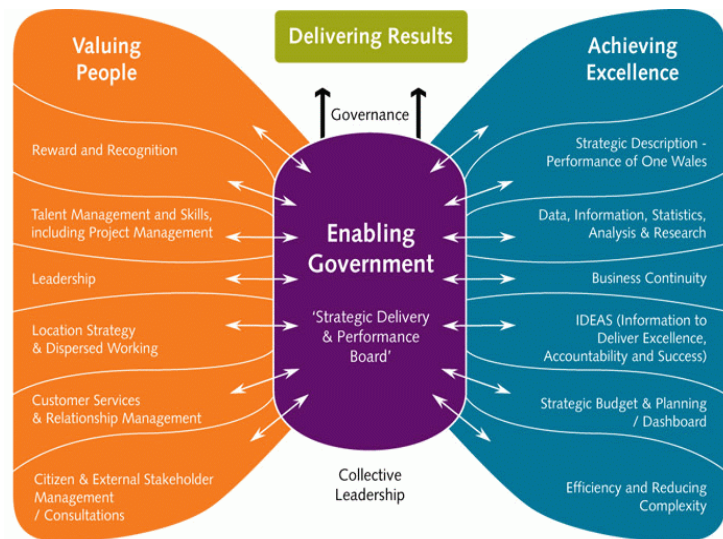
6.2 It is important that we underpin all our policies with robust evidence, and that we evaluate our programmes and policies. In the short term we will be pulling together a prioritised work programme for the SJLG and OCSRO research staff, funded from the available programme budget. In the longer term, work is underway on a combined knowledge and analytical service which should provide more streamlined and customer focused services to policy departments such as SJLG.

## 7. Vision and Values

7.1 As a Department, we are committed to the Assembly Government’s vision of **Working Together for Wales** and to the core values of Delivering Results, Valuing People and Achieving Excellence.

7.2 Closely aligned to our Vision and Values, **Enabling Government** provides a simple and clear framework so that people can understand where we are going and what our priorities are.

7.3 We are pursuing many elements of Enabling Government. In particular, we are one of the first Department’s to be implementing the Electronic Records and Document Management System. We are demonstrating our commitment to efficiency and reducing complexity in the way we do business with each other and external partners by challenging ourselves to significantly reduce our e-mails, and by reviewing and reducing the burdens we impose through consultation, specific grants and attendance at groups / partnerships.



## 8. Resources and Governance

8.1 The programme budget position for 2009-10 and future years is extremely tight. As a result of indicative plans set by the UK Government in the 2008 autumn Pre-Budget Report, the Assembly Government may face annual reductions to its overall revenue budget from 2010-11 onwards. Further information will be available in due course but it is likely that 2010-11 plans will need to be revisited and – in line with the Finance Notice 01/2009 – there should be no presumption of budget increases in future years.

8.2 Against this background and taking into consideration the social impact of the recession, we will need to focus on doing all we can to become more efficient, reprioritise resources where necessary, stop certain activity, and consider investments now which will save over the longer term. We are committed as a senior management to owning this change, supporting Ministers in taking the necessary decisions and action through these financially constrained times, and leading and supporting SJLG staff in adapting the way we do our business in light of the tighter financial situation.

8.3 The financial resources currently available to SJLG are as follows:

	£000s		
	2009-10	2010-11	2011-12
Programme	4,403,494	4,535,813	See Footnote <sup>1</sup>
Delegated Running Costs	8,113 <sup>2</sup>		

A more detailed breakdown of the SJLG Main Expenditure Group can be found at **Annex A**.

8.4 On Delegated Running Costs, we will need to find practical ways to support staff through future challenges and changing priorities. The SJLG Efficiency Plan 2009-10 **[Link]** currently sets out how the staff resources of the Department will be deployed to deliver business objectives but we will need to consider future scenarios for policy and service delivery and the resourcing of these.

8.5 We will monitor the management of our resources through monthly financial reports to the Senior Management Team (SMT) and the Director General as Additional Accounting Officer (AAO).

8.6 We will also ensure that arrangements are in place within the Department for maintaining a sound system of internal control which supports the achievement of the WAGs policies, aims and objectives in accordance with the principles set out in Managing Public Money.

Tasks:

- Provide monthly financial reports to SMT and the AAO;
- Follow up and implement recommendations from Internal Audit reports;
- Maintain an up-to-date Risk Register (also at Divisional level) **[Link]**;
- Implement WAO annual management letter recommendations that are relevant to the Department;
- Ensure that information security controls are in place that protect the

<sup>1</sup> The Assembly Government budget for the period beyond 2010-11 is not yet set and there should be no presumption of budget increases.

<sup>2</sup> In March 2008 the Board agreed the allocation of DRC budgets for 2008-2009 and indicative allocations for 2009-2010 and 2010-2011. In March 2009 the Board agreed to make a 2009-2010 interim DRC budget allocations.

organisation's information assets;

- Maintain an up to date Business Continuity Plan which we will periodically test for effectiveness. [\[Link\]](#)
- A positive Statement on Internal Control.

8.7 As an organisation, we rely upon our most important asset – our people – to deliver our objectives. It is therefore crucial that we listen to, value and develop our staff to the maximum of their potential, providing them with the necessary support and leadership within a good working environment.

Tasks:

- To publish, implement and monitor a Departmental Learning and Development Plan;
- To analyse and address issues resulting from the 2009 Staff Survey and the 2009 iIP Assessment, targeting areas of poorer perception;
- To support and encourage teams and individuals to engage in voluntary activities, and to continue with our corporate social responsibilities, especially with regard to the communities in which our offices are located
- To ensure that the welfare and health needs of our staff are looked after and that staff absences are managed effectively and in line with procedures;
- To ensure that everyone has a performance plan in place which is reviewed at mid and end-year and reported on U-Access, with SMT moderation meetings to ensure fairness and consistency across SJLG;
- To ensure that Team Leaders engage with their staff through the Leadership Brief, and participate at the Leadership Network and other events;
- To implement the Health and Safety Plan and ensure compliance with the Corporate Manslaughter and Corporate Homicide Act 2007;

## 9. Cross-cutting Issues and Statutory Responsibilities

9.1 We can only deliver our objectives by working collaboratively with other Departments and organisations. Within WAG we have key collaborations around child poverty, social implications of the recession and third sector policy / financing. Our responsibility for the financing of and relationship with local government provides the foundation for the delivery of many of Assembly Government's wider objectives. Externally, this collaborative working is reflected in the expert and advisory groups with which we work and the formal sectoral partnership arrangements in place for Local Government and the Third Sector.

9.2 Other cross-cutting themes for which we have a statutory responsibility and which are important to us include:

- **Equality and Diversity** - the Equality, Diversity and Inclusion Division is responsible for leading on the development, implementation and monitoring of the SES across WAG. In addition, we will implement our Single Equality Action Plan [\[Link\]](#)

- **Welsh Language** - we have published a plan with specific actions to promote the Welsh language in our policies and procedures. We will implement our Welsh Language Action Plan and Bilingual Skills Strategies [\[Link\]](#)
- **Sustainable Development** – we will continue to contribute towards WAG’s new Sustainable Development Scheme especially the ‘Fair and Just Society’ theme.

## 10. Corporate Responsibilities

10.1 We will continue to ensure that we comply with the various corporate responsibility areas including the following:

Tasks:

- To ensure compliance with the Assembly’s Code of Practice on Public Access to Information, the Data Protection Act and the Freedom of Information Act;
- To ensure that we handle complaints from members of the public in line with the Code of Practice on Complaints;
- To ensure all correspondence is dealt with within the specified deadline;
- To ensure that payments to customers are made on time;
- To ensure that there are systems in place for the registration and monitoring of conflicts of interest, hospitality and gifts.

## 11. Profile and Reputation

11.1 Supporting the Minister in achieving his objectives for the portfolio within the Assembly Government is important as we move forward as a Department. We will do this by:

- building and exerting influence across the organisation;
- securing working collaborations with other departments; and
- helping to raise the profile of SJLG and recognition of our contribution to the Assembly Government's overall objectives.

11.2 It is also essential that we extend the influence, relevance and reputation of SJLG beyond the Assembly Government, including by responsibilities for the "hidden wiring" others depend on. We will do this by:

- building and nurturing relationships with key external stakeholders in Wales;
- building and exerting influence in the relationship with Whitehall; and
- ensuring that we draw on broadly-based evidence and best practice.

11.3 As part of this, what we do as a Department needs to be communicated and recognised. We will need to use a range of techniques and channels including some of the following:

Tasks:

- To continue to improve our internet site;
- To continue to improve our internal communication, including our intranet

site;

- To publish a Departmental Communications Plan; **[Link]**



**Department for Rural Affairs (DRA)**

**Business Plan**

**2009-10**

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## 1. Introduction

The Department consists of eight Divisions:

- Countryside Policy Division (CPD);
- Rural Payments Division (RPD);
- Food, Fisheries and Market Development Division (FFMDD);
- Farm Development Division (FDD);
- The Office of the Chief Veterinary Officer (OCVO);
- Forestry Commission Wales (FCW);
- Technical Services Division (TSD) - shared with the Department of Environment, Sustainability and Housing (DESH); and a
- Business Unit (BU).

It is responsible for promoting the sustainable development of the farming, fisheries and woodland industries and their associated supply chains; and for helping all departments across the Assembly Government take account of the needs of rural areas in their work. Its particular responsibilities include:

- delivery and administration of the Rural Development Plan for Wales;
- design and delivery of land management schemes including agri-environmental schemes, woodland grants and payments to hill farmers;
- management of the work of the Forestry Commission in Wales, who work in practice as a division of the department;
- the provision of information and advice to help farming become more sustainable economically and environmentally, through Farming Connect;
- payment of Common Agricultural Policy (CAP) subsidies to farmers and the CAP reform agenda;
- the development of sustainable supply chains adding value to the primary produce of farming, fisheries and woodland industries;
- animal health, including the eradication programme for bovine TB;
- plant health, including policy on GMOs;
- management of inland and sea fisheries;
- support for local community development in rural areas; and
- rural policy, including delivery of the One Wales commitment on meeting the needs of deep rural areas.

## 2. Key Challenges

The key policy objectives for the Department derive fundamentally from *One Wales: a progressive agenda for the government of Wales*. In addition:

- the Department will be publishing a new farming strategy, “Farming, Food & Countryside – Building a Secure Future”, which will address the challenges the industry is facing as well as identifying ways in which the opportunities for farmers, can most easily be accessed and supported by government and the farming industry.
- consultation has recently ended on a revised woodlands strategy: the strategy is being published on 27 March 2009;
- the Minister will shortly announce decisions on the review of Rural Development Plan Axis 2 land management schemes;
- the Wales Fisheries Strategy sets out the Assembly Government’s approach in that area; and
- the environmental aspects of the department’s work contribute to the Assembly Government’s Environment Strategy for Wales.

The Department works closely with all other departments of the Welsh Assembly Government, and with external partners, in line with the Welsh Assembly Government’s values. The Department contributes significantly to corporate priorities such as sustainability, health gain, economic development, bilingualism and social justice.

### **3. Priorities**

To address these key challenges, 6 top priorities have been identified:

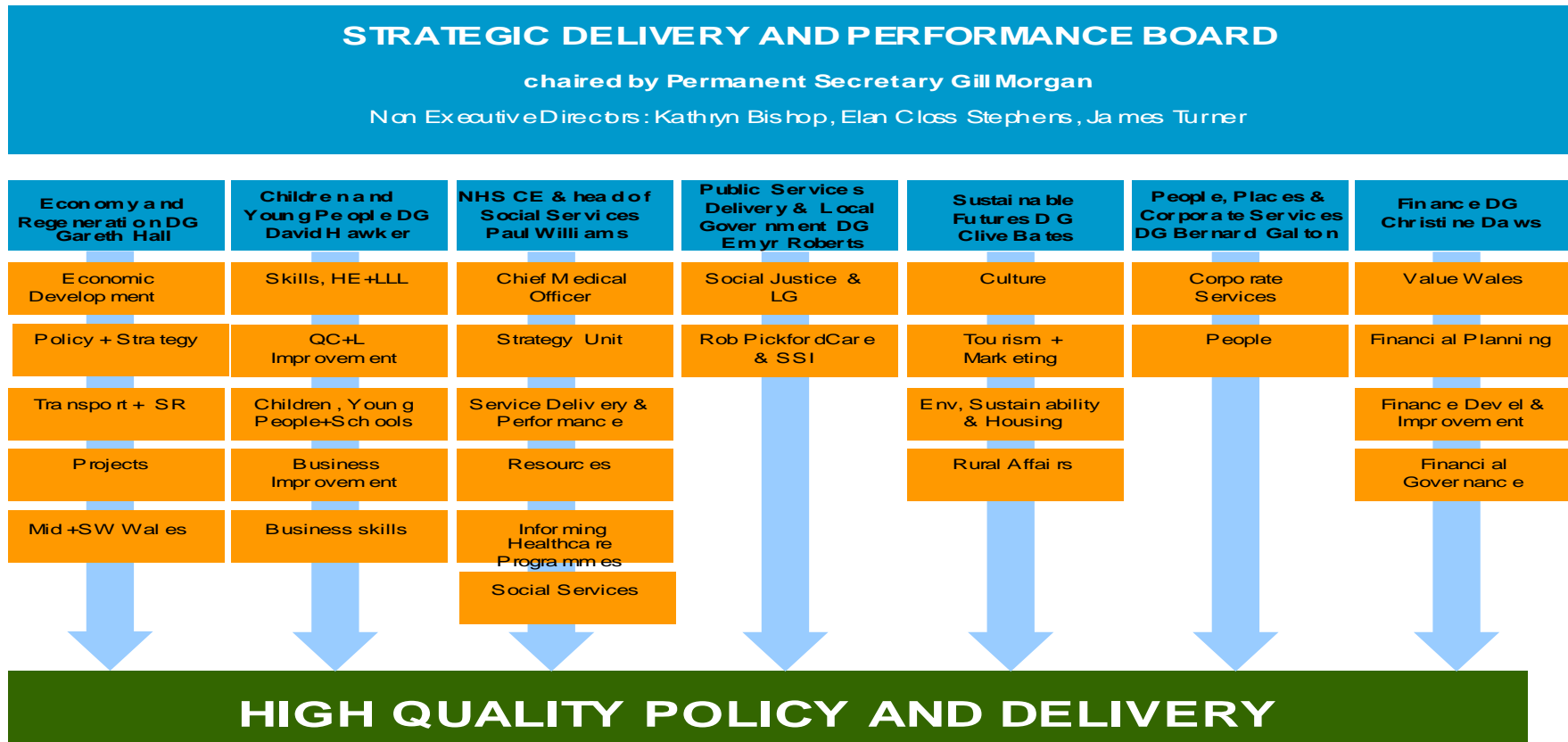
- To help farming, fishing and woodland industries in Wales become more sustainable economically, socially and environmentally;
- To support the development of sustainable value-added supply chains using the primary produce of farming, fishing and woodland industries;
- To promote animal health and welfare;
- To help the Welsh Assembly Government take account of rural issues in its work;
- To promote good agricultural practice and sound land management and safeguard the natural environment; and
- To contribute to action on climate change.

#### 4. Sustainable Futures Directorate

A new organisational structure has resulted from the Enabling Government initiative, the purpose of which is to allow:

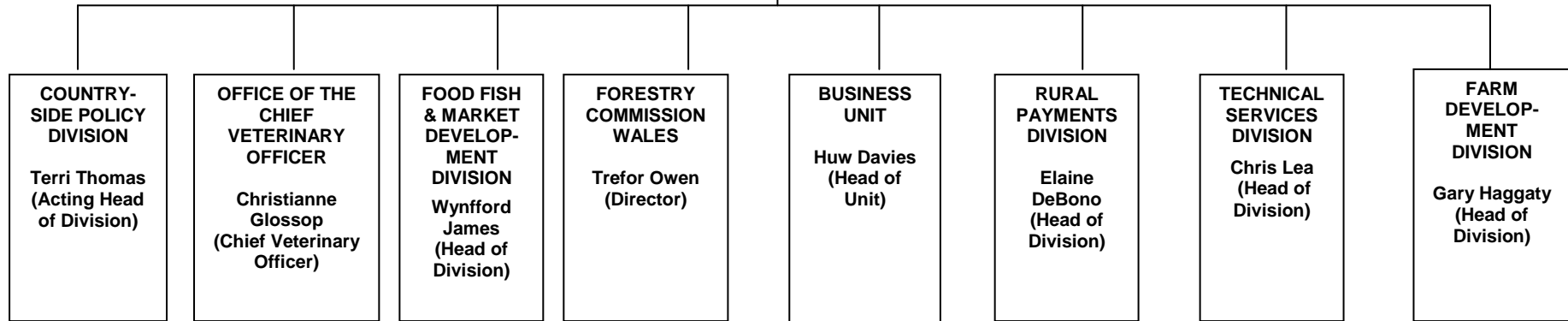
- a smaller number of people at Board level to focus on managing the business, leading actions across portfolios, driving up performance and delivering efficiencies rather than providing policy advice to Ministers;
- Directors to focus their energy on driving up the quality of policy and delivery, and coaching and mentoring their teams.

As shown in the table below, the Department for Rural Affairs sits within the Sustainable Futures Directorate. The Department reports to Elin Jones AM, Minister for Rural Affairs.



# 5. DEPARTMENT FOR RURAL AFFAIRS

**DIRECTOR**  
Rory O'Sullivan



## 6. Budgetary Considerations

### 2009-10 Budget:

The Department's gross budget is £447.669m

£ 295.298m of this is funded by European receipts, giving a net budget of £152.371m

<b>SPENDING PROGRAMME AREA</b>	<b>BUDGET</b>	<b>OVERALL PROGRAMME AIM</b>
<b>Animal Disease Control and Welfare</b>	<b>£22.483m</b>	To provide funding for animal welfare and the treatment of diseases such as Bluetongue, bovine TB compensation payments and the delivery of the <i>One Wales</i> commitment to vigorously pursue a programme of bovine TB Eradication
<b>Rural Development Plan</b>	<b>£76.785m</b>	To support the delivery of the Rural Development Plan for Wales for 2007-13 (including Agri-Food and Farming Connect, Agri-Environment and Land Management, and Rural Community Regeneration).
<b>Single Payment Schemes</b>	<b>£9.421m</b>	To pay as many farmers, as early as possible, their Single Payment within the relevant payment window and within EU controls and guidelines.
<b>Food, Fisheries, &amp; the Environment</b>	<b>£10.691m</b>	To promote and expand the Welsh Agri-food industry and so includes support to the fisheries industry, and research and evaluation of existing and proposed schemes within Rural Affairs.
<b>Forestry Commission Wales</b>	<b>£32.991m</b>	To support the work of the Forestry Commission in Wales.



## 7. 'One Wales' Commitments

The Department has 14 commitments for which it has lead responsibility. The progress of each of these will be monitored quarterly via the consideration of the Department's One Wales Delivery Plan.

This section outlines the desired strategic outcomes for each of the commitments.

<b>4) A prosperous society</b>			
57 - We will increase support for farmers markets.			
Lead: FFMDD			
<b>Purpose &amp; Benefits</b>		Strengthened outlets to promote and celebrate local produce to support local farmers and food producers and to strengthen local food supply chains.	
<b>What will success look like</b>		Increased business for producers. More accessible local food for consumers. Increased supply of local and regional food Strategic Plan in place for clarity in development of the industry Staff appropriately trained and developed in line with liP principles.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• Programme budget</li> <li>• Staff resources within the Market Development Unit</li> </ul>	<b>Q1:</b> Consider policy issues co-operation report September 2009	<ul style="list-style-type: none"> <li>• Number of producers engaged in direct sales</li> <li>• Volume of agricultural products sold through direct sales</li> <li>• Increases in purchasing of local food and drink.</li> </ul>	
	<b>Q2:</b> Launch the local sourcing action plan April 2009 and deliver its actions according to set timelines.		
	<b>Q3:</b> Regular view and evaluation (Annually – formal and interim quarterly intervals)		
<b>How stakeholders will be engaged:</b> FFMDD to work closely with all sectors involved in developing support for farmers markets through informal and formal methods.			

<b>8) A sustainable environment</b>			
168 (i) - Support for indigenous woodlands to include tree for all new babies and adopted children			
Lead: FCW			
<b>Purpose &amp; Benefits</b>		To increase the amount of native woodland in Wales and raise awareness of the importance of trees to the environment	
<b>What will success look like</b>		Thriving new woodlands established under Plant! With increased awareness of the role of trees in delivering positive outcomes for society – tackling climate change, biodiversity, health and well being, jobs.	
<b>Resources</b>	<b>Delivery Milestones</b>		<b>Performance Indicators</b>
<ul style="list-style-type: none"> <li>550k this will cover the majority of the planting for the project with subsequent years being primarily maintenance</li> <li>Budget for 2010/11 = £200k</li> <li>Budget for 2011/12 = £90k</li> <li>Budget for 2012/13 = £35K</li> <li>All at 2009 costs i.e. no inflation figure</li> </ul>	<b>Q1:</b> Approx. 9k certificates issued		<ul style="list-style-type: none"> <li>The area planted under the Plant! Scheme</li> <li>Public opinion survey to monitor awareness raising</li> </ul>
	<b>Q2:</b> Approx. 9k certificates issued		
	<b>Q3:</b> Approx. 9k certificates issued 10 ha planted at Coed Ysgubor Wen 12 ha planted at Coed Bryn Oer		
	<b>Q4:</b> Approx. 9k certificates issued 10 ha planted at Coed Ysgubor Wen 12 ha planted at Coed Bryn Oer		
<b>Risks</b>			
<ul style="list-style-type: none"> <li>Increased birth rate. Initially 32k per year now 36K.</li> <li>Indications from ONS are that statistically birth rate increase during a recession and it could rise to 40k per year.</li> </ul>			
<b>How stakeholders will be engaged:</b>			
Updated website, ongoing school visits throughout the year. PR campaign via schools, Ysgol Meithrin, and pre-natal clinics.			

<b>8) A sustainable environment</b>			
168 (ii) - Support for indigenous woodlands to create a Welsh National Forest of native trees to act as a carbon sink			
Lead: FCW			
<b>Purpose &amp; Benefits</b>		To increase the amount of native species in the woodlands of Wales and the amount of carbon locked up in trees and timber in Wales	
<b>What will success look like</b>		Progress against key indicators in the new Woodland Strategy, delivering a more diverse woodland estate with more native trees and commercial output, carbon mitigation and wider ecosystem sources optimized.	
<b>Resources</b>	<b>Delivery Milestones</b>		<b>Performance Indicators</b>
<ul style="list-style-type: none"> <li>Forestry Commission Wales – management of Assembly Government woodland estate</li> <li>Forestry Commission Wales – management of <i>Better Woodlands for Wales (BWW)</i> grant scheme</li> </ul>	<b>Q1:</b> Confirmation of retention of certification		<ul style="list-style-type: none"> <li>Total area of woodland public and private</li> <li>Total area of nature woodland</li> <li>Restoration of Plantations on Ancient Woodland Sites (PAWS) sites</li> <li>Restoration of upland base</li> <li>Increase in diversity of species on FC estate</li> </ul>
	<b>Q2:</b> Update on woodland brought into BWW		
	<b>Q3:</b> Progress on development of operational guidance for increasing tree species diversity		
	<b>Q4:</b> Progress on development of operational guidance for increasing tree species diversity		
	Feedback on all other indicators		<ul style="list-style-type: none"> <li>Take up of Better Woodlands for Wales grant scheme</li> <li>Long time scales on these performance measures – many more than one year so may be limited movement within year</li> </ul>
	Complete planning and prioritisation of all restorable PAWS on AWE by end 2010/11		
<b>How stakeholders will be engaged:</b>			
External and internal stakeholders consulted and involved in development of PAWS guidance			

<b>8) A sustainable environment</b>			
169 (i) - Submit rural development plan for 2007-13 to the EU based on the level of Tir Mynydd funding agreed by the Assembly in March 2007			
Lead: CPD			
<b>Purpose &amp; Benefits</b>		N/A – This One Wales commitment has been achieved. The Rural Development Plan for Wales 2007-13 was approved by the European Commission in February 2008.	
<b>What will success look like</b>			
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
	Q1:		
	Q2:		
	Q3:		
	Q4:		
<b>How stakeholders will be engaged:</b>			

<b>8) A sustainable environment</b>			
169 (ii) - Develop a replacement Tir Mynydd scheme post 2010			
Lead: CPD			
<b>Purpose &amp; Benefits</b>		Redesigned scheme to deliver better environmental benefits in the hills and uplands of Wales	
<b>What will success look like</b>		An increase in delivery of public goods in terms of environmental outcomes - as part of a coherent approach to landscape level management of ecosystem resources – through agreement to Axis 2 Review recommendations.	
<b>Resources</b>	<b>Delivery Milestones</b>		<b>Performance Indicators</b>
<ul style="list-style-type: none"> <li>£25.3m annual budget until Axis 2 changes implemented. Intention to spend this budget in LFAs post Axis 2 review changes although nature of spend may change</li> </ul>	<b>Q1:</b> Implement Interim Tir Mynydd scheme in 2009: Publish Axis 2 scheme outcome		<ul style="list-style-type: none"> <li>No. of participating farmers.</li> <li>No. of hectares included.</li> <li>No. of environmental measures implemented.</li> </ul>
	<b>Q2:</b> Assess and confirm the impact of Commission's LFA redesignation decisions		
	<b>Q3:</b>		
	<b>Q4:</b>		
<b>How stakeholders will be engaged:</b> Stakeholders engaged through Ministerial advisory group – Upland Forum and also CAP stakeholder task and finish group and Glastir stakeholder group. May be consultation on LFA redesignation in 2010 depending on outcome of Commission debate.			

## 8) A sustainable environment

169 (iii) - Develop a new farm entrants scheme taking into account the impact on other elements within Axis 2

Lead: CPD

<b>Purpose &amp; Benefits</b>		To revitalise the farming industry through encouraging and supporting more young farmers to enter the farming industry. Benefits likely include more innovation, entrepreneurship and sustainable businesses	
<b>What will success look like</b>		More young farmers (under 40) taking up management responsibilities in farm businesses	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>£1.7m budget per annum over a five year period from 2010 .</li> <li>Support through Farming Connect Services – 80% subsidised.</li> </ul>	<b>Q1:</b> Achieve State Aids approval	<ul style="list-style-type: none"> <li>Average age of principal partner/farmer.</li> <li>No applications to scheme</li> <li>No. new farm business start-ups.</li> <li>No. diversified farm businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Scheme fails State-Aid application.</li> <li>Eligibility criteria incompatible with Farming Connect criteria</li> </ul>
	<b>Q2:</b> Produce scheme detail		
	<b>Q3:</b> Issue application forms Appoint Young Entrant Enterprise Facilitator 'Recruit' farmer mentors		
	<b>Q4:</b> Process applications		
<p><b>How stakeholders will be engaged:</b> Consultation was held during 2008. The Task and Finish Group recommendations have significantly influenced the scheme's design. A major communications drive will be implemented from Q2/3. Wales Young Farmers have agreed to support and work in partnership to enable access to the Data Base of opportunity. State Aid application under consideration by the European Commission.</p>			

<b>8) A sustainable environment</b>			
170 - Major initiative on local food procurement			
Lead: FFMDD			
<b>Purpose &amp; Benefits</b>		To encourage more sourcing of local food.	
<b>What will success look like</b>		Increased procurement of local food by public sector coupled with increase in capacity of Welsh food suppliers to meet the range of requirements. Staff appropriately trained and developed in line with liP principles.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>Staff resources FFMDD</li> </ul>	<b>Q1</b> Ministerial launch of the Local Sourcing Action Plan April 2009 and deliver its actions according to set timelines.	<ul style="list-style-type: none"> <li>Increase in the level of locally sourced food and drink in Wales</li> <li>Increase the levels of supply of local food and drink to public sector organisations</li> </ul>	
	<b>Q2</b> Deliver actions as set out in the plan		
	<b>Q3:</b> Regular view and evaluation (Annually – formal and interim quarterly intervals)		
	<b>Q4:</b>		
<b>How stakeholders will be engaged:</b> The action plan and the actions set out agreed in close consultation with the industry. Delivery will be in co-operation with the industry at all stages. Close working arrangement in place. Industry will continue to work in partnership with FFMDD to deliver carbon reduction according to agreed reduction targets. Monitoring plans to be published to achieve clarification – due summer 2009.			

**8) A sustainable environment**

171 - Complete, publish and implement plan for reducing carbon footprint of the dairy industry

Lead: FFMDD

<b>Purpose &amp; Benefits</b>	The Strategic Action Plan for the Welsh Dairy industry was launched mid November 2007 and implementation is underway. To add to this publication of a dairy road map for Wales –setting out target reduction of the carbon footprint for the industry – drawn and agreed with the industry is due to be published summer 2009.
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<b>What will success look like</b>	A vibrant, profitable and sustainable dairy industry with a reduced carbon footprint in future years. Staff appropriate trained and developed in line with liP principles.
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<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>Divisional Running Costs (DRCs)</li> <li>FFMDD staff resources</li> </ul>	<p><b>Q1:</b> Agree reduction targets with experts and the industry April 2009</p> <p><b>Q2:</b> Publish Road Map September 2009</p> <p><b>Q3:</b> Monitoring and evaluation of progress at annual intervals</p>	<ul style="list-style-type: none"> <li>Environmental footprint of sector reduced in line with targets and set time lines.</li> </ul>	

**How stakeholders will be engaged:** The Strategic Action Plan for the Welsh Dairy Industry is being delivered through a partnership approach with Welsh Assembly Government departments, Farming Connect, DairyCo, Food Network Wales and Organic Centre Wales.

The action plan and the actions set out agreed in close consultation with the industry. Delivery will be in co-operation with the industry at all stages. Close working arrangement in place. Industry will continue to work in partnership with FFMDD to deliver carbon reduction according to agreed reduction targets. Monitoring plans to be published to achieve clarification – due summer 2009.



<b>8) A sustainable environment</b>			
172 - Seek derogation from EU regulations to prohibit burying fallen stock on farm land			
Lead: OCVO			
<b>Purpose &amp; Benefits</b>		To provide a low cost environmentally sensitive and biosecure solution to the containment of carcasses on farm pending disposal for certain sectors of Welsh agriculture.	
<b>What will success look like</b>		Reduced financial burden and improved environmental and biosecurity arrangements in the disposal of fallen stock system which should also reduce carbon footprint for fallen stock collections	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>Financial - £50,000 for Phase II of the bioreducer study.</li> </ul>	<b>Q1:</b> EU compromise position which allows containment passed in EP plenary and agreed by Agriculture Council on 7 <sup>th</sup> September 2009.	<ul style="list-style-type: none"> <li>Improved compliance with fallen stock disposal requirements</li> </ul>	<ul style="list-style-type: none"> <li>Research results indicate that bioreducer will not prove a suitable form of containment</li> <li>Delay in EU process</li> <li>Scientific evidence not robust enough for EFSA to accept this system as an alternative for dealing with fallen stock</li> </ul>
	<b>Q2:</b> New ABP Regulations to be published in OJ following agreement (see Q1)		
	<b>Q3:</b> Start of negotiations on implementing Regulations		
	<b>Q4:</b> Dependent on Q3 developments		
<b>How stakeholders will be engaged:</b> Ongoing – Farming Unions regularly updated, Animal Health and the collection industry and Local Authorities included in discussions at all stages.			

<b>8) A sustainable environment</b>  173 - Vigorously pursue a programme of Bovine TB eradication  Lead: OCVO	
<b>Purpose &amp; Benefits</b>	Bovine TB is one of the most difficult animal health problems facing the farming industry in Wales. Government intervenes in the control of bovine TB for a number of reasons, primarily: <ul style="list-style-type: none"> <li>• To protect human health</li> <li>• To safeguard the interests of the wider economy and society</li> <li>• To secure opportunities for trade</li> <li>• To protect and promote animal health and welfare.</li> <li>• To meet EC and domestic legislative requirements.</li> </ul>
<b>What will success look like</b>	A framework that addresses: <ul style="list-style-type: none"> <li>• Roles and responsibilities for the surveillance, control and eradication of bovine TB.</li> <li>• Surveillance policy and its delivery for animals susceptible to bovine TB.</li> <li>• Control policy and its delivery for animals susceptible to bovine TB leading to the eradication of the disease.</li> <li>• Compensation for the removal of potentially infected animals as required by the Animal Health Act. 1981</li> <li>• Stakeholder and industry ownership through the support of policies and adoption of cattle husbandry best practice and TB risk reducing measures.</li> <li>• Model, bench mark and monitor the incidence of disease, and evaluation of activities to address it.</li> <li>• Communication plan to manage the Strategy and its measures.</li> </ul>

Resources	Delivery Milestones	Performance Indicators	Risks
<ul style="list-style-type: none"> <li>The Programme has a budget of £27.7 million pounds over a period of 3 years.</li> </ul>	<p><b>Q1:</b> Consultation on compensation closes 10 April</p> <p><b>Q2:</b> Consultation on the provision of extra powers relating to the vaccination and/or culling of wildlife.</p> <p><b>Q3:</b> Complete a review of Pre Movement Testing by September 2009</p> <p><b>Q4:</b> Completion of Health Check Wales 31 December 2009(bovine TB testing of all herds in Wales).</p>	<ul style="list-style-type: none"> <li>Dashboard indicators being developed as part of the bTB eradication strategy</li> <li>Animal Health indicators on the progress of Health Check Wales are produced and reviewed monthly.</li> <li>Project Managers produce monthly Highlight Reports which include an update on progress and a review of risks and issues</li> </ul>	<ul style="list-style-type: none"> <li>These are held in logs at project and Programme level and are reviewed on a monthly basis.</li> </ul>
<p><b>How stakeholders will be engaged:</b>  A Communication plan is in place identifying stakeholders and the communication sources and tools available to ensure information is relayed quickly and accurately. Monthly updates are published in Gwlad and officials regularly attend meetings with farmers, vets, markets, valuers and other interested parties.</p> <p>Regular meetings are held with the Animal Health and Welfare Strategy Steering Group (AHWSSG). This stakeholder group represents farming unions, farming and food industries, wildlife and welfare groups and other interested organisations. Meetings are also held with service providers such as Animal Health and other UK regions officials and representatives. Badger Trust Cymru meet with officials on a quarterly basis.</p> <p>Formal consultation takes place when required.</p>			

<b>8) A sustainable environment</b>			
174 - Identify and address needs of deep rural areas			
Lead: CPD			
<b>Purpose &amp; Benefits</b>		To help communities in deep rural areas to thrive	
<b>What will success look like</b>		Vibrant and sustainable deep rural communities that have access to a wide range of essential services including: food only shop; post office; petrol station; bank or building society; general practitioner; dental surgery; pharmacy; educational establishment; permanent library; police station; bus stop or railway station and cash machine.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>Wales Rural Observatory – ring-fenced resources to deliver the study of approximately £180,000 which is 50% funded through the Rural Development Plan</li> <li>Staff resource within the Rural Policy Unit</li> </ul>	<b>Q1:</b> Interviews completed by mid April	<ul style="list-style-type: none"> <li>Access to service targets will be derived from results of the studies</li> <li>Number of recommendations in Action Plans implemented</li> <li>Achievement of milestones</li> </ul>	<ul style="list-style-type: none"> <li>Delays in completing the research and interviews</li> <li>Resistance to results within Welsh Assembly Government and/or Local Authorities</li> <li>Equivocal Cabinet endorsement of findings and Action Plans</li> </ul>
	<b>Q2:</b> Draft report completed by end June / early July;  Results submitted for Cabinet consideration and endorsement		
	<b>Q3:</b> Detailed Action Plans developed by end September / Early October;  Agreed with Local Authorities by December		
	<b>Q4:</b> Action Plans implemented January onwards		
<b>How stakeholders will be engaged:</b> 1. Regular meetings between Wales Rural Observatory and local stakeholders in study areas; 2. Meetings between Rural Policy Unit / Local Authorities / WLGA and Third Sector; 3. Direct consultation and engagement with communities.			

<b>8) A sustainable environment</b>			
175 - Maximum restriction on GM crops			
Lead: TSD			
<b>Purpose &amp; Benefits</b>		To ensure the strictest regime possible within UK and EU law. Safeguard human health and the environment.	
<b>What will success look like</b>		Regulations and procedures that put in place robust safeguards.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• Consultation costs will be met from within PHBB existing provision.</li> </ul>	<b>Q1:</b> Issue Coexistence Consultation document	<ul style="list-style-type: none"> <li>• Coexistence consultation on proposed measures</li> <li>• Stakeholder engagement</li> <li>• Analysis of responses</li> <li>• Publication of summary of responses</li> <li>• Preparation for the Implementation of proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Potential industry opposition to measures</li> <li>• Challenge from Commission on proposals as being disproportionate</li> </ul>
	<b>Q2:</b> Analysis of responses		
	<b>Q3:</b> Ministerial consideration of consultation outcome and decision on final measures to be included in regulations		
	<b>Q4:</b> Notification of final proposals to the European Commission		
<b>How stakeholders will be engaged:</b> A full 12 week public consultation will be undertaken on the proposed GM coexistence measures			

<b>8) A sustainable environment</b>			
180 - Promote energy efficiency and renewable energy production on-farm			
Lead: FDD			
<b>Purpose &amp; Benefits</b>		To mitigate climate change and cut farm costs	
<b>What will success look like</b>		Reduction in energy that farms have to buy	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>£300k approx p.a. for Climate Change Development Programme</li> <li>50% support (80% for young entrants) for 1:1 mentoring; 50% support for training</li> </ul>	<b>Q1:</b> Letting of contract for Farming Connect (FC) Climate Change Development Programme – start date June 2009; procurement of additional mentors to cover alternative energy	<ul style="list-style-type: none"> <li>Take up energy advice under Farming Connect and follow up evaluation of whether it has led farmers to take action</li> </ul>	<ul style="list-style-type: none"> <li>Failure to award contract</li> <li>Limited number of mentors meeting minimum requirements</li> </ul>
	<b>Q2:</b> Launch of FC Climate Change Development Programme		
	<b>Q3:</b> Ongoing promotion of alternative energy mentoring and training		
	<b>Q4:</b> Ongoing promotion of alternative energy mentoring and training		
<b>How stakeholders will be engaged:</b> FC Policy group meetings (6 monthly) Quarterly meetings with contractors Communications strategy			

## 8) A sustainable environment

181 - Explore introduction of grant scheme to convert to energy crops

(Develop options within the AXIS 2 review that will offer farmers opportunities to mitigate and adapt to the effects of climate change.)

Lead: FDD

<b>Purpose &amp; Benefits</b>		Mitigation of greenhouse emissions	
<b>What will success look like</b>		Options within a future grant scheme that incentivise the installation of appropriate renewable technology on farms.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
	<b>Q1:</b> <b>Q2:</b> RDP modification submitted to Brussels <b>Q3:</b> Modification approved <b>Q4:</b> Delivery partner signed up	<ul style="list-style-type: none"> <li>• Scheme options developed and agreed by EC.</li> <li>• Delivery partners found and process agreed.</li> </ul>	
<b>How stakeholders will be engaged:</b> Constantly through a stakeholder group during the scheme implementation process			

## 8. Other Strategic Business Activities

In addition to its One Wales commitments the Department has identified a number of other strategic business activities which address the Department's priorities. The progress of each of these will be monitored quarterly by the Department's Business Unit.

<b>Activity: Develop a new overarching strategy for farming</b>			
Lead: CPD			
<b>Purpose &amp; Benefits</b>		To provide the farming industry with a strategic direction to secure a profitable future, safeguard the environment, support innovation and integrate farming, food, woodland and tourism.	
<b>What will success look like</b>		Improved profitability of farming compared to 2007 baseline, greater innovation.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>No specific budget. Strategy to be delivered through existing departmental programme budgets and policies and through partnerships with stakeholders.</li> <li>Implementation to be overseen by Aberystwyth team (1x Grade 7 (G7), 2x Higher Executive Officer (HEO), 1x Executive Officer (EO), 1x Team Support (TS))</li> </ul>	<b>Q1:</b> Publish new strategy – 14 May 2009 at launch event on farm	<ul style="list-style-type: none"> <li>Number and rate at which actions implemented</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient programme budgets.</li> <li>Lack of join-up / commitment across divisions and departments</li> <li>Lack of buy-in from external stakeholders</li> </ul>
	<b>Q2:</b> Complete detailed implementation plan Establish stakeholder group to monitor and evaluate implementation (Farming Futures Group)		
	<b>Q3:</b> Establish internal stakeholder group to ensure joined-up approach to implementation of the actions		
	<b>Q4:</b> Review progress – end year 1		
<b>How stakeholders will be engaged:</b> Consultation in 2008. Task and Finish group have been very involved on advising on way forward. Farming Futures type group will monitor and advise on amendments to actions and additional actions during implementation in the next 3 to 5 years.			



<b>Activity: Review of Axis 2 of the Rural Development Plan</b>			
Lead: FDD			
<b>Purpose &amp; Benefits</b>		To develop more effective ways of purchasing environmental outcomes, that are coherent on a landscape and eco-system scale	
<b>What will success look like</b>		Integrated action making an effective contribution to tackling the Assembly Government's wider environmental objectives, including response to climate change, action to halt the loss of biodiversity, action to maintain the historic character of landscape, development of landscape-scale approaches, and more sustainable management of farmland and woodlands	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• 1*G6</li> <li>• 1*G7</li> <li>• 1*EO</li> </ul>	<b>Q1:</b>	<ul style="list-style-type: none"> <li>• Measure fiche and costings completed by December 2009</li> <li>• RDP modification submitted by February 2010</li> <li>• EC approval gained by May 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Minister chooses another option</li> <li>• Insufficient resources provided for successful delivery</li> </ul>
	<b>Q2:</b> Ministerial announcement of review outcome		
	<b>Q3:</b> Formal programme initiation		
	<b>Q4:</b> RDP modification submitted to EC by February 2010 Scheme development completed		
<b>How stakeholders will be engaged:</b> Constantly through a stakeholder group during the scheme design and implementation process			

<b>Activity: Develop an Action Plan for improving management of common land in support of the implementation of the Axis 2 Review outcome</b>			
Lead: FDD			
<b>Purpose &amp; Benefits</b>		To ensure common land is successfully integrated in agri-environment schemes	
<b>What will success look like</b>		Significant areas of common land are covered in the first round of higher level agri-environment schemes	
<b>Resources</b>	<b>Delivery Milestones</b>		<b>Performance Indicators</b>
<ul style="list-style-type: none"> <li>• 1*G6</li> <li>• Project team</li> </ul>	<b>Q1:</b>		<ul style="list-style-type: none"> <li>• As delivery milestones</li> </ul>
	<b>Q2:</b> Outline development of scheme includes specific commons measures		
	<b>Q3:</b>		
	<b>Q4:</b> Detailed prescriptions and costings completed and submitted as part of fiche		
<b>Risks</b>			
<ul style="list-style-type: none"> <li>• Commons legislation not delivered on time</li> <li>• Commoners refuse to engage with new scheme because of the constraints it will impose.</li> </ul>			
<b>How stakeholders will be engaged:</b> Through the project team and stakeholder group.			

<b>Activity: Develop action on climate change (to include actions on Farming Connect and Land Use Climate Change Group)</b>			
Lead: TSD			
<b>Purpose &amp; Benefits</b>	<p>To work with stakeholders represented on the Land Use Climate Change Group to develop actions identified in the TSD Climate Change Mitigation report and the Woodland Strategy to reduce emissions from agriculture, and land-use and land-use change in Wales, in order to contribute to the One Wales target of reducing annual emissions of greenhouse gases by 3% per year from 2011 onwards</p> <p>To work towards identifying the adaptations which the agriculture and land use sectors will need to implement to cope with the predicted changes in climate in Wales whilst continuing to maintain both cost effective businesses and the wider environment.</p>		
<b>What will success look like</b>	<ul style="list-style-type: none"> <li>• Measurably better awareness in the agriculture and land use sectors regarding emissions reductions and the benefits to both business and environment</li> <li>• Reducing emissions from agriculture sector by at least 0.5% pa which is the Business as Usual trend, with aim of reducing emissions by 10-15% over 5 years.</li> <li>• Maintaining carbon stocks in soils and biomass at current levels, and enhancing the carbon sink within and substitution from, the land use, land use change and forestry (LULUCF) sector so that it retains its role as a net sink of emissions, and further helps to offset emissions through fossil fuel substitution</li> <li>• Better awareness in the agricultural and land use sector of the potential impact of climatic changes on business activity and the environment, enabling appropriate business decisions to be made.</li> </ul>		
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• Farming Connect</li> <li>• Axis 2 - £82m pa</li> <li>• Woodland Strategy</li> <li>• Resources from TSD Division – 3 staff, Farm Development Division - 2 staff</li> </ul>	<b>Q1:</b> <ul style="list-style-type: none"> <li>• Letting of contract for Farming Connect Climate Change Development Centre – Spring 2009.</li> <li>• Planning of Axis 2 implementation programme</li> <li>• Start of actions to deliver Woodland Strategy</li> <li>• Review of options to monitor soil carbon completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Ministerial approval</li> <li>• Axis 2 Scheme approval by Programme Management Committee</li> <li>• Uptake of information under Farming Connect</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of political support for rewarding environmental outcomes</li> <li>• Lack of engagement by farmers and land managers in economically difficult circumstances, because of lack of</li> </ul>

	<p><b>Q2:</b></p> <ul style="list-style-type: none"> <li>• Launch of the Farming Connect Climate Change Development Programme by early summer 2009</li> <li>• Woodland Strategy?</li> <li>• New contract for UK and Wales inventory for land use land use change and forestry (LULUCF) sector let by DEFRA with DA involvement in improvement programme</li> <li>• Completion of ECOSSE 2 project to assess applicability of soil carbon modelling in 3 parts of Wales.</li> </ul>	<ul style="list-style-type: none"> <li>• Trends in emissions reduction from agriculture and land use</li> <li>• Area of woodland creation</li> <li>• Area of woodland brought into sustainable management</li> <li>• Harvest v increment</li> </ul>	<p>funding to promote methods of reducing emissions</p> <ul style="list-style-type: none"> <li>• Challenge of managing low value woodland</li> <li>• Land prices and overall grant allocation for woodland creation</li> </ul>
<p><b>Q3:</b></p> <ul style="list-style-type: none"> <li>• Completion of report by Land Use Climate Change Group for public discussion by October 2009 proposing how to achieve the target set in the 2020 Farming Report for Welsh agriculture to become carbon neutral by 2020, optimising the delivery of ecosystem services.</li> <li>• Continuation of the Climate Change Development Programme implementing KT events as specified in the tender document.</li> <li>• Woodland Strategy</li> </ul>			
<p><b>Q4:</b></p> <ul style="list-style-type: none"> <li>• Farming Connect As Q 3</li> <li>• Woodland Strategy?</li> </ul>			
<p><b>How stakeholders will be engaged:</b> Through Land Use Climate Change Group, Farming Connect. Stakeholder engagement with Axis 2 development programme</p>			

<b>Activity: Progressing the Animal Health and Welfare Strategy (AHWS) in Wales.</b>			
Lead: OCVO			
<b>Purpose &amp; Benefits</b>		To work with stakeholders to identify key issues for the health and welfare of kept animals in Wales and to work together in bringing about improvements. To work with stakeholders in obtaining acceptable outcomes when the European Commission is considering controls related to animal keeping, health and welfare. To obtain agreement and support for non-EC driven initiatives and to help in taking forward stakeholder ownership and input into key issues that contribute to raising and maintaining high standards.	
<b>What will success look like</b>		AHWS Members take pro-active role and ownership in taking forward key measures identified within the AH & W Action Plan.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>Endemics &amp; AHWS Branch providing secretariat support to the Chair and to the Wales AHWS Group.</li> </ul>	<p><b>Q1:</b> Support Wales AHWS Chair in the Devolved Administrations' 3 AHWS Chairs meeting.</p> <p><b>Q2:</b> Mid-term review of progress and actions.</p> <p>Publish 2009-10 AHWS Action Plan.</p> <p><b>Q3:</b> Provide Secretariat support to Wales AHWS Group meeting.</p> <p><b>Q4:</b> Provide Secretariat support to Wales AHWS Group meeting.</p> <p>Agree priorities for 2009-10</p>	<ul style="list-style-type: none"> <li>Initiatives resulting from input/work undertaken by Wales AHWS Steering Group.</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient resource</li> <li>Conflicting priorities such as exotic disease outbreaks</li> <li>Fundamental disagreement between industry and government</li> </ul>
<b>How stakeholders will be engaged:</b> Steering group meetings, meetings with industry, official consultations, informal discussions with stakeholders and industry representatives.			

<b>Activity: Devolving Animal Health (AH) Agency Budgets to Wales</b>			
Lead: OCVO			
<b>Purpose &amp; Benefits</b>		To devolve the AH agency budgets applicable to Wales, to the Welsh Assembly Government. This will help ensure that AH delivery is even better aligned to WAG's policies and priorities within Wales.	
<b>What will success look like</b>		Sufficient resources (staff/financial) to deliver AH agency services in Wales whilst ensuring that WAG's key objectives and requirements are fully met.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• Currently 50% G7</li> <li>• Further resource implications to be determined as project progresses</li> </ul>	Q1: Establish a work stream group for taking initiative forward	<ul style="list-style-type: none"> <li>• Progress to be measured and monitored by Project Board</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient resources to take forward</li> <li>• Unacceptable settlement offered</li> <li>• Being made conditional to acceptance of contingent liability issues</li> <li>• Intervention of a major disease outbreak</li> </ul>
	Q2: Establishing an acceptable methodology for splitting budgets		
	Q3: Recommendations to Minister on feasibility of devolving budgets and likely settlements		
	Q4:		
<b>How stakeholders will be engaged:</b> Devolving AH Budgets Project Board (Defra and Devolved Administrations), Wales AH&W Steering Group, regular meetings with AH Agency			

<b>Activity: Control of zoonotic endemic animal diseases in Wales and possibly diseases that do not affect humans but are considered beyond the scope of industry for control or where the impact has consequences beyond the immediate industry stakeholders.</b>			
Lead: OCVO			
<b>Purpose &amp; Benefits</b>		As above	
<b>What will success look like</b>		Evidence available on which to base recommendations on future approach to managing Hydatid. Drawing conclusions on the available statutory controls for sheep scab controls. Timely introduction of relevant legislation to permit implementation of appropriate enforcement and control.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>WAG endemic policy branch and budget</li> <li>Public Health and Health Professionals policy branch and budget</li> <li>Project manager</li> </ul>	<b>Q1:</b> Ministerial agreement to extend pilot year to complete data gathering.  Produce recommendations on the issues associated with sheep scab controls resulting from the consultation workshops.	<ul style="list-style-type: none"> <li>Cattle surveillance data obtained from abattoirs on incidence of hydatid disease.</li> <li>Dog prevalence figures and human infection risk estimates.</li> <li>Increased awareness across Wales of the need to worm dogs and prevent dog infection.</li> <li>Legislation laid in accordance with requirements and timescales.</li> <li>Quarterly returns from Local Authorities on incidences of sheep scab.</li> <li>Monthly VLA reports on disease incidents.</li> </ul>	<ul style="list-style-type: none"> <li>Data is ambiguous or scientifically unreliable.</li> <li>Funding is curtailed</li> <li>Insufficient resource to take forward</li> </ul>
	<b>Q2:</b> Amend Salmonella Control Regulations Amend Eggs & Chicks Regulation.		
	<b>Q3:</b> Amend TSE regulations Consultation on Turkey National Control Plan		
	<b>Q4:</b> Recommendation to Minister on way forward on hydatid disease beyond the pilot phase.		
<b>How stakeholders will be engaged:</b> Through AH&W Steering Group meetings, Hydatid Project Board, meetings with industry, official consultations, informal discussions with stakeholders and industry representatives & zoonoses liaison group meetings.			

<b>Activity: Ensuring preparedness in the event of an outbreak of exotic notifiable disease</b>			
Lead: OCVO			
<b>Purpose &amp; Benefits</b>		To work with Animal Health agency, DEFRA, operational partners and stakeholders to have in place the mechanisms to protect against the incursion of an exotic animal disease and effective plans for the control and eradication of any disease outbreak.	
<b>What will success look like</b>		The required systems and structures are in place in support of effective and well-tested contingency plans.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>Exotic Animal Diseases Branch</li> </ul>	<p><b>Q1:</b> Ongoing work associated with the production of legislation on notifiable disease.</p> <p>Participation in Exercise Onnen, a Foot and Mouth Disease exercise based in Carmarthen AHDO (Animal Health Divisional Office).</p>	<ul style="list-style-type: none"> <li>Legislation laid in accordance with requirements and agreed timescales</li> <li>Having robust plans in place to enable WAG to respond quickly to any outbreak of exotic animal disease.</li> <li>Having suitable legislation in place to enable WAG to deal effectively with any outbreak of exotic animal disease.</li> </ul>	<ul style="list-style-type: none"> <li>Any outbreak of exotic animal disease would have a detrimental effect on Welsh farming sector if not controlled appropriately.</li> <li>Any outbreak of exotic animal disease would have a detrimental effect on our ability to progress routine legislation</li> </ul>
	<p><b>Q2:</b> Ongoing review of the WAG Contingency Plans for Exotic Animal Disease.</p> <p>Participation in Exercise Norton, a West Nile Virus exercise based in Cardiff AHDO.</p> <p>Ongoing work associated with the production of legislation on notifiable disease.</p>		
	<p><b>Q3:</b> Participation in Exercise Helygan, a rabies exercise based on Carmarthen AHDO.</p> <p>Ongoing work associated with the production of legislation on notifiable disease.</p>		
	<p><b>Q4:</b> Participation in Exercise Eagle, a cross-border FMD exercise and planning for Exercise Silver Birch, a GB FMD exercise to be run next summer.</p>		



	Ongoing work associated with the production of legislation on notifiable disease.		
<b>How stakeholders will be engaged:</b> Close liaison with operational partners such as Defra and Animal Health and key stakeholders through regular meetings and Core Group attendance.			

<b>Activity: Enhanced action on companion animal welfare, working in close concert with Local Authorities and Animal Welfare Network Wales.</b>			
Lead: OCVO			
<b>Purpose &amp; Benefits</b>		Greater public awareness of the importance of good companion animal welfare	
<b>What will success look like</b>		Increased public perception of animal welfare requirements	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>Companion Animal Welfare Enhancement Scheme (CAWES) budget £1m - split between special projects, baseline funding and education</li> <li>Staff resource from within FDD delivery team and OCVO Policy team</li> </ul>	<b>Q1:</b> Data on previous year analysed, special projects agreed, educational publicity generated	<ul style="list-style-type: none"> <li>Development of a performance indicator for local authorities to use in Companion animal welfare, once funding is reduced.</li> <li>Numbers of premises visited for animal welfare purposes, by category;</li> <li>Compliance levels at these premises;</li> <li>Numbers of service requests received in relation to animal welfare matters and broad category of types of requests; and</li> <li>Number of educational visits and outcomes.</li> <li>Evidence of local working with voluntary organisations</li> </ul>	<ul style="list-style-type: none"> <li>Reduced resources</li> <li>Reluctance of Local Authorities and Animal Welfare Network Wales to take forward actions</li> </ul>
	<b>Q2:</b> Special projects analysed		
	<b>Q3:</b> LA performance indicator/s finalised. Resourcing distribution agreed for third year		
	<b>Q4:</b> Collation of data of year 2, distribution of resourcing for year 3		
<b>How stakeholders will be engaged:</b> Through sectoral meetings, regular contacts with LAs at various levels and with welfare organisation and Animal Welfare Network Wales.			

<b>Activity: Agree an approach to sharing costs and responsibility for animal disease with the farming industry</b>			
Lead: FDD			
<b>Purpose &amp; Benefits</b>		Improved collaboration to improve animal health	
<b>What will success look like</b>		Equitable arrangements for sharing costs and responsibilities for animal disease agreed with stakeholders in Wales Agreement on how the interfaces between Welsh arrangements and those applied in England and Scotland will work in practice. An Animal Health Bill including measure making powers for the National Assembly brought into force	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• G7</li> <li>• 1 HEO</li> <li>• 0.3 EO</li> </ul>	<p><b>Q1:</b> Launch of DEFRA Consultation on Responsibility and Cost Sharing in England. The consultation will influence options available to develop the agenda in Wales</p> <p><b>Q2:</b> Liaise with DEFRA on consultation responses and evaluate potential implication for Wales</p> <p><b>Q3:</b> Develop proposals for responsibility and cost sharing in Wales.</p> <p><b>Q4:</b> Consultation on the proposals for implementing responsibility and cost sharing agenda in Wales.</p>	<ul style="list-style-type: none"> <li>• Progress on Responsibility and Cost Sharing Agenda is closely tied to progress on the Devolution of animal Health Agency budgets to Wales.</li> </ul>	<ul style="list-style-type: none"> <li>• Intervention of a major animal disease outbreak</li> <li>• Development of different arrangements between the Devolved Administrations</li> <li>• Industry reluctance to engage with process</li> </ul>
<b>How stakeholders will be engaged:</b> Animal Health and Welfare Steering Group. Press coverage on developments. Public consultation with industry in Wales.			

<b>Activity: To develop and implement an overall strategy and supporting sectoral and cross sectoral strategic action plans for the food and drink sector.</b>			
Lead: FFMDD			
<b>Purpose &amp; Benefits</b>		To support the agri-food sector in gaining additional business thereby contributing to implementation of the overall strategy for farming and ensuring sustainable and strong rural communities.	
<b>What will success look like</b>		<ul style="list-style-type: none"> <li>• Strategic direction and advice on achieving improvement and sustained viability published achieved in partnership with the industry through the sector groups –the over arching Food and drink from Wales Advisory group Report, the Organic, Red Meat, Horticulture Action plans and the Dairy Road Map – publication of industry plan to achieve agreed targets for reducing the industry’s carbon footprint.</li> <li>• The three food centres across Wales are provided with strategic direction and are managed effectively in order to foster info share and develop businesses.</li> <li>• Staff appropriate trained and developed in line with lIP principles.</li> </ul>	
<b>Resources</b>	<b>Delivery Milestones</b>		<b>Performance Indicators</b>
<ul style="list-style-type: none"> <li>• Budget for 3 Food centres £150k</li> <li>• Staff in the Food Strategy and Policy team</li> <li>• Allotted funds for support of agri-food partnership groups.</li> </ul>	<b>Q1:</b> Manage strategy groups - quarterly review.		<ul style="list-style-type: none"> <li>• Plus specific indicators for the food and drink strategy and supporting action plans.</li> <li>• Partnership published appropriate advice and strategic plans deliver clarity and actions deliver improvement.</li> <li>• Monitoring and evaluation carried out at regular intervals.</li> </ul>
	<b>Q2:</b> Publish action plans no later than early 2010		
	<b>Q3:</b> provide advice on food issues – as required according to agreed time lines.		
	<b>Q4:</b>		
<b>How stakeholders will be engaged:</b> Strategic statements and action plans will be drawn in close working with the industry with a network of established contacts and formal sector groups comprising representatives from a wide spectrum of interests in the supply chain.			

<b>Activity: Administer Processing and Marketing Grant (PMG) and Supply Chain Efficiency (SCE) schemes to develop agri-food supply chains</b>			
Lead: FFMDD			
<b>Purpose &amp; Benefits</b>		Improving processing and marketing of products in Wales and achieve increased efficiency in the supply chain in Wales.	
<b>What will success look like</b>		Improvements in the viability and efficiency of the food and drink industry in Wales. Sufficient projects identified and developed to satisfy scheme aims 31 December 2009. A high level of service to project applicants, PMC, advisory groups and external stakeholders provided 31 December 2009. Staff appropriate trained and developed in line with liP principles. Sufficient projects achieved to achieve aims of the Schemes	
<b>Resources</b>	<b>Delivery Milestones</b>		<b>Performance Indicators</b>
<ul style="list-style-type: none"> <li>• Agri-Food Development Fund (AFDF) £ 1,000,000</li> <li>• Market Development Scheme (MDS) £350,000</li> <li>• Staff FFMDD Scheme management Unit.</li> </ul>	<b>Q1:</b> Achieve commitment of 80% of PMGs budget – 31 December 2009 Achieve commitment of 70% of SCEs budget – 31 December 2009		<ul style="list-style-type: none"> <li>• Milestones achieved</li> </ul>
	<b>Q2:</b> Commit 100% of AFDF budget 30 December 2009		
	<b>Q4:</b> Process fully developed project apps within 60 days ( start /stop method) 31 March 2010 Complete on the spot control inspections (risk methodology) 31 March 2010		
<b>How stakeholders will be engaged:</b> Delivery will be in co-operation with the industry and applicants at all stages. Close working arrangement in place.			

<b>Activity: To promote and support the development of Welsh Food and Drink Companies</b>			
Lead: FFMDD			
<b>Purpose &amp; Benefits</b>		To encourage greater share of the Wales's share of the UK Food and Drink market.	
<b>What will success look like</b>		Welsh food and drink companies supported by advice and marketing initiatives. A high level of service provided to the industry. Staff appropriately trained and developed in line with liP principles. Sufficient projects achieved to achieve aims of the Schemes	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• DRC</li> <li>• Brand Development £1.7 m</li> <li>• Welsh Food and Drink Marketing £1.5m</li> <li>• Public procurement/local sourcing £0.5m</li> </ul>	Q1: Launch the Local sourcing action Plan and deliver April 2009 and deliver on actions according to set timelines.	<ul style="list-style-type: none"> <li>• Milestones achieved</li> <li>• Performance of the industry measured as appropriate</li> </ul>	
	Q2: Deliver True Taste Awards and associated PR		
	Q3: Review of the True Taste branding position -30 April 2009		
	Q4:Finalise Food Tourism strategic Action Plan 31 May 2009		
<b>How stakeholders will be engaged:</b> Delivery will be in co-operation with the industry and applicants at all stages. Close working arrangement in place.			

<b>Activity: Develop action plan on urban food production / allotments</b>			
Lead: TSD & CPD			
<b>Purpose &amp; Benefits</b>		To establish a sustainable development programme covering economic, social and environmental aspects of urban food production and allotments	
<b>What will success look like</b>		For phase 1 a completed pilot project to be operational and delivering key results	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• Part of SEO TSD</li> <li>• Part of HEO TSD</li> <li>• Some resource from FFDD(to be agreed)</li> <li>• Some resource from DESH(to be agreed)</li> <li>• 1 EO from CPD</li> <li>• Part of HEO from CPD</li> </ul>	<p><b>Q1:</b></p> <hr/> <p><b>Q2:</b></p> <hr/> <p><b>Q3:</b></p> <hr/> <p><b>Q4:</b> Draft Action plan for allotments, urban food production to be written by March 2010</p>	<ul style="list-style-type: none"> <li>• Evidence base summarised identifying the opportunities for taking forward work on allotments and urban food in Wales. October 2009</li> <li>• Working group to be set up. November 2009</li> <li>• Proposals for a pilot project(s) to be developed by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>• DRA do not have policy responsibility for allotments (Dept of Social justice and Local Gov. lead) so there is a risk of other departments not committing resources to this project.</li> <li>• Local Authorities /community councils need to be included in discussions during programme development</li> </ul>
<b>How stakeholders will be engaged:</b> Setting up a working group to include Department of social justice and local Government, DESH,FFDD, CMO's office, WLGA, WCVA, key local authorities, National society for allotments and leisure gardeners, Federation of city farmers and community gardeners			

<b>Activity: Develop and implement effective strategies for inland and coastal fisheries</b>			
Lead: FFMDD			
<b>Purpose &amp; Benefits</b>		The development of practical fisheries strategy implementation plans, for each sector, to detail how the fisheries strategy objectives are to be prioritised and delivered.	
<b>What will success look like</b>		Effective investment from European Fisheries Fund (EFF), improved fisheries management, stakeholders develop and understand strategy delivery and priorities.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• 0.5 HEO</li> <li>• 0.5 EO</li> <li>• 0.25 TS</li> </ul>	<b>Q1:</b> Draft implementation plans developed with stakeholders for commercial capture, aquaculture, inland and recreational sea fisheries.	<ul style="list-style-type: none"> <li>• Priority list in place to inform policy development, operational delivery and EFF funding</li> </ul>	<ul style="list-style-type: none"> <li>• If the implementation plans are not acted upon, stakeholder confidence in the Welsh Fisheries Strategy may wane.</li> </ul>
	<b>Q2:</b> Finalise implementation plans developed with stakeholders for commercial capture, aquaculture, inland and recreational sea fisheries.		
	<b>Q3:</b> Agree prioritised list for year 1 delivery with stakeholders.		
	<b>Q4:</b> Review implementation plans with stakeholders for commercial capture, aquaculture, inland and recreational sea fisheries.		
<b>How stakeholders will be engaged:</b> Stakeholder sector leads author the initial reports and a strategy panel of stakeholders from across the fisheries, environment and fisheries management sectors comment and agree the content of the implementation plans.			



<b>Activity: Deliver a new fisheries and marine management and enforcement regime</b>			
Lead: FFMDD			
<b>Purpose &amp; Benefits</b>		To deliver Welsh clauses within the Marine Bill to enable Welsh Ministers to legislate against inshore fisheries and to bring the Sea Fisheries Committee into Welsh Assembly Government Fisheries Unit. To bring the staff and resources into Welsh Assembly Government Fisheries Unit. This will enable a single enforcement regime to operate around the Welsh coast line. To extend the Welsh zone to the median line with the Republic of Ireland, England, Isle of Man and Northern Ireland.	
<b>What will success look like</b>		Improved and simplified fisheries management, stakeholders develop and understand strategy delivery and priorities.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• 0.3 x G7 SRO</li> <li>• 1 x G7 Project Manager</li> <li>• 1 x EO Project Support</li> <li>• 1 x EO to manage transfer of byelaws, TFO and order to define the new zone.</li> <li>• £200,000 programme expenditure transitional costs</li> </ul>	<b>Q1:</b> Initiate Project	<ul style="list-style-type: none"> <li>• Marine Bill enacted by November 2009</li> <li>• TFO and zone extents order in place by December 2009 with a commencement date of 1 April 2010</li> <li>• Staff and resources transferred by 1 April 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Marine Bill does not gain assent during the current session</li> </ul>
	<b>Q2:</b> Complete the Discovery phase		
	<b>Q3:</b> Complete the preparation phase		
	<b>Q4:</b> Complete the implementation phase		
<b>How stakeholders will be engaged:</b> A stakeholder steering group has been established and have met. Their role is to review the external facing products and to define options for stakeholder local and national stakeholder engagement in Fisheries Management and Enforcement.			

<b>Activity: Effective enforcement and management of inland, sea fisheries and aquaculture</b>			
Lead: FFMDD			
<b>Purpose &amp; Benefits</b>		To put in place effective policy, legislation and operational plans at EU, UK and Welsh levels to effectively manage fish stocks and health. To enforce against the legislation in place and to work with or sponsor other fisheries managers to seek to maintain a compliant industry	
<b>What will success look like</b>		Welsh interests are reflected in the review of the Common Fisheries Policy (CFP), the review of the EC control regulation, the review of the net limitation orders, the delivery of new legislation on fish health, alien species in aquaculture and live fish movements. An effective operational plan is in place and prosecutions are made against those who break the law.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<b>Sea Policy and sea aquaculture</b> <ul style="list-style-type: none"> <li>• 0.3 x G7</li> <li>• 0.3 x SEO</li> <li>• 1 x HEO</li> <li>• 2 x EO</li> <li>• 0.5 x TS</li> </ul>	<b>Q1:</b> Produce an input document that reflects Welsh interests for the EC as part of the production of the green paper on Common Fisheries Policy reform; Review and consult on the EC's proposals for revisions to the control regulation and technical control regulation. Agree Environment Agencies operational plan and remit letter.	<ul style="list-style-type: none"> <li>• Welsh Assembly Government response to CFP Green Paper is completed by 1 November 2009.</li> <li>• Review and consultation of the new EC Control and Technical Regulations underway to be</li> </ul>	<ul style="list-style-type: none"> <li>• Marine Bill does not gain assent during the current session</li> <li>• Failure to meet the EC's requirement to have electronic sales notes and log books</li> </ul>

<p><b>Inland policy and inland aquaculture</b></p> <ul style="list-style-type: none"> <li>• 0.2 x G7</li> <li>• 0.3 x SEO</li> <li>• 1 x HEO</li> <li>• 2 x EO</li> <li>• 0.5 x TS</li> </ul> <p><b>Enforcement team</b></p> <ul style="list-style-type: none"> <li>• 0.1 x G7</li> <li>• 1 x SEO</li> <li>• 1 x HEO</li> <li>• 4 x EO</li> <li>• 4 x TS (capture of information and issue of licences, etc)</li> </ul>	<p><b>Q2:</b> Seek to influence other parts of the UK and EC in discussions on the CFP green paper. Comment on 2<sup>nd</sup> draft Control regulation and technical control regulation. Implement Alien species regulations. Develop generic disease outbreak contingency plans for public disease outbreaks with DEFRA. Review and implement inland enforcement strategy and other EC directives. Implement new legislation and controls on the buying and selling of fish and the completion of log books.</p> <p><b>Q3:</b> Review Existing Net Limitation Order covering all Welsh Rivers in conjunction with the Environment agency. Implement the control regulation and revise all associated Welsh legislation. Negotiate quota settlement to achieve the best outcome for Wales. Implement new interim scallop fisheries management arrangements. Confirm Eel Regulation.</p> <p><b>Q4:</b> Implement the Live fish movement order. Alien species Regulations and Licensing / Authorising SI. Revise existing Welsh legislation and make secondary legislation to draw down the new powers provided by the Marine Bill. Fixed Engine Byelaws and Dee Sea Fishery byelaws. EA Freshwater Byelaws – Catch and Release of Coarse Fish, Closed Season on Stillwaters and Eel Byelaws. Contribute to Management of research into Burry Estuary cockle mortalities.</p>	<p>finalised by end of October 2009.</p> <ul style="list-style-type: none"> <li>• New Welsh legislation for buyers and sellers of fish to be introduced by mid-November.</li> <li>• Welsh interests are represented in the annual quota negotiations.</li> <li>• New legislation to manage the scallop fishery is in place by 1 November 2009.</li> <li>• Review of NLO plus recommendations to be completed by 31 December 2009.</li> <li>• Generic contingency plan agreed with DEFRA by March 2009.</li> <li>• Implement the live fish movement order, Alien Species Regulation and Licensing/Authorising SI – post Marine and Coastal Access Bill.</li> <li>• Eel Regulation to be confirmed by October 2009.</li> <li>• Fixed Engine Byelaws and Dee Sea Fishery Byelaws to be confirmed by March 2010.</li> <li>• EA Freshwater Byelaws – ongoing consultation with EA.</li> <li>• Cockle mortalities - Review expenditure to date and results obtained before agreeing future expenditure.</li> </ul>	<p>in place.</p> <ul style="list-style-type: none"> <li>• Unable to provide coordinated response to disease outbreak.</li> <li>• Failure to meet the EC's requirement to halt the decline in Eel populations.</li> <li>• Failure to make byelaws result in unprotected fisheries.</li> <li>• Reasons of cockle mortalities not understood resulting in failure to move towards sustainable managed cockle fishery.</li> </ul>
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**How stakeholders will be engaged:** Consultation and face to face meetings in conjunction with other fisheries managers and scientific bodies.

<b>Activity: Implement and operation the European Fisheries Fund</b>			
Lead: FFMDD			
<b>Purpose &amp; Benefits</b>		The European Fisheries Fund is an EC grant scheme in relation to the Common Fisheries Policy. The framework of the scheme is governed by the EC and an operational plan that is drafted by the 4 UK countries. In Wales, the EC contribution is €17m over 7 years and requires match funding from Welsh Assembly Government and others to trigger the funds. Projects will be assessed against the Fisheries strategy implementation plans and scheme criteria. The fund will provide the catalyst for the delivery of part of the implementation plans.	
<b>What will success look like</b>		Prioritised and effective investment in Fisheries in Wales. Prioritised delivery of the fisheries strategy implementation plans. Collective organisations funded to provide a unified voice representing the diverse industry.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• 0.1 x G7</li> <li>• 0.1 x SEO</li> <li>• HEO x 1</li> <li>• EO x 1</li> <li>• TS x 1</li> <li>• Assistance from other WAG Depts.</li> <li>• Programme expenditure</li> </ul>	<b>Q1:</b> Scheme applications received and assessed. EFF Panel trained. 1 <sup>st</sup> tranche closes.	<ul style="list-style-type: none"> <li>• Spend targets met</li> <li>• Priority strategy implementation areas delivered or under way.</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to achieve UK spend target could result in funds being returned to the EC.</li> <li>• As this is a new scheme, the quality and level of bids might lead to a slow take up.</li> <li>• Delay in reaching agreement to EFF delivery with the Managing authority or the EC will result in payments being delayed.</li> </ul>
	<b>Q2:</b> 1 <sup>st</sup> tranche applications assessed. Initial meeting of the first EFF panel. 1 <sup>st</sup> schemes awarded. 2 <sup>nd</sup> tranche opened.		
	<b>Q3:</b> 2 <sup>nd</sup> tranche closed and applications assessed. 2 <sup>nd</sup> EFF assessment panel held. 2 <sup>nd</sup> tranche of schemes awarded.		
	<b>Q4:</b> 3 <sup>rd</sup> tranche closed and applications assessed. 3 <sup>rd</sup> EFF assessment panel held. 3 <sup>rd</sup> tranche of schemes awarded.		
<b>How stakeholders will be engaged:</b> An EFF panel has been set up to assess and decide on bids. The panel has key stakeholders from Welsh representative organisations that cover inland fisheries, aquaculture and commercial sea fishing and is chaired by the Head of Fisheries Unit. The panel will comment and vote on all bids (unless declaring an interest).			

<b>Activity: To seek opportunities to add value for Welsh fish and assist the Welsh commercial fishing and aquaculture industries identify diversification and local supply opportunities.</b>			
Lead: FFMDD			
<b>Purpose &amp; Benefits</b>		To work with the commercial fishing, aquaculture industry and retail outlets, etc to identify ways to develop a sustainable industry that can add value to its product and make the best opportunities to deliver local supply. The benefit is more Welsh fish in Welsh shops. To promote the quality and sustainability of Welsh fish and shell fish. To work with the industry to help mitigate the impact of the increase in fuel and volatility of supply chains in Europe.	
<b>What will success look like</b>		A sustainable fishing and aquaculture industry that is able to take advantage of adding value and getting their produce into local and best outlets. To encourage entrepreneurship amongst the industry.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• 0.1 x G7</li> <li>• 0.1 x SEO</li> <li>• 0.5 HEO</li> <li>• 0.5 EO</li> <li>• Programme expenditure</li> </ul>	<b>Q1:</b> Undertake a market assessment for all species. Provide and implement fuel package measures. Identify and work with pathfinder companies.	<ul style="list-style-type: none"> <li>• Increase in the levels of Welsh fish being sold in retail outlets across Wales and the UK</li> </ul>	
	<b>Q2:</b> Develop promotion of the market assessment with stakeholders. Move pathfinder companies to next stage.		
	<b>Q3:</b> Deliver promotion of the market assessment to stakeholders and move pathfinder companies to stage 3.		
	<b>Q4:</b> Review strategy implementation and finalise work with the pathfinder companies and promote the lessons learned.		
<b>How stakeholders will be engaged:</b> Stakeholders are involved in all stages and are at the centre of this activity.			

<b>Activity: Single Payment Scheme (SPS) processing</b>			
Lead: RPD			
<b>Purpose &amp; Benefits</b>		To support the rural economy and the environment through the accurate and timely payment of subsidy to farmers.	
<b>What will success look like</b>		The vast majority of applicants (90%) will receive payments in the first month of the EC payment period, all eligible applications will be paid by the end of the payment period (30th June 2010)	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
•	<b>Q1:</b> Complete data capture of 2009 Single Application Forms. <b>Q2:</b> Complete minimum inspection requirement. <b>Q3:</b> Commence payments to SAF applicants on 1 December 2009 and pay 90% of customers by end of 2009. <b>Q4:</b>	<ul style="list-style-type: none"> <li>• 98% of Single Application Forms scanned by 5<sup>th</sup> June 2009.</li> <li>• 95% of minimum inspection requirement (5% land eligibility) by 31<sup>st</sup> October 2009</li> <li>• 95% of 2009 SAF validated by 15<sup>th</sup> December 2009.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for negative impact on processing of Merlin transformation work across Rural Payments Division in Summer 2009 - Closed September 2009</li> </ul>
<b>How stakeholders will be engaged:</b> Via Stakeholder Meetings held every quarter; Specific Scheme consultation on scheme literature and scheme changes; through announcements and articles in Gwlad the Welsh Assembly Government's monthly magazine covering rural and agricultural matters.			

<b>Activity: Tir Mynydd 2010</b>			
Lead: RPD			
<b>Purpose &amp; Benefits</b>		To provide support to farmers operating in less favoured areas (LFA) of Wales.	
<b>What will success look like</b>		90% of applicants will receive their payment on 1 <sup>st</sup> March 2010.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
•	<b>Q1:</b> Agree Policy (including RD Regulatory changes) <b>Q2:</b> <b>Q3:</b> Tir Mynydd Validation software live <b>Q4:</b> Complete all TM inspections. Complete GIS editing of inspections. Tir Mynydd Payment Software live	<ul style="list-style-type: none"> <li>95% of associated Single Application Forms validated by 9<sup>th</sup> January 2010.</li> <li>Complete validation of TM cases by 8<sup>th</sup> February 2010.</li> </ul>	<ul style="list-style-type: none"> <li>Potential for negative impact on processing of Merlin transformation work across Rural Payments Division in Summer 2009 - Closed September 2009.</li> </ul>
<b>How stakeholders will be engaged:</b> Via Stakeholder Meetings held every quarter; Specific scheme consultations on scheme changes; though announcements and articles in Gwlad the Welsh Assembly Government's monthly magazine covering rural and agricultural matters.			



<b>Activity: Administer the Tir Gofal Agri-environment Scheme</b>			
Lead: RPD			
<b>Purpose &amp; Benefits</b>		To protect and improve the Welsh landscape by offering financial support to farmers who make a commitment to sustaining the environmental features of their land.	
<b>What will success look like</b>		An increase in the amount of Welsh farmland under positive environmental management.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
•	<b>Q1:</b> <b>Q2:</b> Complete digitisation of first 140 new agreements by 15 <sup>th</sup> July 2009. <b>Q3:</b> Complete 230 new agreements by 31 <sup>st</sup> December 2009. <b>Q4:</b> Complete all first year servicing visits for new agreements by 31 <sup>st</sup> March 2010.	<ul style="list-style-type: none"> <li>• 100 new Tir Gofal commitments signed.</li> <li>• Pay 98% of Tir Gofal agreement holders with valid applications by 31<sup>st</sup> March 2010.</li> </ul>	<ul style="list-style-type: none"> <li>• Transformation has been successfully undertaken.</li> <li>• Possible risk of restricted resources for completing these targets, if Project Officer resource is required for the new Glastir scheme.</li> </ul>
<b>How stakeholders will be engaged:</b> Via Stakeholder Meetings held every quarter; Specific scheme consultations on scheme changes; though announcements and articles in Gwlad the Welsh Assembly Government's monthly magazine covering rural and agricultural matters.			

<b>Activity: Organic Farming Scheme</b>			
Lead: RPD			
<b>Purpose &amp; Benefits</b>		To offer financial support to farmers in Wales to help them convert and maintain their farms under organic management.	
<b>What will success look like</b>		All valid claims paid by 15 <sup>th</sup> March 2010.	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
•	<b>Q1:</b> Complete assessment of applications by 22 <sup>nd</sup> April 2009.  Offer new commitments in line with budget allocation by 27 <sup>th</sup> April. <b>Q2:</b>  <b>Q3:</b> Complete all inspections and actions arising by 16 <sup>th</sup> November.  <b>Q4:</b> Commence payments by 15 January 2010.	<ul style="list-style-type: none"> <li>95% of SAF with Organic Farming Scheme claims validated by 15<sup>th</sup> December 2009.</li> <li>100% cartographic information captured during inspections is edited by 1<sup>st</sup> December 2009.</li> </ul>	<ul style="list-style-type: none"> <li>Potential for negative impact on processing of Merlin transformation work across Rural Payments Division in Summer 2009 - Closed September 2009.</li> </ul>
<b>How stakeholders will be engaged:</b> Via Stakeholder Meetings held every quarter; Specific scheme consultations on scheme changes; though announcements and articles in Gwlad the Welsh Assembly Government's monthly magazine covering rural and agricultural matters.			

<b>Activity: Agri-Environment Scheme Payments</b>			
Lead: RPD			
<b>Purpose &amp; Benefits</b>		To encourage farming methods that will help to protect the Welsh landscape and its habitats.	
<b>What will success look like</b>		Pay 98% of valid claims by 31 March 2010	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
•	<p><b>Q1:</b> Update 100% cartographic data for Axis II commitments by 1<sup>st</sup> June.</p> <p><b>Q2:</b> Complete validate SAF for agri-environment payments that are due May to August by 31<sup>st</sup> August 2009.</p> <p><b>Q3:</b> Complete Farm Woodland Scheme &amp; Farm Woodland Premium Scheme management checks by 21<sup>st</sup> September 2009. Complete 98% of valid Farm Woodland Scheme &amp; Farm Woodland Premium Scheme payments by 15<sup>th</sup> October.</p> <p><b>Q4:</b> Complete validation of Improved Land Premium claims by 4<sup>th</sup> January 2010. Complete 98% of valid Improved Land Premium payments by 19<sup>th</sup> March 2010.</p>	• Achieve 95% spend on Axis II budget.	• Potential for negative impact on processing of Merlin transformation work across Rural Payments Division in Summer 2009 - Closed September 2009.
<b>How stakeholders will be engaged:</b> Via Stakeholder Meetings held every quarter; Specific scheme consultations on scheme changes; though announcements and articles in Gwlad the Welsh Assembly Government's monthly magazine covering rural and agricultural matters.			

<b>Activity: Red Tape Review</b>			
Lead: FDD			
<b>Purpose &amp; Benefits</b>		Reduce red tape for farmers and administrative costs for the department while maintaining adequate controls.	
<b>What will success look like</b>		Reduced burden for farmers and for the Department and other external agencies. Positive stakeholder reaction to measures introduced.	
<b>Resources</b>	<b>Delivery Milestones</b>		<b>Performance Indicators</b>
<ul style="list-style-type: none"> <li>There are no resources allocated to this workstream. Funding is found from within existing budgets and staff from within FDD and RPD undertake work in this area in addition to their own work.</li> </ul>	<b>Q1:</b> Amalgamate inspections where appropriate.		Dashboard Indicators are being developed for each separate Review Tape Area. They include: <ul style="list-style-type: none"> <li>To increase no. of combined TB and Cattle Identification Inspections</li> <li>Reduction in the number of duplicated inspection visits carried out by Local Authorities and Rural Inspectorate Wales</li> </ul>
	<b>Q2:</b> Produce a protocol for sharing data between inspection organisations including WAG, Local Authorities, etc.		
	<b>Q3:</b> Produce a single standardised Movement Book		
	<b>Q4:</b> To take forward suggestions made by staff during the Red Tape Training held between November 2008 and January 2009 and make improvements to Gwlad, Rural Affairs Internet pages and to put in place mechanisms to engage customers that we sometimes find it difficult to reach.		
<b>Risks</b>			
<ul style="list-style-type: none"> <li>Delivery partners (local authorities and Animal Health) and stakeholders do not engage.</li> <li>Data Protection laws prevent data sharing</li> <li>Staff can not devote time to taking forward this work.</li> <li>Funding is not available to take forward this work.</li> </ul>			
<b>How stakeholders will be engaged:</b> Via regular Stakeholder Meetings and through the Rural Affairs Internet and articles in Gwlad the Welsh Assembly Government's monthly magazine covering rural and agricultural matters.			

<b>Activity: Farming Connect Service</b>			
Lead: FDD			
<b>Purpose &amp; Benefits</b>		Helping Farming and Forestry businesses in Wales to run their businesses more efficiently and safeguard the future of family farms	
<b>What will success look like</b>		Increased efficiency of Farming and Forestry businesses and maintained numbers of family farms	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>2007-13 budget £22.8 million</li> <li>Farming Connect £6.6 million</li> <li>FAS</li> </ul>	<b>Q1:</b> award of contracts for climate change development programme, communications contractor, skills development programme, additional mentors	<ul style="list-style-type: none"> <li>Farming Connect – no. of beneficiaries; no. of training days received</li> <li>Farm Advisory Service – Farmers supported; Forest holders supported</li> </ul>	<ul style="list-style-type: none"> <li>Failure to achieve uptake</li> <li>Failure to award contract</li> </ul>
	<b>Q2:</b> launch of new services following award of contract		
	<b>Q3:</b> ongoing promotion of 1:1 services to achieve delivery targets		
	<b>Q4:</b> ongoing promotion of 1:1 services to achieve delivery targets		
<b>How stakeholders will be engaged:</b> FC Policy group meetings (6 monthly) Quarterly meetings with contractors Communications strategy			

<b>Activity: To have a robust evidence plan (Covering both evaluation and research needs) linked to the departmental dashboards</b>			
Lead: TSD			
<b>Purpose &amp; Benefits</b>		<p>The evidence plan will support the development of a robust and high quality evidence base for the existing and future policy development of the various divisions. The Plan will also outline how the Department uses evidence to develop, implement, evaluate and review its policies</p> <p>Evaluations are used to answer a wide range of questions about when and how a policy intervention works. Evaluations can take the form of process or impact. Robust evaluations can help to determine if the intervention is still required or should be adapted. To date limited resources have been used for evaluation (See RDP ex-post report)</p>	
<b>What will success look like</b>		<p>Increase in spend on policy/programme evaluations</p> <p>Increase use of evidence in policy development</p>	
<b>Resources</b>	<b>Delivery Milestones</b>	<b>Performance Indicators</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>Small team in TSD (3 staff) work with Policy teams to identify evaluation needs and develop suitable projects to fill gaps</li> <li>Large dispersed team of R&amp;D leads interacting with Defra</li> </ul>	<p><b>Q1:</b> Draft evidence plan agreed by SMT</p> <p>Review of engagement with Defra R&amp;D (active vs watching brief)</p> <p>Let tender to assess level of added value to welsh primary produce</p>	<ul style="list-style-type: none"> <li>Effective use of programme budget (% of budget allocated and spend)</li> <li>Engagement with Defra R&amp;D programmes (Active influence vs watching brief)</li> <li>Useable and accessible evidence delivered by TSD to policy</li> <li>Engagement with wider research bodies</li> </ul>	<ul style="list-style-type: none"> <li>demand from policy exceeds capacity of team</li> <li>political drivers displace formal evaluations</li> <li>changes in procurement practices delay the letting of tenders</li> </ul>
	<p><b>Q2:</b> Final report on farmers attitudes to entering/exiting AES delivered</p>		
	<p><b>Q3:</b> Review priorities with policy to develop plan for 2010-11</p>		
	<p><b>Q4:</b> Final report on added value project delivered</p>		
<b>How stakeholders will be engaged:</b> SEAB will continue to engage with OCSRO. EcAD and SD to develop a robust evidence base for the department. TSD will continue to engage with universities, Research funders and other partners			

## 9. Evidence base

Technical Services Division will continue to strengthen our evidence base, building on the 2008-9 Department for Rural Affairs Evidence Plan. The 2009-10 Plan will support the development of a robust and high quality evidence base for the existing and future policy development of the various divisions. The Plan will also outline how the Department uses evidence to develop, implement, evaluate and review its policies.

In addition to setting out each of the Departments key policy deliverables, the evidence plan is a tool to provide the following:

1. The Department's evidence requirements to support policy and delivery
2. A map of the existing research / evaluation already underway
3. Identification of the new research and analysis the Department requires to help meet its priorities

The Plan will include all aspects of evidence; research, evaluation and monitoring, with the evidence base covering a range of disciplines; e.g. scientific, economic and social research. It highlights links into the Sustainable Development and DESH agenda to identify cross-departmental research, evaluation opportunities and partnerships. It also illustrates the external linkages made to national research councils and specifically to DEFRA. Critical to this process is the inclusion of OCSRO, Statistic Directorate and EcAD, together with the Wales Rural Observatory & Environment Hub

A draft Plan, for approval by the Department's Senior Management Team, will be ready in May.

## 10. Spatial Context

The Wales Spatial Plan has provided a framework for linking national, regional and local delivery. The development of Spatial Frameworks reflects the fact that “one size does not fit all”. The Department takes account of this diversity through supporting sub regional, strategic settlements and sectors through a range of proposed actions.

We highlight here some specific key regional priorities:

### **North West Wales – Eryri a Môn**

- The Welsh Assembly Government has a top 10 commitment in “One Wales”, to vigorously pursue a programme of bovine TB eradication. The bovine TB programme that is being developed extends across, and includes, the whole of the North Wales Spatial Plan Area. This area has traditionally been regarded as a “clean” area but incidents of bovine TB in this area have been increasing in recent years.
- Delivery of the Rural Development Plan 2007-2013, including proposals for a scheme to support new entrants into agriculture and a comprehensive review of our agri-environment schemes (Axis 2).
- Support for locally determined projects under Axes 3 and 4 designed to improve the quality of life in rural areas.
- Taking forward rural proofing across the Assembly Government through the delivery of a targeted support and advice service to help policy and programme developers better understand and cater for the specific needs of rural areas.
- Taking forward work to increase the level of local procurement of all sectors but particularly the Food and Drink as this will enable to support the rural economy and rural communities. Developing local sourcing is a priority that crosses the whole region.
- Taking forward work on improving and consolidating community cohesion in rural areas, specifically in relation to migrant workers.

### **North East Wales - Border & Coast**

- Delivery of the Rural Development Plan 2007-2013, including proposals for a scheme to support new entrants into agriculture and a comprehensive review of our agri-environment schemes (Axis 2).
- Support for locally determined projects under Axes 3 and 4 designed to improve the quality of life in rural areas.
- Taking forward rural proofing across the Assembly Government through the delivery of a targeted support and advice service to help policy and programme developers better understand and cater for the specific needs of rural areas.



- Taking forward work to increase the level of local procurement.
- Taking forward work on improving and consolidating community cohesion in rural areas, specifically in relation to migrant workers.

### **Central Wales**

- The Welsh Assembly Government has a top 10 commitment in “One Wales”, to vigorously pursue a programme of bovine TB eradication. The bovine TB programme that is being developed extends across, and includes the Central Wales Spatial Plan Area. Carmarthenshire, in particular, is a bovine TB hotspot area.
- Delivery of the Rural Development Plan 2007-2013, including proposals for a scheme to support new entrants into agriculture and a comprehensive review of our agri-environment schemes (Axis 2).
- Support for locally determined projects under Axes 3 and 4 designed to improve the quality of life in rural areas.
- Taking forward rural proofing across the Assembly Government through the delivery of a targeted support and advice service to help policy and programme developers better understand and cater for the specific needs of rural areas.
- Taking forward work to increase the level of local procurement of all sectors but particularly the Food and Drink as this will enable to support the rural economy and rural communities. Developing local sourcing is a priority that crosses the whole region.
- Taking forward work on improving and consolidating community cohesion in rural areas, specifically in relation to migrant workers.

### **South East - The Capital Network**

- The Welsh Assembly Government has a top 10 commitment in “One Wales”, to vigorously pursue a programme of bovine TB eradication. The bovine TB programme that is being developed extends across, and includes the South East Wales Spatial Plan Area.
- Delivery of the Rural Development Plan 2007-2013, including proposals for a scheme to support new entrants into agriculture and a comprehensive review of our agri-environment schemes (Axis 2).
- Support for locally determined projects under Axes 3 and 4 designed to improve the quality of life in rural areas.
- Taking forward rural proofing across the Assembly Government through the delivery of a targeted support and advice service to help policy and programme developers better understand and cater for the specific needs of rural areas.
- Taking forward work to increase the level of local procurement of all sectors but particularly the Food and Drink as this will enable to support the rural economy and rural communities. Developing local sourcing is a priority that crosses the whole region.
- Delivering the Processing and Marketing Grant and Supply Chain Efficiency Scheme to develop businesses supply local procurement as well as commercial markets.
- Taking forward work on improving and consolidating community cohesion in rural areas, specifically in relation to migrant workers.

### **Swansea Bay - Waterfront and Western Valleys**

- A top 10 commitment in “One Wales”, to vigorously pursue a programme of bovine TB eradication. The bovine TB programme that is being developed extends across, and includes, the Swansea Bay area. The Carmarthen area is regarded as a disease “hotspot”.
- Delivery of the Rural Development Plan 2007-2013, including proposals for a scheme to support new entrants into agriculture and a comprehensive review of our agri-environment schemes (Axis 2).
- Support for locally determined projects under Axes 3 and 4 designed to improve the quality of life in rural areas.
- Taking forward rural proofing across the Assembly Government through the delivery of a targeted support and advice service to help policy and programme developers better understand and cater for the specific needs of rural areas.
- Taking forward work to increase the level of local procurement of all sectors but particularly the Food and Drink as this will enable to support the rural economy and rural communities. Developing local sourcing is a priority that crosses the whole region.
- Taking forward work on improving and consolidating community cohesion in rural areas, specifically in relation to migrant workers.

### **Pembrokeshire – The Haven**

- The Welsh Assembly Government has a top 10 commitment in “One Wales”, to vigorously pursue a programme of bovine TB eradication. The bovine TB programme that is being developed extends across, and includes, the whole of Pembrokeshire which is a TB hotspot area.
- Delivery of the Rural Development Plan 2007-2013, including proposals for a scheme to support new entrants into agriculture and a comprehensive review of our agri-environment schemes (Axis 2).
- Support for locally determined projects under Axes 3 and 4 designed to improve the quality of life in rural areas.
- Taking forward rural proofing across the Assembly Government through the delivery of a targeted support and advice service to help policy and programme developers better understand and cater for the specific needs of rural areas.
- Taking forward work to increase the level of local procurement of all sectors but particularly the Food and Drink as this will enable to support the rural economy and rural communities. Developing local sourcing is a priority that crosses the whole region.
- Taking forward work on improving and consolidating community cohesion in rural areas, specifically in relation to migrant workers.

## 11. Communications Planning

The Department has a Communications Plan which has been prepared for by the Rural Affairs Ministerial Communications Team. The Plan provides more detail on the portfolio's priorities and the methods which will be used to communicate them. Its broad main aims and priorities are highlighted below:

### Strategic Communication Aims:

- To communicate and promote effectively the Rural Affairs policies of the Welsh Assembly Government to the public and key stakeholders.
- To engage target groups of farming families so that services are taken up and policies can be delivered.
- To give a clear definition to the portfolio, so that all communication is driven by a common purpose and is planned.
- To highlight opportunities to show the way forward for the farming industry and rural areas.

### Key Messages:

Proposed general key messages are as follows;

- Building a better, sustainable and more prosperous future for rural Wales.
- Supporting local produce and local food producers.
- Taking action to protect the rural environment and tackle climate change

For engagement with stakeholders, farming industry in particular, the following key messages are proposed.

- The industry can have a profitable and sustainable future if it seizes new opportunities. (eg new farming strategy, connect with markets, collaboration, vigilance for signs of animal disease, Farming Connect).
- The Welsh Assembly Government is helping farming meet the challenges (eg payments on time, cutting bureaucracy, tackling animal disease, FMD compensation, Farming Connect, local sourcing, agri- food market developments)
- The Assembly Government is committed to working with farmers and other land managers to help them protect our environment and tackle climate change (eg Axis 2 Review, Plant!, Woodland Strategy).

## **Key Priorities:**

Key priorities to communicate are as follows:

- New Strategy for the farming industry
- New Farm Entrants scheme
- Vigorously pursue programme of TB eradication
- Review of Red Tape
- Launch of next phase of Farming Connect
- Major initiative to promote local food procurement
- Support for indigenous woodland
- Review of Axis II
- Dealing with animal disease

## **12. Partnership duties**

### **Third Sector**

The Department produces an Annual Report on its compliance with the Voluntary Sector Scheme. It is also in the process of finalising its Third Sector Action Plan. This is scheduled for ratification at the Minister's next meeting with the Sector in June. The development of this plan included a workshop event and significant regular discussion with Sector representatives.

In addition, in line with the Welsh Assembly Government's Strategic Action Plan for the Voluntary Sector Scheme, the Minister reports to bi-annual meetings with representatives of the sector on how she has implemented the Scheme within her area of responsibility. Officials also meet regularly with the Wales Council for Voluntary Action and other voluntary organisations.

## **13. Cross cutting duties**

### **Sustainable Development**

The Department will continue to promote sustainable development as an overarching theme and aims to ensure that it is fully integrated into projects, programmes and strategies. Key to this will be measures to mitigate the causes of climate change and adapt to its effects.

To this effect, the Department has produced a report on its views and activities in relation to sustainable development policies and national targets. This report was also submitted to the National Assembly for Wales' Sustainability Committee:

<http://www.assemblywales.org/bus-home/bus-committees/bus-committees-third1/bus-committees-third-sc-home/bus-committees-third-sc-agendas.htm?act=dis&id=123719&ds=4/2009>

In addition, the Department will act as the secretariat to a Wales Land Use Climate Change Group which is being established to consider how agriculture and land use can adapt to climate change. It will look at impacts, and how to respond in terms of opportunities for farming and forestry businesses as well as considering threats. The immediate aim of the Group is to produce a discussion report by autumn advising on new actions that will help to deliver the 3% target to cut greenhouse gas emissions and help Welsh agriculture become carbon neutral by 2020. The Group will be independent of the Welsh Assembly Government.

### **Rural Proofing**

Rural proofing is a clear commitment by the Welsh Assembly Government to ensure that all its domestic policies take into consideration rural circumstances and needs in the design and delivery of policy. It is a process that allows the impact of a policy/programme/initiative to be examined carefully and objectively to determine whether it has a different impact in rural areas because of their unique characteristics.

To this effect, the Department established a Rural Policy Unit (RPU) in April 2008. Delivering rural proofing is one of the key functions of the Unit and it does this through the provision of targeted assistance to help officials across the Assembly Government consider ways of adjusting a policy/programme/initiative to reflect the needs of rural communities and to ensure they are not disadvantaged due to their location.

Rural proofing is now a mandatory part of the policy development process, reflecting the Assembly Government's commitment to fully-inclusive policy making and ensuring rural needs are properly considered by ALL parts of the Assembly. This means that every new or reviewed policy must be measured against a set of criteria to prove that rural needs have been considered, and this is achieved formally through the Policy Gateway process. In addition, RPU has secured agreement to the inclusion of rural proofing in the Regulatory Impact Assessment (RIA) that is undertaken for legislative matters, including Legislative Competence Orders, to ensure the rural dimension is properly addressed.

## **14. Corporate responsibilities**

### **Equality**

The Department has published a Single Equality Scheme Action Plan and provides regular progress reports on its actions. A Single Equality Scheme Steering group meets to provide a steer across the Department in order to deliver the actions within the action plan. The Department's Business Unit monitors progress and ensures its compliance with legislation.

### **Welsh Language**

The Department has both a Welsh Language Action Plan and a Bilingual Skills Strategy in place. The Bilingual Skills Strategy was updated in December 2008 across the Department. The Welsh Language Action plan will be updated in October 2009. The Department's Business Unit monitors both, reporting on actions to its Senior Management Team (SMT) and ensuring its compliance with legislation.

### **Health and Safety**

The Business Unit coordinates the Divisional Health and Safety action plans. A new Health and Safety coordinator has been appointed within the Business Unit and is undertaking training. The Business Unit undertakes regular audits across divisions providing an update paper to SMT every 3 months.

## **Health and Safety at Work Act 1974**

Each HoD is expected to provide the corporate leadership to ensure Health and Safety is taken seriously and managed in a pro-active and positive manner. All managers have an equally key role to play, but every individual in the organisation has a personal responsibility to ensure high standards of Health and Safety are maintained for themselves, colleagues, visitors and the organisation as a whole.

## **Risk**

The Department has a Risk Register. It is compiled by the Department's Business Unit and is monitored quarterly at the SMT meetings and also its Corporate Governance Committee meetings.

## **Training and Development**

Divisions have training and development plans which are monitored within the Business Unit. The Business Unit review these plans which may result in a Departmental training initiative being taken forward.

In addition, the Department has sought to build on its own successful training programme on Improving Customer Service Communication which was held between November 2008 and January 2009. The training programme addressed a number of areas including bureaucracy, improving external communications and reducing stress.

The DRA objectives awareness sessions continue to run across Wales on a 24 month rolling programme. Participants are given an active insight into wider departmental issues and future challenges.

## **Investors in People**

The WAG IiP assessment is scheduled to take place during May 2009. The Business Unit is coordinating the gathering of evidence for the assessment and will update SMT regularly on progress.

**Department for Heritage  
Business Plan 2009 – 2011**

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## SECTION 1: Introduction

### Heritage Department

Heritage Department consists of four main business areas, Tourism and Marketing, Cadw, CyMAL and Culture Welsh Language and Sport; each makes a valuable contribution in taking forward the priorities of the Welsh Assembly Government. Business activities support Wales' economic development and regeneration; promote Welsh citizenship, and develop policies and practices that improve the quality of peoples lives in Wales:

- arts and the creative industries play an important part in the Welsh economy and contribute to the prosperity of Wales;
- tourism and marketing assists companies involved in the tourism sector to become more competitive and profitable;
- cultural tourism, the built heritage and major cultural events generate income for Wales;
- museums, archives and libraries provide inspiration, learning and enjoyment for people;
- Cadw conserves, protects and sustains Wales historic environment, providing physical and intellectual access to the sites in its care, promoting appreciation and enjoyment;
- culture is an important element of community regeneration and an essential element for developing and sustaining community cohesion;
- tourism and marketing promotes Wales within the UK and abroad, as a destination for tourism;
- sport and recreational activities are an essential element of the Assembly Government's health and well-being agenda;
- culture is an essential part of the education and development of children, young people and lifelong learning and makes an important contribution to adult skills development and supports the Welsh Language and its continued growth.

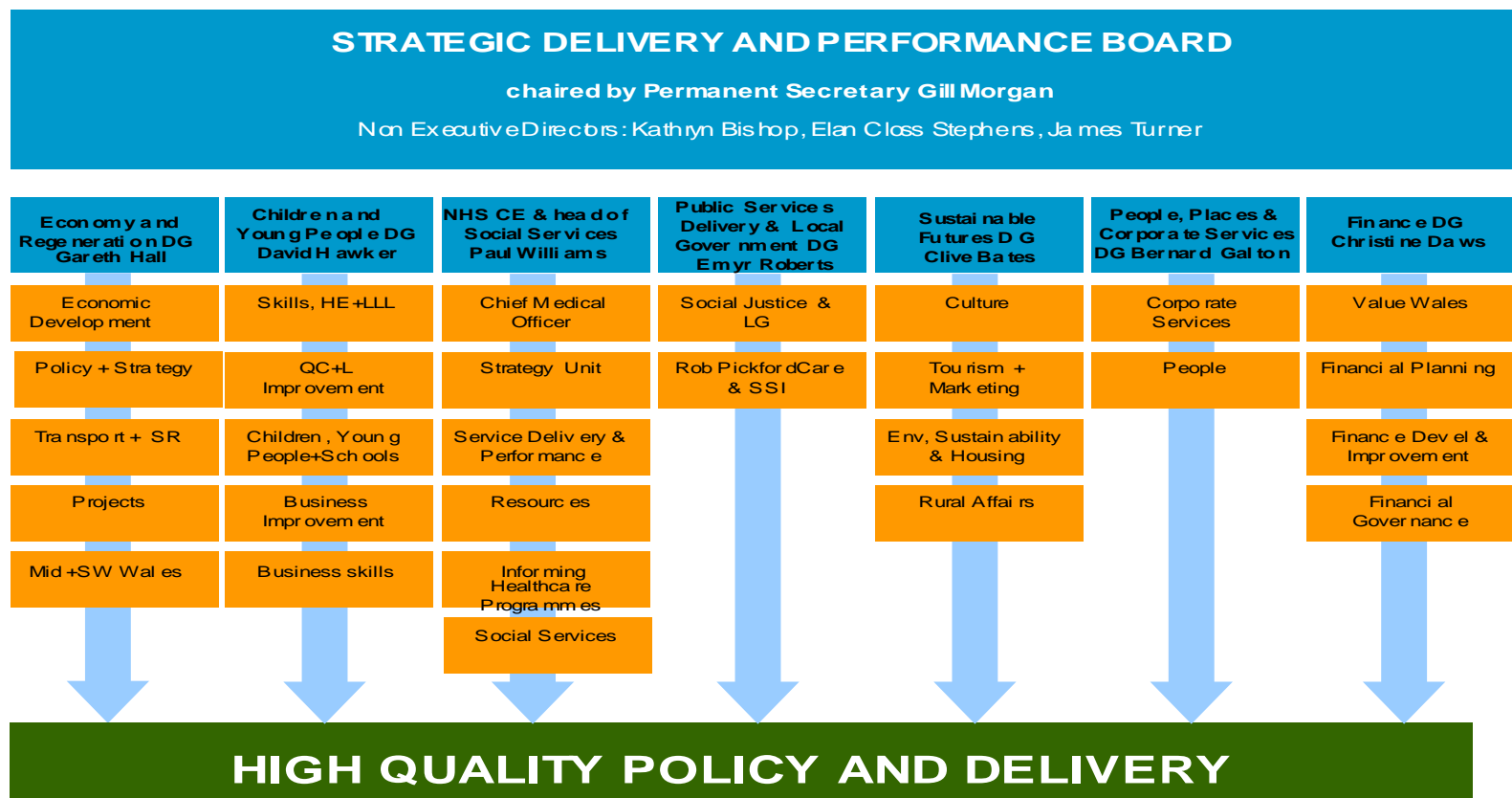
### Heritage in the Sustainable Futures Directorate

A new organisational structure has resulted from the Enabling Government initiative, the purpose of which is to allow:

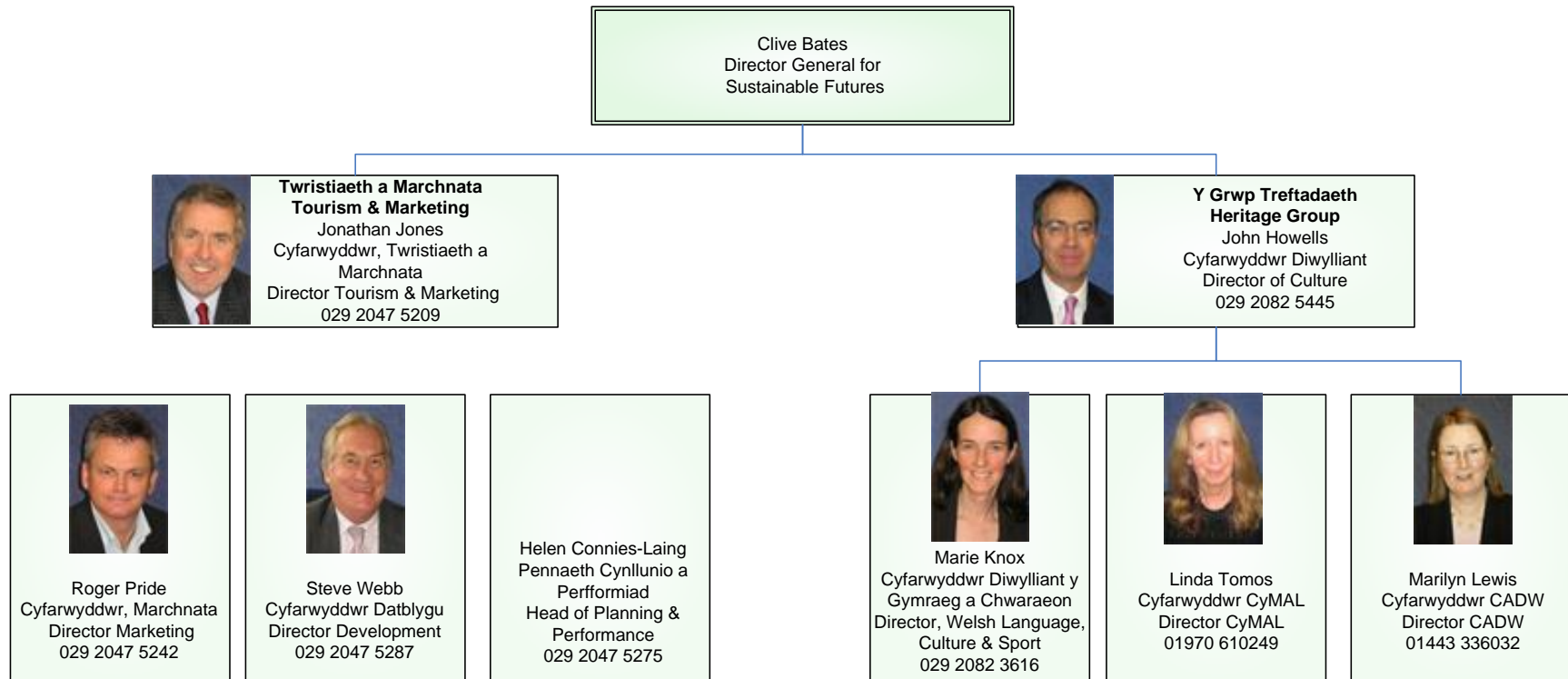
- a smaller number of people at Board level to focus on managing the business, leading actions across portfolios, driving up performance and delivering efficiencies rather than providing policy advice to ministers;

- Directors to focus their energy on driving up the quality of policy and delivery, and coaching and mentoring their teams.

As shown in the table below, Heritage Department sits within the Sustainable Futures Directorate. The Department reports to Alun Ffred Jones, Minister for Heritage.



## Heritage Departmental Structure



## SECTION 2: Overarching Objectives 2009-2010

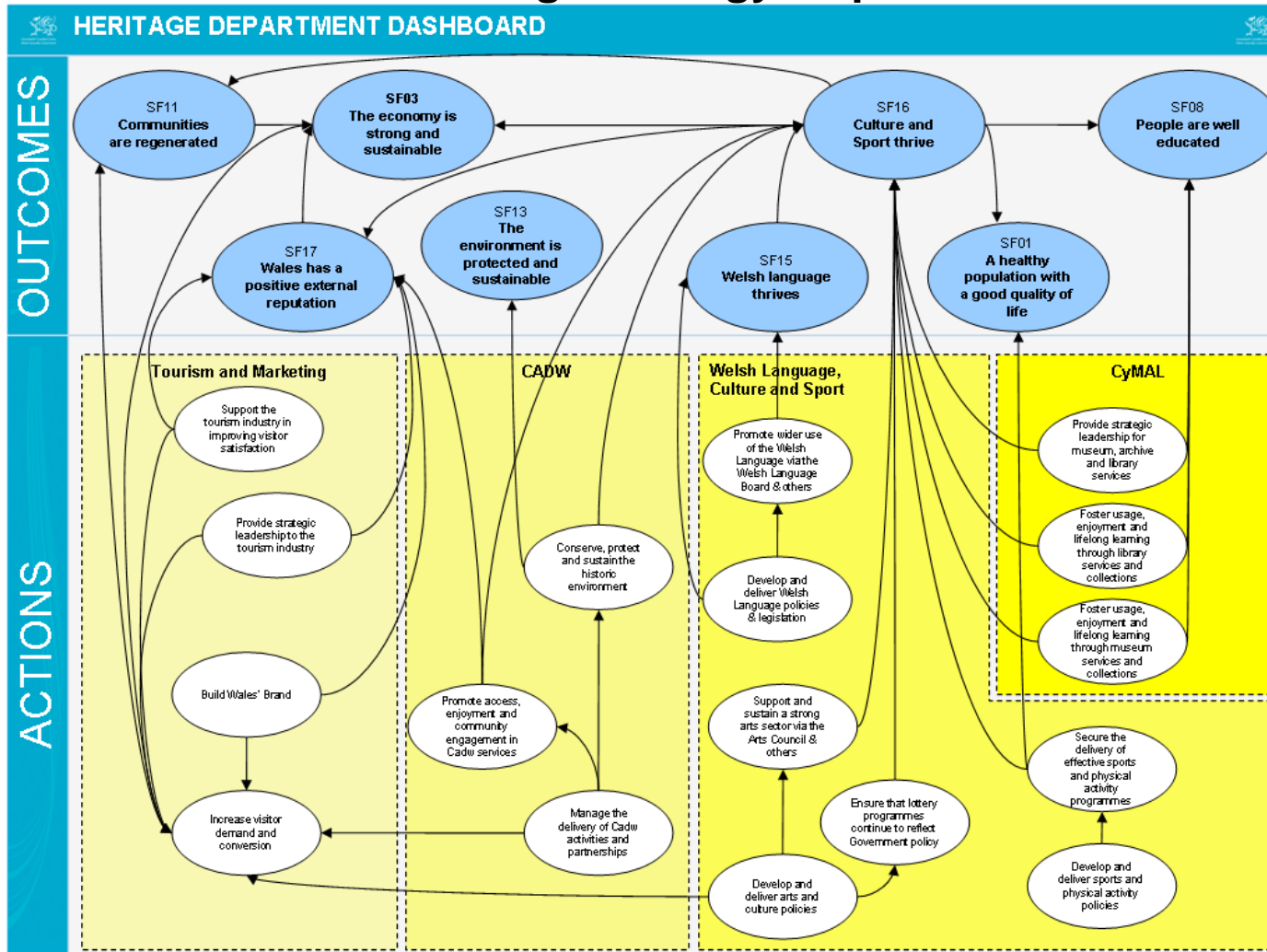
The IDEAS Programme (Information to Deliver Excellence, Accountability and Success) is a major programme to improve [financial management](#) across the organisation by providing consistent, timely and reliable financial information by standardising processes and procedures. It is also developing new planning and performance processes so that we can actively manage the organisation's performance, rather than just report on how we are doing. New tools will include strategic 'Dashboards' which will enable us to align spending with strategic priorities and effective performance.

As part of the Managing for Delivery workstream within the IDEAS programme, the Department has produced a Strategy map that outlines how we will contribute to the delivery of the objectives contained in the Assembly Government's Strategic Framework; it also shows how the Heritage Department interacts with the Strategic Framework outcomes owned by other Departments.

The Heritage Department is taking the lead on the following Strategic Framework outcomes: 'Welsh language thrives' (SF15) and 'culture and sport thrive' (SF16).

The Heritage Department contributes to the following Strategic Framework outcomes, owned by other Departments: 'a healthy population with a good quality of life' (SF01); 'the economy is strong and sustainable' (SF03), 'people are well educated' (SF08); 'communities are regenerated' (SF 11), 'the environment is protected and sustainable' (SF13) and 'Wales has a positive external profile' (SF17).

# Heritage Strategy map



### Section 3: Departmental Budget 2009 - 10

Budget Expenditure Line	2008-09 Budget	Final Plans	2009-10 Draft Budget	2009-10 Changes	2009-10 Budget	Final New Plans
Amgueddfa Cymru - National Museum Wales - Running Costs		24,105	24,672			24,672
Amgueddfa Cymru - National Museum Wales -Current Receipts		-1,604	-1,604			-1,604
Amgueddfa Cymru - National Museum Wales - Depreciation/CoC		6,667	6,667			6,667
National Library of Wales - Running Costs		10,633	10,810			10,810
National Library of Wales - Current Receipts		-400	-400			-400
National Library of Wales - Depreciation/Cost of Capital		3,600	3,600			3,600
Arts Council of Wales Running Costs		2,351	2,442			2,442
Arts Council of Wales - Depreciation/Cost of Capital		389	389			389
Publishing - Welsh Books Council Running Costs		1,211	1,235			1,235
CyMAL		2,000	2,000			2,000
Culture Fund - Current Expenditure		34,174	36,331			36,331
Culture Fund: Current Receipts		-75	-75			-75
<b>Culture Revenue</b>		<b>83,051</b>	<b>86,067</b>	<b>0</b>		<b>86,067</b>
Sports Council for Wales: Running Costs		1,457	1,486			1,486
Sports Council for Wales: Depreciation/Cost of Capital		1,579	1,579			1,579
Sports & Active Wales Fund - Current Expenditure		25,296	27,546			27,546
Sports & Active Wales Fund - Current Receipts		-3,484	-3,484			-3,484
<b>Sport and Active Wales Revenue</b>		<b>24,848</b>	<b>27,127</b>	<b>0</b>		<b>27,127</b>
Welsh Language Board - Running Costs		4,109	4,189			4,189
Welsh Language Board: Depreciation/Cost of Capital		161	161			161
Bilingual Wales Fund - Current Exp		9,431	9,531			9,531
Bilingual Wales Fund - Current Receipts		-200	-200			-200
<b>Bilingual Wales Revenue</b>		<b>13,501</b>	<b>13,681</b>	<b>0</b>		<b>13,681</b>

<b>REVENUE BUDGET - Departmental Expenditure Limit</b>						
<b>Budget Expenditure Line</b>	<b>2008-09 Budget</b>	<b>Final Plans</b>	<b>2009-10 Draft Budget</b>	<b>2009-10 Changes</b>	<b>2009-10 Budget</b>	<b>Final New Plans</b>
CADW Depreciation & Cost of Capital		498	498			498
CADW Current Expenditure		6,824	6,649			6,649
CADW Receipts		-3,680	-3,680			-3,680
RCAHM-Running Costs and Current Expenditure		2,889	2,156			2,156
RCAHM-Depreciation and cost of Capital on Civil Estate		54	54			54
RCAHM-Depreciation and Cost of Capital		80	80			80
<b>Historic Wales Revenue</b>		<b>6,665</b>	<b>5,757</b>	<b>0</b>		<b>5,757</b>
Tourism		14,119	13,299			13,299
Tourism Receipts		-1,555	-765			-765
<b>Tourism Revenue</b>		<b>12,564</b>	<b>12,534</b>	<b>0</b>		<b>12,534</b>
<b>Total Revenue - Heritage</b>		<b>140,629</b>	<b>145,166</b>	<b>0</b>		<b>145,166</b>
<b>CAPITAL BUDGET - Departmental Expenditure Limit</b>						
<b>Budget Expenditure Line</b>	<b>2008-09 Budget</b>	<b>Final Plans</b>	<b>2009-10 Draft Budget</b>	<b>2009-10 Changes</b>	<b>2009-10 Budget</b>	<b>Final New Plans</b>
Cymal Capital		1,500	1,500			1,500
Culture Fund Capital Investment		4,556	5,856			5,856
Culture Fund Capital		1,686	1,686	1,000		2,686
<b>Culture Capital</b>		<b>7,742</b>	<b>9,042</b>			<b>10,042</b>
Sports & Active Wales Fund - Capital Expenditure		1,225	1,225			1,225
Sports & Active Wales Fund - Capital Receipts		-55	-55			-55
<b>Sports &amp; Active Wales Capital</b>		<b>1,170</b>	<b>1,170</b>	<b>0</b>		<b>1,170</b>
Bilingual Wales - Capital Investment		100	100			100
<b>Bilingual Wales Capital</b>		<b>100</b>	<b>100</b>	<b>0</b>		<b>100</b>
CADW Capital Expenditure		5,970	5,970			5,970
RCAHM Capital Expenditure		15	15			15
<b>Historic Wales Capital</b>		<b>5,985</b>	<b>5,985</b>	<b>0</b>		<b>5,985</b>
<b>Total Capital - Heritage</b>		<b>14,997</b>	<b>16,297</b>	<b>0</b>		<b>17,297</b>

<b>Resource Budget - Annually Managed Expenditure</b>	<b>2008-09 Budget</b>	<b>Final Plans</b>	<b>2009-10 Draft Budget</b>	<b>2009-10 Changes</b>	<b>2009-10 Budget</b>	<b>Final New Plans</b>
Amgueddfa Cymru - National Museum of Wales Provisions for Pensions (AME)		14,001	11,754			11,754
National Library for Wales Provisions for Pensions (AME)		1,255	4,270	5,370		10,000
<b>Culture</b>		<b>15,256</b>	<b>16,024</b>	<b>5,370</b>		<b>21,754</b>
<b>Total Resource - Annually Managed Expenditure</b>		<b>15,256</b>	<b>16,024</b>	<b>0</b>		<b>21,754</b>
<b>Heritage - Summary</b>	<b>2008-09 Budget</b>	<b>Final Plans</b>	<b>2009-10 Draft Budget</b>	<b>2009-10 Changes</b>	<b>2009-10 Budget</b>	<b>Final New Plans</b>
Revenue DEL		140,629	145,166	0		145,166
Capital DEL		14,997	16,297	0		17,297
<b>Total DEL</b>		<b>155,626</b>	<b>161,463</b>	<b>0</b>		<b>162,463</b>
<b>Annually Managed Expenditure</b>		<b>15,256</b>	<b>16,024</b>	<b>0</b>		<b>21,754</b>
<b>Total Heritage</b>		<b>170,882</b>	<b>177,487</b>	<b>0</b>		<b>184,210</b>



## Departmental Running Costs and Staff Resources

	<b>DRCs</b> (figures not yet available)	<b>Heads / Deputy heads of Divisions</b>	<b>Number of Staff</b> (inc vacancies + 'central services')
<b>Widening access to arts and culture for all</b>		<b>Marie Knox / Andrew George</b>	<b>16</b>
<b>Encouraging sport and physical activity</b>		<b>Marie Knox / Andrew George</b>	<b>10</b>
<b>Creating a bilingual Wales</b>		<b>Marie Knox / Andrew George</b>	<b>15</b>
<b>Promoting and developing tourism in Wales</b>		<b>Roger Pride Steve Webb</b>	<b>126*</b>
<b>Developing 21st century museum, archive and library services</b>		<b>Linda Tomos</b>	<b>30</b>
<b>Conserving, sustaining and promoting wider access to the historic environment of Wales</b>		<b>Marilyn Lewis</b>	<b>124</b>

\* plus 26 in DE&T's Marketing Dept

## Section 4: Departmental Activities, Strategic Actions, Indicators and Milestones 2009-12

### DIVISION: Tourism and Marketing

One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
<b>Provide strategic leadership to the tourism industry</b>			
<b>Proposed benefits: Intervention will be targeted at operators or products that will meet the needs of future growth markets. Led by Visit Wales, Tourism stakeholders will work together to ensure coordinated action at national, regional and local level.</b>			
	Champion tourism policy and delivery	<ul style="list-style-type: none"> <li>Review grading scheme criteria with key stakeholders + negotiate appropriate changes as needed, with other delivery partners in England + Scotland.</li> </ul>	Initiate meetings with local associations and Regional Tourism Panels to discuss findings of trade review of criteria. Discuss responses with Visit Scotland, Visit Britain and AA.
	Source and manage external funding	<b>Effective management of European projects</b>	
	Engage with tourism industry	<ul style="list-style-type: none"> <li>Strategy for industry communication.</li> <li>Reach 1,000 businesses through a range of industry workshops across Wales involving partnership working with Regional Tourism Partnerships, local authorities and tourist associations.</li> </ul>	Initiate trade meetings at a sub regional level. Primarily agendas related to grading, marketing + Croeso.
	Support partnership delivery	<ul style="list-style-type: none"> <li>Hold 12 regional workshops with industry stakeholders to comply with industry engagement strategy.</li> <li>Attend 90% Regional Tourism Partnership (RTP) Board meetings and demonstrate increased integration of Visit Wales / RTP activities.</li> </ul>	Initiate trade meetings at a sub regional level. Primarily agendas related to grading, marketing + Croeso.

One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
	Improve the sustainability of the tourism industry	<b>A more sustainable tourism industry</b> <ul style="list-style-type: none"> <li>• Introduce accessibility + sustainability best practice into grading criteria in association with Visit Britain and Visit Scotland.</li> </ul>	Discuss recommendations with Wales Tourism Alliance and Disability Wales; agree a timetable for their introduction with AA, Visit Scotland and Visit Britain.
<b>Increase visitor demand and conversion</b>			
<b>Proposed benefits: Growth in visitor spend requires a focus on visitors that deliver both value and volume. We need to understand our markets and target our products and marketing resources accordingly - looking at market mix and niche markets.</b>			
60. Support tourism as the market moves towards shorter and activity breaks.	Take tourism products to market	<b>Additional spend</b> <ul style="list-style-type: none"> <li>• Campaign effectiveness</li> <li>• Marketing efficiency</li> <li>• Value of marketing</li> <li>• Value per respondent</li> <li>• Extension of tourism season</li> <li>• Partner revenue</li> <li>• Web referral stats</li> </ul>	Direct to consumer campaigns in market quadrants as dictated by our planned approach per quadrant. Travel Trade Sales Programme.
58. Continue To Promote Wales In External Markets	Provision of motivating destination content	<b>Quality destination content</b> <ul style="list-style-type: none"> <li>▪ Products featured</li> <li>▪ Rich content availability per partner development + distribution plan.</li> <li>▪ Web usage</li> </ul>	Content development and distribution plan to be agreed with partners.
	Marketing planning	Marketing Plan in place by October 2009	<b>Marketing plan in place by Oct 2009</b>
	Customer acquisition and retention	<ul style="list-style-type: none"> <li>▪ Conviction to visit</li> </ul>	e-marketing acquisition + retention programme

One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
	Tourism brand building	<b>Increased brand and destination awareness</b> <ul style="list-style-type: none"> <li>• Destination awareness</li> <li>• Image gateway usage</li> <li>• Brand awareness</li> <li>• Media relations Advertising Value Equivalent &amp; Circulation</li> </ul>	Minimum of 1,000 new digital assets to be added to photography library by Dec 2009. Provide tourism industry the equivalent (free) value of £1m worth of photography, for use in promotion of Wales.
<b>Support the industry in improving visitor satisfaction</b>			
<b>Proposed benefits: Wales needs to be a high quality destination that offers a distinctive experience. Product investment and innovative ways of working should enable the industry to capture growth markets. Improving skills within the industry is vital.</b>			
59. Strategic investments in facilities and employee skills (tourism)	Strategic lead for product development	<b>Visitor satisfaction</b> <ul style="list-style-type: none"> <li>• Visitor satisfaction levels compared with previous benchmarks.</li> </ul>	
	Promotion of improved skill levels	<b>Attendance at skills courses</b> <ul style="list-style-type: none"> <li>• Ensure training to 100 Croeso businesses.</li> <li>• Ensure TTFW activities deliver enhanced customer care, chefs and key management skill levels.</li> <li>• Investigate delivery of specific advice to industry on food preparation / sourcing local food</li> </ul>	Through Quality Assurance team and industry communication encourage take up of Croeso programme.  Work with a limited number of local area partnerships to evaluate and /or pilot a baseline food accreditation scheme for cafes, restaurants etc.
	Setting of quality standards	<b>Participation in quality assurance schemes</b> <ul style="list-style-type: none"> <li>• 3,4 and 5 star hotels to reach 70% graded stock.</li> <li>• 3,4 and 5 star grading assessment maintained at or</li> </ul>	A reactive target that relies on Quality Assurance team

One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
		above 80% <ul style="list-style-type: none"> <li>• 3,4 and 5 star self catering maintained at or above 75%</li> </ul>	encouraging improvement by negotiating with businesses.
<b>Improve positive perceptions and build the Wales Brand</b>			
<b>Proposed benefits: The visibility and competitive appeal of Wales as a holiday destination must continue to increase, representing the quality of the Wales product. A strong brand identity needs to be reinforced at all levels of the industry to enable Wales to increase its market share of international and UK visitors.</b>			
	Attracting, supporting, growing and maximising the benefits of events	<ul style="list-style-type: none"> <li>• KPIs to be defined as part of the development of a major events strategy for Wales.</li> <li>• Development of major events strategy for Wales</li> <li>• Develop event specific Croeso training programme that can be tailored to major events in the future</li> <li>• Deliver 500 Croeso trained people in advance of Ashes Test 2009.</li> </ul>	Activation / marketing plans around Signature Event properties already secured for Wales, such as 2009 Ashes Test.  Develop event specific Croeso training programme that can be tailored to major events in the future.
	Fully the exploit the tourism opportunities offered by the Ryder Cup	<i>Measures to be defined</i> <ul style="list-style-type: none"> <li>▪ Use Ryder Cup to secure extensive buy in to Croeso programme in SE Wales 1,000 businesses/individuals trained by the time of event in 2010.</li> <li>▪ Media relations Advertising Value Equivalent + Circulation.</li> <li>▪ Improved brand awareness as (possibly) measured above – pre and post Ryder cup.</li> <li>▪ Internal in Wales awareness of Ryder Cup opportunity.</li> </ul>	Building on any lessons learned from Ashes Croeso approach, develop a strategic action plan for delivering Croeso in respect of Ryder cup 2010.  Wales Ryder Cup positioning + creative development Integration Ryder Cup / Golf message in mainstream tourism marketing activity where appropriate.

**DIVISION: CADW**

One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
<b>Conserve, protect and sustain the historic environment</b>			
<b>Proposed benefits: A demonstrable improvement in the protection and the condition of the historic environment, so that Welsh residents and visitors live, grow and stay in a quality and 'characterful' environment.</b>			
	Develop and manage the framework for the protection and conservation of the historic environment		<ul style="list-style-type: none"> <li>• Bid for Heritage Protection Bill in 2010-11 Parliamentary session (with DCMS).</li> <li>• Publish timetable for Historic Environment Record improvements by 30 April 2009.</li> </ul>
	Continue to identify heritage assets for protection and to implement and improve protection systems	<ul style="list-style-type: none"> <li>• Total number of ancient monuments scheduled in year.</li> <li>• Start review currency of planning guidance affecting the historic environment December 2009.</li> <li>• To schedule 30% of known remaining prehistoric and Roman monuments that meet required criteria by April 2010.</li> <li>• Number of requests for listing buildings received and number determined within 10 weeks.</li> <li>• % of listed building consent cases determined within 4 weeks.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of currency of principles of selection for listing in Autumn 2009.</li> <li>• Battlefields Register to be established in 2011, consultation in spring 2010.</li> <li>• First annual 'at risk' summary report to be published in October 2009.</li> <li>• All Wales BAR survey to be commissioned in 2010.</li> <li>• Completion of 4<sup>th</sup> circuit of condition</li> </ul>

One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
		<ul style="list-style-type: none"> <li>• % of scheduled monument consent cases determined within 13 weeks.</li> <li>• Number of registered historic landscapes, parks and gardens.</li> <li>• Number of listed buildings at risk across Wales on 'at risk' registers.</li> <li>• Number of scheduled ancient monuments (SAMs) visited and assessed by Field Monument Wardens.</li> </ul>	<ul style="list-style-type: none"> <li>• monitoring of SAMs and preparation of report by December 2009.</li> <li>• Development of baseline data for monitoring the condition of rural monuments (other than SAMs) by April 2010.</li> </ul>
	<p>Create a framework to promote the value and best practice of conservation and sustainable development</p>	<ul style="list-style-type: none"> <li>• Achieve a minimum 15%, by value, of recycled material to be used in all Cadw new-build projects.</li> </ul>	<ul style="list-style-type: none"> <li>• By April 2010 incorporate recycled material target into design briefs for the proposed new visitor centre at Caernarfon, Denbigh and Harlech Castles.</li> <li>• Conservation Principles published summer 2010.</li> </ul>
	<p>Promote the value of conservation and sustainable development</p>	<ul style="list-style-type: none"> <li>• % of Welsh residents (in omnibus survey) who say caring for our historic environment is important.</li> <li>• % of residents (as above) who say the historic environment of Wales is important as a vehicle for education</li> </ul>	<ul style="list-style-type: none"> <li>• Communications Review and strategy for promoting the historic environment to be undertaken during 2009.</li> <li>• Publication of guidance on methodology of characterisation by April 2010.</li> </ul>

One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
		developing economy and tourism. <ul style="list-style-type: none"> <li>• Number of townscapes characterised (target to characterise 3 townscapes by April 2010).</li> </ul>	
	Fund and manage performance of the conservation bodies	<ul style="list-style-type: none"> <li>• Number of conservation bodies supported, value of grants and % delivery against agreed work programmes.</li> <li>• % of annual conservation &amp; maintenance programme on Cadw sites completed.</li> </ul>	
	Conserve and maintain the sites in State care	<ul style="list-style-type: none"> <li>• % of annual conservation &amp; maintenance programme on Cadw sites completed...</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of existing programmes for access audits and safety assessments by April 2010.</li> <li>• Appointment of specialist consultants by January 2010 for establishment of expanded programme of access audits and safety assessments during 2010-14.</li> <li>• Completion of 2009-14 conservation strategy by August 2009, based on the 2008 Quinquennial Review of the monuments in State care.</li> </ul>
	Development of a programme to monitor impact of climate change on the historic environment of Wales		<ul style="list-style-type: none"> <li>▪ Engagement of specialist support for gathering information on impacts of climate change (through Historic Environment Group sub group) by December 2009.</li> <li>▪ Development of methodology to assess and monitor impact of coastal erosion</li> </ul>



One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
	Provide grants for historic environment conservation	<ul style="list-style-type: none"> <li>• Number of offers and value of Historic Buildings and Ancient Monuments grants</li> <li>• Number of grant applications resolved within 18 weeks</li> <li>• % of grant recipients rating impact of grant as excellent or very good (in respect of conservation benefits, job creation, environmental improvements or community benefits)</li> <li>• Number of grants for 'at risk' buildings</li> <li>• Number of live historic town schemes.</li> </ul>	<p>and sea level rise (with support of Royal Commission and Welsh Archaeological Trusts) by April 2010.</p> <ul style="list-style-type: none"> <li>• Quarterly HB grant announcements.</li> <li>• Review of HB grants programme in 2010.</li> </ul>
<b>Promote access, enjoyment &amp; community engagement in Cadw services</b>			
<b>Proposed benefits: People enjoying and visiting Cadw and other heritage sites so that they appreciate and care about the historic environment; Welsh residents and visitors learning more about Welsh heritage, culture and identity; increased economic benefit and employment as a consequence of heritage tourism.</b>			
199: Pensioners and children free access to Assembly funded	Promote intellectual access to the historic environment of Wales	<ul style="list-style-type: none"> <li>• % of visitors who would recommend visiting heritage sites to friends &amp; family [Peak Season Visitors Survey - attitude statements].</li> <li>• % of Welsh residents (in Omnibus Survey)</li> </ul>	<ul style="list-style-type: none"> <li>• Review impact and issues arising from One Wales Free Admission policy for over 60s and 16 and under – October 2009.</li> <li>• Pan-Wales heritage interpretation plan</li> </ul>

One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
heritage sites		<p>who say they enjoy visiting heritage sites in Wales.</p> <ul style="list-style-type: none"> <li>• % of Welsh resident (in Omnibus Survey) who say it is important that people have the opportunity to visit historic buildings and monuments in Wales.</li> <li>• Implement Welsh Language Scheme commitment to produce a separate edition Welsh language guide books.</li> </ul>	<p>– discussion draft circulated by Oct 09.</p> <ul style="list-style-type: none"> <li>• Pilot and evaluate the 'Croeso' introductory leaflet at Tintern Abbey and Harlech Castle by June 2009 and establish full implementation programme by Easter 2011.</li> <li>• Delivery of first guide book late 2009 and establish prioritised programme of future publications by October 2009.</li> </ul>
	Promote physical access to the historic environment of Wales	<p><b>Visitor Levels and Trends at Cadw sites</b></p> <ul style="list-style-type: none"> <li>• No. of visitors to Cadw sites and profile against Welsh population</li> <li>• % of Welsh residents (in Omnibus Survey) who say they have visited a heritage site/attraction in Wales last year</li> <li>• No. of people with disabilities visiting Cadw sites</li> <li>• No. of visitors to Cadw grant aided properties</li> <li>• No. of visitors obtaining free admission to Cadw sites using local residents passes</li> <li>• Number of visitors obtaining free admission to Cadw sites ; 60+ &amp; 16-; and Welsh residents in those categories</li> <li>• %age of C2DE &amp; BME visitors to Cadw sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual visitor research and biennial Omnibus Surveys.</li> </ul>
	Manage the heritage tourism project	<ul style="list-style-type: none"> <li>• To be agreed with WEFO.</li> </ul>	<ul style="list-style-type: none"> <li>• Project approval March 2009</li> <li>• Project completion March 2015</li> </ul>

One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
			<ul style="list-style-type: none"> <li>• [Interim milestones to be agreed with WEFO].</li> </ul>
	Develop an understanding of and respond to community needs	<ul style="list-style-type: none"> <li>• Number of actions identified through Community Profiling Project.</li> <li>• %age of actions completed satisfactorily</li> <li>• Number of community heritage projects supported.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Profiling Action Plan September 2009.</li> <li>• Survey of community respondents 2009-10.</li> </ul>
	Promote access to iconic heritage sites not in State care	<ul style="list-style-type: none"> <li>• Develop engagement at minimum of 8 key sites of Welsh iconic heritage status – Glyndyfrdwy, Sycharth, Nevern Castle, Deganwy Castle, Cefn Caer Pennal, Abaty Cwm Hir, Machynlleth Parliament, Abergwyngregyn.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme for Cultural Heritage Initiative (to be finalised).</li> </ul>
<b>Manage the delivery of Cadw activities and partnerships</b>			
<b>Proposed benefits: Efficient, responsive and proactive service delivery and effective networks and partnerships to achieve a joined up historic environment service for the public and ensure that historic environment is considered in wider strategies and policies</b>			
	Build historical environment partnerships networks	Number, scope and attendance at stakeholder and advisory meetings, ie: <ul style="list-style-type: none"> <li>• No. of grants for third sector organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• Support for establishment of third sector heritage network.</li> </ul>
	Raise revenue from the historical environment	Increase revenue received <ul style="list-style-type: none"> <li>• Increased spend on retail and services at Cadw sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Income generation plan - June 2009 - and monitoring of annual income targets via monthly reporting.</li> </ul>

One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
		<ul style="list-style-type: none"> <li>• Income received for admission to monuments in the care of Cadw.</li> <li>• Income raised from other services and for projects.</li> </ul>	
	Develop and deliver framework for managing historical environment information	<ul style="list-style-type: none"> <li>• Number of records created or enhanced in Designated Assets registers (Cadw), regional HERs and NMR (RCAHMMW)</li> <li>• Number of records in various datasets accessible online.</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of preferred option for establishment of integrated heritage management information system by May 2009.</li> <li>• Ensure compatibility of solution with transformed WAG systems by December 2009.</li> <li>• Development of guidance and review of funding arrangements for Regional HERs in Wales by December 2009</li> <li>• Identification of resources and implementation programme by Feb 2010.</li> </ul>
	Establish and implement a research programme	<ul style="list-style-type: none"> <li>• Number of research reports/publications supported by Cadw grant.</li> <li>• Delivery of Cadw funded research to agreed remit.</li> </ul>	<ul style="list-style-type: none"> <li>• Research programme for 2009-11 produced by May 2009-03-18 Review palaeoenvironmental programme by April 2010.</li> <li>• Participate in Valuing Our Environment Group to develop research programme to measure economic impacts during 2009 and commission research for 2010.</li> </ul>

One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
	Develop the historic environment strategy	<ul style="list-style-type: none"> <li>• Publication of Ministerial vision for the historic environment -August 2009.</li> <li>• Implementation of action plan to targets and milestones.</li> </ul>	<ul style="list-style-type: none"> <li>• Publication of historic environment strategic statement September 2009.</li> <li>• Publication of annual position paper on the historic environment.</li> </ul>
	Managing and monitoring grant aid programme to the Welsh Archaeological Trusts	<ul style="list-style-type: none"> <li>• Number of sites assessed as part of the scheduling enhancement programme.</li> <li>• Number of planning applications assessed by the Trusts.</li> <li>• Number of Tir Gofal schemes receiving advice on the historic environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly monitoring meetings against agreed work programmes.</li> <li>• Publication of revised 5 yearly statement on grant aid programme by December 2009.</li> </ul>
	Sponsor and manage performance of the Royal Commission against the remit	Royal Commission performance targets for information management, survey work and public access.	<ul style="list-style-type: none"> <li>• Monitor against remit letter and Operational Plan.</li> <li>• Participate in and consider recommendations arising from the review of the WAG Governance Review of the Commission (October 2009).</li> <li>• Biannual monitoring meetings and quarterly reports against Operational Plan.</li> </ul>

**DIVISION: CyMAL: Museums Archives and Libraries Wales**

One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
<b>Provide strategic leadership for museum, archive and library services</b>			
<b>Proposed benefits: Improved services for users delivered by museums, archives and libraries</b>			
<p><b>One Wales: 206:</b> Establish all-Wales collection of peoples history</p> <p><b>One Wales: 207:</b> Major programme of investment and refurbishment of the Public Library Network</p> <p><b>One Wales: 208:</b> Continue to invest in ICT in libraries</p>	<ul style="list-style-type: none"> <li>• Develop and deliver museum, archive and library strategies.</li> <li>• Provide specialist advice e.g. general, marketing, lifelong learning, equality &amp; collections.</li> <li>• Carry out research and an evaluation programme.</li> <li>• Manage the Welsh Public Library standards framework.</li> <li>• Manage the Museum Accreditation Scheme.</li> <li>• Manage the archive services Section 60 schemes.</li> <li>• Provide a programme of training and development for museum, archive and library sector staff.</li> <li>• Support and manage grant schemes.</li> </ul>	<ul style="list-style-type: none"> <li>• % of feedback provided to local authorities on Welsh Public Library Standards by end of December.</li> </ul>	<p><b>Progress against Libraries for Life programme</b></p> <ul style="list-style-type: none"> <li>• Implement two additional Citizen Entitlements providing free requests for items within Wales, and abolishing overdue charges for children by 30 June 2009.</li> <li>• Issue a European tender to procure all-Wales online reference resources for public, academic and some workplace libraries by 30 September 2009.</li> <li>• Plan and deliver an all-Wales Libraries Festival to attract audiences for library services by 31 December 2009.</li> <li>• Modernise 20 additional public library buildings by 31 March 2010.</li> </ul> <p><b>Progress against People's Collection</b></p> <ul style="list-style-type: none"> <li>• Develop working prototype using selected content from the national collections by 30 June 2009</li> <li>• Develop marketing and communication plan following user consultation by 30 September 2009.</li> <li>• Develop user-generated content</li> </ul>

One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
			<p>management tools by 31 December 2009.</p> <ul style="list-style-type: none"> <li>• Soft launch of initial content and content management tools by 31 March 2010.</li> </ul> <p><b>Progress against CyMAL grants</b></p> <ul style="list-style-type: none"> <li>• Announce grant awards for 2009-10 to develop modern museum, archive and library services by 30 June 2009.</li> <li>• Conduct internal evaluation of CyMAL grant schemes by 31 October 2009.</li> <li>• Issue grant paperwork for 2010-11 grants by 31 December 2009.</li> <li>• Assess applications for 2010-11 grants by 31 March 2010.</li> </ul>
<b>Foster usage, enjoyment and lifelong learning through library services and collections</b>			
<b>Proposed benefits: Extended access for all to National Library services and collections</b>			
<p><b>One Wales: 208:</b> Continue to invest in ICT in libraries</p>	<p>Support and work with the National Library of Wales (NLW)</p>	<p><b>National Library performance</b></p> <ul style="list-style-type: none"> <li>• No. of visits</li> <li>• No. of remote network users</li> <li>• No. of website visits</li> </ul>	<p><b>Effective sponsorship of NLW</b></p> <ul style="list-style-type: none"> <li>• Remit letter issued by 31 March each year.</li> <li>• Operational plan in place by 30 June each year.</li> <li>• Quarterly review meetings held by 31 May, 31 August, 30 November and 28 February each year.</li> <li>• Ministerial meetings held by 31 March and 30 September each year.</li> </ul>

One Wales Commitment	Actions	Indicators (Quantitative and otherwise)	Key Milestones
<b>Foster usage, enjoyment and lifelong learning through museum services and collections</b>			
<b>Proposed benefits: Extended access for all to National Museum services and collections</b>			
<p><b>One Wales: 196:</b> Continue free access to National Museums and galleries</p>	<p>Support and work with Amgueddfa Cymru – National Museum Wales (AC-NMW) -7 sites</p>	<p><b>National Museum performance</b></p> <ul style="list-style-type: none"> <li>• No. of visits</li> <li>• No. of website visits</li> </ul>	<p><b>Effective sponsorship of AC-NMW</b></p> <ul style="list-style-type: none"> <li>• Remit letter issued by 31 March each year.</li> <li>• Operational plan in place by 30 June each year.</li> <li>• Quarterly review meetings held by 31 May, 31 August, 30 November and 28 February each year.</li> <li>• Ministerial meetings held by 31 March and 30 September each year.</li> </ul>



**DIVISION: CULTURE, WELSH LANGUAGE AND SPORT**

<b>Actions</b> <i>One Wales Commitments in italics</i>	<b>Indicators (Quantitative and otherwise)</b>	<b>Key Milestones</b>
<p><b>Develop and deliver Welsh language policies &amp; legislation</b></p>		
<p><b>Proposed benefits of the Action:</b> To increase the number of people who can speak Welsh; encourage those people who can speak the language to speak it more frequently, and ensure that people can access public services through the medium of Welsh more easily.</p>		
<p><i>One Wales 187:</i> Seek enhanced legislative competence on the Welsh language</p>		<p><b>Development of enhanced legislative competence on the Welsh Language (H028)</b></p> <ul style="list-style-type: none"> <li>• Enactment of Welsh Language LCO by November 2009.</li> <li>• Progress against detailed legislative timetable.</li> <li>• Risk of non-completion.</li> </ul>
<p><i>One Wales 188:</i> Confirm official status for the Welsh and English languages</p> <p><i>One Wales 189:</i> Confirm linguistic rights in the provision of services</p>		<p><b>Development of an effective Welsh Language Measure (H029)</b></p> <ul style="list-style-type: none"> <li>• Enactment of Welsh Language Measure by November 2010.</li> <li>• Progress against detailed legislative timetable.</li> <li>• Risk of non-completion.</li> </ul>
<p>Establish a more robust policy framework for the language</p>		<p><b>Publication of a revised Welsh Language Policy (H030)</b></p> <ul style="list-style-type: none"> <li>• Publish new Welsh language policy by Dec 2010.</li> <li>• Progress against detailed timetable</li> <li>• Risk of non-completion.</li> </ul>
<p><b>Promote wider use of the Welsh language via the Welsh Language Board and others</b></p>		
<p><b>Proposed benefits:</b> To enable more people to speak Welsh; that those people who can speak Welsh do so more frequently; and to improve access to public services through the medium of Welsh.</p>		

<b>Actions</b> <i>One Wales Commitments in italics</i>	<b>Indicators (Quantitative and otherwise)</b>	<b>Key Milestones</b>
Ensure best practice in WAG through delivery of new Welsh Language Scheme		<b>Delivery of new Welsh Language Scheme (H034)</b> <ul style="list-style-type: none"> <li>• New Scheme in place by December 10.</li> </ul> <b>Effective Implementation of current Welsh Language Scheme (H031)</b> <ul style="list-style-type: none"> <li>▪ Number of meetings with Bilingual Co-ordinators.</li> <li>▪ Number of annual reports from WAG departments on progress with their Welsh Language Action Plans.</li> </ul>
Effective sponsorship of the Welsh Language Board		<b>Effective sponsorship of the Welsh Language Board (H032)</b> <ul style="list-style-type: none"> <li>• 2010-11 Remit letter issued to WLB by January 10.</li> <li>• WLB operational plan for 2010-11 agreed by March 10.</li> <li>• Quarterly monitoring meetings held</li> <li>• Ministerial meetings held.</li> </ul>
<i>One Wales 191: Drive forward efforts to obtain agreement on use of Welsh in specified areas of EU Business</i>		
<i>One Wales 193: Expand funding and support for Welsh language magazines and newspapers, including establishment of Welsh language daily newspaper</i>	<ul style="list-style-type: none"> <li>• Readership of new on-line Welsh language news service <b>(H033)</b></li> </ul>	
More people read books written in Welsh		

<b>Actions</b> <i>One Wales Commitments in italics</i>	<b>Indicators (Quantitative and otherwise)</b>	<b>Key Milestones</b>
<b>Develop and deliver arts &amp; culture policies</b>		
<b>Proposed benefits: To increase the number of people who attend and participate in arts and cultural activities, and have access to high quality arts venues and experiences.</b>		
<i>One Wales 201:</i> Place a statutory obligation on local authorities to promote culture and encourage partnerships		<b>Delivery of Cultural Duty LCO (H035)</b> <ul style="list-style-type: none"> <li>• Enactment of Cultural Duty LCO by [date]</li> <li>• Progress against detailed legislative timetable.</li> <li>• Risk of non-completion.</li> </ul>
Develop and launch a Culture Strategy for Wales		
<i>One Wales 200:</i> Implement the Stephens Review		<b>Implementation of Stephens Review (H036)</b> <ul style="list-style-type: none"> <li>• Number of Arts Strategy Board meetings per year.</li> <li>• Number of strategic cross-cutting policies agreed by Arts Strategy Board.</li> <li>• Development of regional partnerships.</li> </ul>
<i>One Wales:</i> Explore the creation of a National Gallery for Wales.		
<i>One Wales 203:</i> Consider enshrining the concept of “artistic freedom” into Welsh law		
Implement Arts & Health Strategy		<b>Implementation of Arts &amp; Health Strategy action plan (H037)</b>
Respond to Culture Committee Inquiry into Promoting Welsh Arts & Culture on the World Stage		
<b>Support and sustain a strong arts sector via the Arts Council and others</b>		
<b>Proposed benefits: To enable more people to attend and participate in arts and cultural activities, and have access to high quality arts venues and the experiences they bring.</b>		

<b>Actions</b> <i>One Wales Commitments in italics</i>	<b>Indicators (Quantitative and otherwise)</b>	<b>Key Milestones</b>
<i>One Wales 202:</i> <i>Support opportunities for Wales' artistic producers to participate on the international stage</i>	<b>Participation rates at events [H039]</b>	<b>Extend International opportunities for Wales' artistic producers (H040)</b> <ul style="list-style-type: none"> <li>• ACW presence at Venice Biennale.</li> <li>• Arts presence at Smithsonian.</li> <li>• Number of international tours by arts companies.</li> <li>• Number of Creative Ambassadors awards.</li> </ul>
<i>One Wales 197:</i> <i>Establish a National English Language Theatre for Wales</i>		<b>First production by ELT by April 10 (H044)</b>
<i>One Wales:</i> <i>Support establishing a Kyffin Williams Gallery</i>		
Effective sponsorship of ACW		<b>Effective sponsorship of ACW (H045)</b> <ul style="list-style-type: none"> <li>• 2010-11 Remit letter issued to ACW by January 10.</li> <li>• Scrutiny of ACW's 2010-11 operational plan by March 10</li> <li>• Quarterly monitoring meetings held.</li> </ul>
Scrutinise development of revised funding arrangements for arts organisations by ACW.		.
Sustain engagement in the arts in a difficult economic climate.	<b>Attendance and participation rates [HO42]</b>	
Monitor output and impact of arts sector	<b>Number of productions etc – annual RFO survey [HO43]</b>	
Improve evaluation of community arts activity		
Provide funding for Wales Millennium Centre to be a world class theatre and arts centre		<b>Progress against WMC Funding Agreements (H046)</b>

<b>Actions</b> <i>One Wales Commitments in italics</i>	<b>Indicators (Quantitative and otherwise)</b>	<b>Key Milestones</b>
		<ul style="list-style-type: none"> <li>• Approval of 2011 business plan [December 10].</li> <li>• Scrutiny of 2009-10 annual report [April 10].</li> <li>• Completion of funding review by April 10</li> <li>• Quarterly monitoring meetings held.</li> </ul>
<p><b>Develop and deliver sports and physical activity policies</b></p>		
<p><b>Proposed benefits: To increase participation in sports and active recreation</b></p>		
<p>To complete the review of performance and excellence review and based on these finding develop a draft P&amp;E strategy for Wales for consultation</p>		<p><b>Deliver a Performance and Excellence policy document by March 10 (H048)</b></p>
<p>Carry out a review of how volunteers are currently supporting the sport and physical activity agenda in Wales</p>		<p><b>Report on review of voluntary sector contribution produced by February 2010 (H049)</b></p>
<p><i>One Wales 210:</i>  <i>Extend children's swimming scheme- all children to have opportunity to use sport and leisure facilities or swimming pool free of charge at weekends (One Wales)</i></p> <p>Produce recommendation for the roll out of the Free Swimming Initiative from April ' 10</p>		
<p>Produce guidelines for the delivery of the Active Young People's Framework for dissemination to key groups in the schools and sport and physical activity sector to improve the co-ordinated approach to sport, physical activity and well being within the school setting.</p>		<p><b>Delivery of Active Young People guidelines (H050)</b></p> <ul style="list-style-type: none"> <li>• Final recommendation produced for discussion and the Children and Young People's Cabinet sub committee by November 09</li> <li>• Final document disseminated by February 2010</li> </ul>

<b>Actions</b> <i>One Wales Commitments in italics</i>	<b>Indicators (Quantitative and otherwise)</b>	<b>Key Milestones</b>
Work with relevant organisations to increase the number of young people undertaking the Sports Leaders Awards.		<b>Review the delivery of the Sports Leaders Awards by November 2009 [H051]</b>
Produce guidelines which will encourage the increased use of both the built (schools / community facilities) and the outdoor environment for sport and physical activity		<b>Delivery of guidelines on built and outdoor environment (H052)</b> <ul style="list-style-type: none"> <li>• Final guidelines produced by December 09</li> <li>• 2 joint regional launch event/ conferences held by March 10.</li> </ul>
<i>One Wales 217:</i> Work with Supporters Direct to help give Welsh fans a greater say in how clubs are run (One Wales)		<b>Progress with implementation of action plan (%) [H053]</b>
<b>Secure the delivery of effective sports and physical activity programmes</b>		
<b>Proposed benefits: to enable more people to participate in sports and active recreation.</b>		
Effective sponsorship of SCW		<b>Effective sponsorship of SCW (H060)</b> <ul style="list-style-type: none"> <li>• 2010-11 Remit letter issued to SCW by January 10.</li> <li>• Scrutiny of SCW's 2010-11 operational plan by April 10.</li> <li>• Written report completed for 6 month and end of year review of performance by mid-November and end of May respectively.</li> <li>• Quarterly monitoring meetings held</li> </ul>

<b>Actions</b> <i>One Wales Commitments in italics</i>	<b>Indicators (Quantitative and otherwise)</b>	<b>Key Milestones</b>
<p><i>One Wales:</i> Continue to fund schemes which have enabled older people and children to enjoy free swimming (One Wales)</p> <p>Delivery of the Free Swimming Initiative to children and young people during school holidays for a minimum of 50% of public swimming time within each swimming pool</p> <p>Delivery of the Free Swimming Initiative to older people 60+ for a minimum of 1 hour per day</p>	<p><b>Number of free swimming sessions (H054)</b></p> <ul style="list-style-type: none"> <li>▪ Number unstructured sessions held for children and young people</li> <li>▪ Number of structured sessions offered for children and young people</li> <li>▪ Number of unstructured sessions held for 60+</li> <li>▪ Number of structured sessions offered for 60+</li> </ul>	
<p><i>One Wales 214:</i> Ensure school children undertake at least five hours of physical activity each week</p> <p><i>One Wales:</i> Increase investment in school sport and after school sport, including continued support of dragon sport and schemes to improve girls participation</p> <p>Delivery of 5x60 to Secondary schools in Wales.</p> <p>Support pilot schemes for Saturday and summer schools for sport, music and arts.</p>	<p><b>% of young people (11-16yrs) participating in extra-curricular activity [H058]</b></p>	<p><b>Progress against increasing physical activity in schools [H055]</b></p>
<p><i>One Wales:</i> Increase number of coaches</p> <p><i>One Wales 124:</i></p>	<p><b>Number of registrations (H056)</b></p>	<p><b>[H061]</b></p>

<b>Actions</b> <i>One Wales Commitments in italics</i>	<b>Indicators (Quantitative and otherwise)</b>	<b>Key Milestones</b>
<i>Develop opportunities for schools and colleges to work with sports clubs and invest further in sports coaching</i>	<b>Number of trainers [H057]</b>	
<b>One Wales 211:</b> <i>Extra support for sports bodies wishing to develop Welsh national teams (One Wales)</i>  Support Governing Bodies to deliver UK and International Success	<b>Number of Olympic and Paralympic athletes on the World Class Pathway [H059]</b>	
<b>Ensure that Lottery programmes continue to reflect Government policy</b>		
<b>Proposed benefits:</b>		
Implement Dormant Accounts scheme in Wales		<b>Delivery of Dormant Accounts Scheme (H062)</b> <ul style="list-style-type: none"> <li>• Implement scheme by April 10.</li> <li>• Progress against detailed timetable.</li> <li>• Risk of non-completion.</li> </ul>
Keep policy directions to distributors under review		<b>[H063]</b>
Provide funding for National Botanic Garden to be a world class scientific establishment and tourist destination		<b>Progress against Funding Agreement (H064)</b> <ul style="list-style-type: none"> <li>• Scrutiny of 2009 annual report by February 10.</li> <li>• Completion of governance review by December 09</li> <li>• Quarterly monitoring meetings held</li> <li>• Ministerial meetings held.</li> </ul>



## Section 5: Resource and Efficiency Savings

Details of reviews currently underway, on the horizon or that have recently taken place, are as follows:

The **Arts Council of Wales** (ACW), building on earlier work undertaken, is working closely with its WAG Sponsor Branch to develop a funding strategy that will place the funding of the Arts Council's revenue funded organisations on a more sustainable footing. The aim is to secure a vibrant and dynamic arts sector, better able to bring the highest quality arts activity to audiences and participants across Wales. The intention is that the strategy will not be dependent on current or historic funding agreements and that ACW should be prepared to look robustly at the effectiveness of current investment. This is a long term project; a formal report has been requested by March 2010.

The **Sports Council for Wales** (SCW) has recently undertaken a review of Plas Menai, its outdoors centre, resulting in a reorganisation of the centre's staffing and contracts, and the loss of some staff posts. Some staff at the Welsh Institute of Sport have also been made redundant, due to the removal of some facilities that had been available for public use. This work was carried out in 2008/09; savings will not be immediate but will accrue over the next three years.

The Department is undertaking a review of **Performance and Excellence** in Wales; the results of which will be available in July 2009. The review should provide a clearer focus for a more effective use of public money, and may achieve some savings.

A review of the governance arrangements of the **Wales Millennium Centre** has recently been completed by independent consultants. Their report makes recommendations relating to the Centre's structures and processes, conduct of business, risk management and strategy and planning. The WMC and Ministers are currently considering the report's recommendations. The current revenue funding agreement with the WMC will end in March 2011. There will be a review of the Government's funding of the WMC early in 2010, to determine if it should continue, and, if it does, the appropriate level of funding and the conditions that should be attached.

The current revenue funding agreement with the **National Botanic Garden** comes to an end in March 2011. There will be a review of the Government's funding of the Garden in early 2010 to determine whether the Government should continue to fund it, and if so, the level of funding and the conditions that should be attached.

A fundamental review of **Amgueddfa Cymru - National Museum Wales** will take place during 2009 -10. The recent remit letter to the National Museum states this to be a strategic and operational priority, and that a review should be undertaken to ensure that the Museum's collections, estates and resources are managed effectively, and that staff and management structures can efficiently and effectively deliver the Museum's vision.

Similarly the remit letter to the **National Library of Wales** states that the Library will "take advantage of the opportunities that will arise as a consequence of the next three years' staffing changes and revise the organisational structure to achieve the above objectives in the most efficient and effective manner." The objectives are "making the most of the Library's resources to deliver high quality, efficient services."

**Cadw** is undertaking a review of its premises and services costs, in particular to explore (a) the possibility of relocating Cadwraeth Cymru workshops to cheaper premises; (b) opportunities to generate income eg from holiday lettings; (c) scope to replace monument floodlighting with cheaper energy efficient equipment.

A Review of the **Royal Commission** will begin in the autumn of 2009 which will, among other issues consider whether the current operating arrangements present best value for the Government's investment in surveying and recording the Welsh historic environment.

## Section 6: Corporate and Other Responsibilities

The Department's Key corporate responsibilities include the following areas:

### ***Heritage Communication Plan***

Developed in conjunction with the Ministerial Communications team, the Communication plan focuses our resources on achieving the best possible communication platform for key messages about *One Wales* commitments and wider statutory and Ministerial priorities. The Plan, which includes arrangements for evaluating progress, is on the Intranet at <http://assembly/culture-recreation/heritage/docs/ministerial%20communications%20plan%202009.doc>

### ***Learning and Development***

An early draft of the Department's Training Plan for 2009-10 has been placed on the Heritage Intranet site at <http://assembly/culture-recreation/heritage/docs/draft%20training%20plan%202009-10.doc>. A priority will be to ensure that all Heritage staff gain an understanding of the broader issues relating to the Sustainable Futures Directorate, and the connections between Heritage Department and the Departments of Environment, Sustainability and Housing, and Rural Affairs.

### ***Occupational Health and Safety***

Our key aim is to protect all staff, visitors and contractors and provide them with a safe and healthy working environment. Each of Heritage's four Divisions has a Health and Safety representative; assessments, inspections and reviews are undertaken regularly, with relevant equipment provided when found to be necessary. Up-date reports are provided for consideration by senior officers. The Heritage and the Tourism and Marketing action plans can be found on the Department's Intranet site: <http://assembly/culture-recreation/heritage/documents.htm>; they will be updated during the year.

The Heritage Departmental Risk Register contains one risk relating to Health and Safety; Heads of Division are considering if there are additional Health and Safety risks that should be included.

### **Risk**

The Department continues to develop new and innovative ways of delivering outcomes, therefore some activities will be more high risk than others. Individual risks for Heritage activities are considered at the point of commitment of resources, as part of the overall management of our risk profile. Key issues are incorporated into Divisional Risk Registers, and if considered to be particularly significant, are included in the Departmental Corporate Risk Register. Both Departmental and Divisional Risk Registers are regularly reviewed and updated. Departmental Risk Registers are considered quarterly at Heritage Senior Management Team meetings and the Department’s arrangements for Risk Management are approved by the Heritage Corporate Governance Committee; the Committee makes recommendations regarding the effectiveness of the arrangements in place for the management of risk. The latest version of The Departmental Risk Register has been placed on the Heritage intranet site and can be accessed through the following link:

<http://assembly/culture-recreation/heritage/docs/heritage%20risk%20register%20jan%202009.xls>

The Departmental Risk Register contains one risk relating to information security (information security is concerned with the protection of information, regardless of the storage medium) an issue that has ‘hit the headlines’ during the last year. Heads of Division are considering if there are additional security risks that should be incorporated on the Register.

### **Research and Evidence Plans**

The Heritage Research and Evidence plan 2009-10 is currently being drafted; once completed it will be placed on the Heritage Intranet site.

### **Cross Cutting Themes**

Duty	Delivery Plan/Progress update:
<p><b>Sustainable development</b> (Section 79 of the Government of Wales Act 2006),</p>	<p>Sustainable Development (SD) is embedded in the policies and practices undertaken by the Department and its AGSBs; some examples are detailed below.</p> <p>The Sustainable Tourism Framework guides those involved in promoting and developing tourism in Wales; the Action Plan sets out actions that will help the industry contribute to sustainable development in Wales. A series of electronic information is also being developed to encourage the industry to operate more sustainably and improve its environmental management.</p>

	<p>The Amgueddfa Cymru - National Museum Wales presents SD issues in many ways, a recent example is the temporary exhibition ‘Climate Change – What’s Occurring?’ that was held at the National Museum, Cardiff. The National History Museum, St Fagans, intends to make the interplay between man and the natural environment a key theme, while National Museum, Cardiff plans to create a museum that will make a significant contribution to contemporary debates relating to sustainability and climate change.</p> <p>The National Library of Wales is working to provide extensive online services to remote users through its website <a href="http://www.llgc.org.uk">www.llgc.org.uk</a>, including an ambitious digitisation programme to make a large amount of the Library’s collections accessible to the public online. It has recently hosted a public lecture by the local Centre for Alternative Technology on ‘the carbon footprint’.</p> <p>Protection and conservation of the historic environment, using traditional methods and skills, is inherently sustainable, recognised in the Sustainable Development Plan, the Wales Spatial Plan and the Environment Strategy. Cadw’s annual programme of capital works is carried out by skilled craftsmen utilising sustainable techniques and traditional materials. Wherever practicable both labour and materials are sourced locally, using reclaimed materials where possible. Cadw also operates an apprenticeship scheme.</p>
<p><b>Equality</b> (Section 77 of the Government of Wales Act 2006, and additional public sector duties created by the Race Relations (Amendment) Act 2000, Disability Discrimination Act 2005 and Sex Discrimination Act 1975 (Public Authorities) (Statutory Duties) Order 2006).</p>	<p>The Heritage Department has developed an Action Plan that sets out how it will deliver its high level Equality statements; the Plan has taken into account responses to a consultation that ended on 23 January 2009. It can be accessed at the following link. <a href="http://assembly/culture-recreation/heritage/docs/single%20equality%20action%20plan.doc">http://assembly/culture-recreation/heritage/docs/single%20equality%20action%20plan.doc</a></p> <p>The content of the Plan covers the six equality strands of age, disability, gender/transgender, race, religion or belief and sexual orientation. It will form part of the Welsh Assembly Government’s Single Equality Scheme, the purpose of which is to consider and tackle key equality, diversity and human rights issues on a multi and cross strand basis. The Scheme will be launched imminently.</p>

**CONSTITUTIONAL AFFAIRS,  
EQUALITY AND COMMUNICATIONS  
DEPARTMENT**

**DEPARTMENTAL BUSINESS PLAN 2009-10**

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## Annex

### A. Divisional Objectives and Risks if not achieved

## Introduction

This is the Departmental Business Plan for the Constitutional Affairs, Equalities and Communications Department (CAEC) for the year beginning April 2009. It sets out the key priorities and objectives of CAEC, the resources it has to carry out these objectives and the key challenges that CAEC is tasked with solving.

This is a working document, and will be subject to periodic review by the Department's Management Board; in particular, it will be amended in year as new obligations are placed on individual Divisions, or because events have required adjustment of timetables, actions, and so on. This document will also be refreshed in year to reflect changes from the organisational restructuring taking place due to the introduction of Director Generals.

## Key Challenges

The key challenges for the Welsh Assembly Government addressed in this business plan are:

- Managing relationship with the UK Government and other Devolved Administrations, especially at the boundaries of the Assembly Government's devolved powers.
- Managing the increasingly busy and complex Assembly business and legislative programme
- Clearly communicating the Assembly Government's aims and intentions both externally and internally
- Getting the right corporate support in place so that policies can be based on high quality evidence; can have the right legislation in place to deliver; and can be communicated clearly and effectively.

CAEC's work focuses on Strategic Outcome 19:

**Our devolved government is effective and accountable and its role is understood by citizens.**

## Key Priorities

CAEC holds five One Wales Commitments, which are set out in depth below. However, the work of CAEC is far broader than that and encompasses the following priorities too.

### Policy and Legislation

- (i) To assist the Welsh Ministers and staff in formulating and delivering the legislation required to take forward successfully the Assembly Government's strategic policy agenda.



- (ii) To ensure that the Welsh Assembly Government's policies are supported by strong social research.

### Communications

- (i) To help Ministers communicate the Welsh Assembly Government's policies, strategies and achievements effectively in the Assembly, Wales and elsewhere.
- (ii) To provide effective internal communications for staff on relevant developments within the Welsh Assembly Government and elsewhere.

### Constitutional Affairs and Public Administration

- (i) To provide appropriate support for the Welsh Ministers in their dealings with the UK Government and the UK Parliament on constitutional issues, and on devolution-related and relevant non-devolved matters and other matters relating to UK public administration (including Honours and Royalty); and in their dealings with other Governments within the Joint Ministerial Committee and the British-Irish Council.

## Planned Delivery of Objectives

CAEC holds a small number of One Wales Commitments, but as the key priorities show CAEC's main focus is supporting the Welsh Assembly Government corporately. The objectives of CAEC can be divided into four categories: One Wales Commitments, Research and Evidence, Communications and Supporting Change.

### One Wales Commitments

CAEC has responsibility for the following One Wales Commitments:

#### 1. The All Wales Convention

Budget	Proposed Activity
	The Convention's work has moved to public engagement in the debate on further devolution, this being the main focus from January 2009. A series of public meetings and other consultation events has been arranged from the new year, to complement a range of other methods of engaging the public, including interactive discussion fora on the AWC website, generating publicity through the media, and using stakeholder organisations' channels of communication to get messages across. Due to report in December 2009, the work of the Convention will conclude in February 2010
Related activities	OCSRO delivering and contributing to research on public attitudes to devolution

### 156. Review of Anti-Poverty Programmes in Wales; and

### 157. Integrate the various datasets on the extent of child poverty in Wales and the outcome of policy interventions

Budget	Proposed Activity
	The Children and Young People's Well-being Monitor will be updated for 2010, and an Anti-poverty Evaluation Framework is being developed. OSCRO due to report on Child Poverty in May 2009. Commitment 157 was completed in 2008-09.
Related activities	The child poverty evaluation work will find into the review of the Child Poverty Strategy led by SJLG.

### 195. Continue research into population shifts to promote balanced populations in all parts of Wales

Budget	Proposed Activity
	WAG will continue to be actively engaged with other administrations in the British Irish Council on a work stream focusing on Demography. The Office of the Chief Social Research Officer, with support from the Statistics Directorate, will undertake the planned review of existing research and data on demographic change and report by May 2009.
Related activities	

### 204. Continue to support case for St David's day bank holiday

Budget	Proposed Activity
	This commitment will still be in planning phase throughout 2009-10. It will be considered as an additional bank holiday, not a replacement, and plans will continue under that condition.
Related activities	Research on the effect of the economic downturn and the wider effect of the downturn on business will be a consideration in developing plans.

## Research and Evidence

The Department has a strong commitment to ensuring the work it undertakes is underpinned and supported by a robust, targeted evidence base. CAEC will also support the wider Assembly Government in developing evidence-based policy through the Quality Assurance that OCSRO provides. OCSRO communicates the outcomes of its research both through the Government Social Research communication channels and the internet, making it accessible to a wide range of people. Other ways of supporting research and evidence throughout WAG are:

- OCSRO's cross-cutting social research programme

- The development of a new National Survey, the results of which can be used to target policy implementation
- Action taken by CALM to promote and embed good practice, in developing policy leading to legislation and in formulating Regulatory Impact Assessments

In 2009-10 the Communications Directorate will be undertaking a communications and marketing review. It will also be introducing measures for better monitoring and evaluation, and developing performance indicators so that improvements to their service are evidence led.

## Communications

CAEC has a significant role in promoting good communications across the Assembly Government. The Communications directorate is responsible for the delivery of communications for all One Wales Commitments and ministerial priorities, both internally and externally.

The Department is committed to ensuring that that its own work is communicated in an appropriate and effective way. The Department is responsible for developing a Corporate Communication Plan, which will cover how its work is promoted. Parts of the Department's day-to-day work are vital for good communications across the Assembly Government and beyond, including the support OLH provides to facilitate an open government ethos, with the clear communication that entails; and the work CALM undertakes in promoting understanding of Welsh devolution, and managing relationships and communications with other governments

## Supporting Change

CAEC plays a vital role in supporting the changes needed to deliver Ministerial and Strategic Priorities, including changes to legislation to deliver policies and changes internally to support delivery. CALM will continue to be instrumental in supporting the required changes to legislation for delivery through its core work of planning and delivering the legislative programme. OLH's work on planning and scheduling Assembly Business also contributes significantly to establishing the right legislative framework to deliver priorities.

In terms of supporting change within the Assembly Government to deliver better results, in 2009-10 the following activities are planned:

- Bringing all social researchers into OCSRO, and moving OCSRO to the new Analytical Services area to increase the professional stance of social research in the Assembly Government
- Supporting the Enabling Government agenda through internal communications
- The "Delivery of Modern Communications" programme
- Improving the way complaints are addressed to enable them to become a tool for improving how the organisation functions

- The Communications Review Project, reviewing the effectiveness of OLH's in providing information to its customers, with the aim of improving its business procedures to streamline the management of Assembly Business.

In 2009-10 CAEC will restructure to be able to provide corporate support to the new Director General structure. This restructure could potentially be extensive, though all the supporting change activities that CAEC is due to provide to the Assembly Government will continue, though possibly in different areas of the organisation.

## Divisional Objectives

Please see Annex A for each division's specific objectives and the risks to the organisation if these objectives are not achieved. This will be updated throughout the year as a living document to monitor progress against target.

## Corporate Responsibilities and Statutory Duties

### Divisional Management and Governance

CAEC consists of 5 divisions.

The Department's business is managed through three committees:

- Senior Management Team, chaired by the Department's Director with Heads of Divisions and the Head of the Business Unit as members, meets weekly to review matters of topical concern and download information from the Assembly Government's weekly Senior Business Team meeting. (Heads of Divisions then further cascade relevant information to staff via Divisional meetings or through heads of branches/team leaders).
- Departmental Management Board, with the same chair and membership but with an HR representative also in attendance, meets monthly to review management of the Department's resources (including DRC and programme budgets), staff management (including accommodation and welfare issues) and associated matters.
- Corporate Governance Committee, chaired by an SCS member from outside the Department (currently David Powell), with three Heads of Division and the Head of the Business Unit as members sitting alongside representatives from Internal Audit and the Wales Audit Office. The Departmental Director is in attendance. The Committee's role is to review and provide advice for the Director on matters of compliance and the operation of the internal control regime.

## Equality

CAEC has set up a Board with members from each division which has the role of identifying key equality issues for CAEC. XXX has been appointed as our lead Equality Champion.

CAEC will undertake Equality Impact Assessments on all its strategic policies and strategies to ensure that equality is considered from the outset. Key Departmental outcomes for equality are listed below:

<b>Challenge</b>	<b>To encourage evidence-based policy making.</b>
<b>Outcomes</b>	<p>Policy makers using the 'inclusive policy making methodology' as an integral part of policy making.</p> <p>Models of best practice in consultation and engagement developed and put into use.</p> <p>An evidence base developed across key policy areas and used in the Inclusive Policy Making methodology.</p>
<b>Challenge</b>	<b>To achieve applications for public appointments and nominations for Honours which broadly reflect the diversity of the Welsh population.</b>
<b>Outcomes</b>	<p>Raised awareness of public appointments among groups that are currently under represented on public bodies.</p> <p>Improved accessibility of information on the Honours nomination process for under represented groups.</p>
<b>Challenge</b>	<b>Ensure that Welsh Assembly Government policies, commitments and values are consistently communicated in an open, honest and accessible way.</b>
<b>Outcomes</b>	Greater public awareness and understanding of the role, policies and achievements of the Welsh Assembly Government.

## Welsh Language

The Department has a Welsh Language Action Plan which has been accepted and agreed by the Welsh Language Board. The plan contains a wide range of actions that will impact on the way we operate both internally and externally. It is updated annually to reflect the changing nature of the department.

CAEC has set up a Board with members from each division which has the role of monitoring the implementation of the Welsh Language Action Plan, identifying key areas where further work can be taken forward and considering what arrangements need to be put in place to support Welsh learners. The Director of Communication, Sara Moseley, has been appointed as our lead Welsh Language Champion.

The Department's Plan covers a significant number of actions and the Department's Management Board will continue to receive regular progress reports. All divisions in CAEC have Welsh Language capabilities, and improvements to this are driven by the Bi-lingual Skill Strategy. Succession planning will also have due regard for the need to recruit Welsh speakers to key posts.

## Sustainable Development

The Department is conscious of the need to protect the world around us and to ensure that the work undertaken within divisions does not adversely affect the environment and its ability to sustain communities. The Department, in carrying out its work ensures that it complies with the sustainability agenda in terms of awarding contracts and issuing guidance on developing legislation.

In particular the Department is responsible for guidance on Regulatory Impact Assessments conducted and Explanatory Memorandums prepared in relation to Welsh Ministers' legislation and Assembly Measures. This guidance requires Departments to set out any respects in which the proposed legislation impacts on, or has been shaped by considerations of, sustainable development. The guidance similarly refers to the Welsh Assembly Government's other statutory duties. It links back to the impact assessment of policies when first developed, using tools such as the policy gateway.

## HR Policies

The Departmental HR Strategy, agreed in 2008-09 and continuing through 2009-10 aims to assist the Welsh Assembly Government achieving the business objectives and vision for the future set out in One Wales and the CAEC business plan. It supports the vision and values of the Welsh Assembly Government: Delivering Results, Valuing People and Achieving Excellence. CAEC is committed to the principles of the Investors in People

standard and the HR Strategy supports and complements the Department's Investors in People Action plan.

The HR strategy is underpinned by the following values and principles:

- We work for the people of Wales. Customer Service needs to be front of mind for everyone.
- We will take pride in what we do and what we produce and inspire and motivate others to do the same.
- We will do all we can to respond, innovate, and improve. We will manage work intelligently, use relevant research to know whether what we are doing is working and to gain insight and use all the talents we have in the teams to deliver objectives across the Department.
- Individuals will be expected to take responsibility for their own performance, learning, continuous development and advancement and where relevant maintaining their own record of their CPD. Line managers will be expected to support the performance and development of their staff.
- We need to build up evidence and make decisions based upon it. We need to plan and get best results from the investment we make in projects – in both time and money.
- All staff in CAEC will have equality of opportunity for employment, advancement and development on the basis of their performance, ability and suitability for the opportunity.
- All staff can expect to receive training and development to enable them to carry out their jobs effectively, to meet business objectives.
- Individuals will be expected to take responsibility for their own safety and the safety of others and abide by health and safety rules and guidelines.
- All relevant policies and procedures affecting staff will be fair, equitable, and compliant with current legislation. Decisions that impact on staff will be made openly and transparently and will involve staff. All staff and personal matters will be treated in confidence.
- CAEC will be committed to supporting flexible/different ways of working to ensure staff can achieve work-life balance.

## Risk

CAEC takes careful account of risk, and manages some of the corporate risks relating to delivering legislation and managing relationships with other government departments on behalf of the Assembly Government.



<p><b>Welsh Language</b> (section 78 of the Government of Wales Act 2006, and the Welsh Language Act 1993)</p>	<p>Heritage Welsh language action plans will shortly be reviewed. The recent stocktake of the Bilingual Skills Strategy found that the Department is able to meet the Welsh Language Scheme requirements in most areas. Divisional plans show that CyMAL and Tourism and Marketing are meeting its targets; Cadw are meeting the requirements in most areas with a concern around Welsh speakers in its sites across Wales. CWLS are meeting its target, albeit with a reliance on sharing resources across the Division.</p> <p>Heritage SMT agreed actions under the following headings that would strengthen provision within the Department:</p> <ul style="list-style-type: none"> <li>▪ Maintaining current skills levels</li> <li>▪ Training and recruitment</li> <li>▪ Development and implementation of policy</li> <li>▪ Mentoring/skill sharing.</li> </ul>
<p><b>Partnership working</b> (duties under sections 73, 74 and 75 of the Government of Wales Act 2006 to promote the interests of Local Government, the Voluntary Sector and Business sector).</p>	<p>The Department produces an Annual Report on its compliance with the Voluntary Sector Scheme. It is also in the process of finalising its Third Sector Action Plan which is scheduled for ratification at the Minister's next meeting with the sector in June 2009. The development of this plan included a workshop and significant regular discussion with sector representatives.</p> <p>In line with the Welsh Assembly Government's Strategic Action Plan for the Voluntary Sector Scheme, the Minister reports to bi-annual meetings with representatives of the sector on how he has implemented the Scheme within his area of responsibility. The Minister has also attended a number of events including a Wales Council for Voluntary (WCVA) Stakeholders meeting in November 2008. Officials also meet regularly with the WCVA and other voluntary organisations.</p> <p>The Heritage Minister and his officials meet regularly with the Welsh Local Government Association and CBI Wales (the Minister met Ann Beynon of CBI Wales in November 2008).</p>

## Constitutional Affairs, Equality and Communication Department – Divisional Objectives and Risks if not achieved

### Summary Sheet

#### RAG



#### KEY:

- Red** To achieve success programme/project should take remedial action immediately. It means 'fix the key problems fast', not necessarily 'stop the project.'
- Amber** Programme/project should go forward with actions on recommendations to be carried out.
- Green** Programme/project on target to succeed

Commitment	Lead	RAG Status	Progress	Risks
<b>Communication</b>				
Develop and implement a sustained programme of communications to increase awareness and understanding of: <ul style="list-style-type: none"> <li>The Government's <i>One Wales</i> programme, priorities, policies and achievements;</li> <li>The role and remit of the Welsh Assembly Government.</li> </ul>	Sara Moseley	<b>G</b>	Plans developed for 09/10 implementation on track including Programme of events; 2nd anniversary of OW and 10th anniversary of WAG; revision of corporate web and new engagement tools; FM legacy; key campaigns corporate campaign including web section and published material e.g.	If there is no programme in place to enable the Welsh public to know and understand what this Government is aiming to do and what it has achieved, corporately and by policy, there is likely to be widespread disengagement making it more difficult to achieve a range of outcomes.

Commitment	Lead	RAG Status	Progress	Risks
			Swine Flu	
Identify best practice in the effective development and delivery of communications. Develop the Welsh Assembly Government's capability in this areas of strategic direction, corporate, operational and staff issues to enable a robust and professional service to Ministers and officials.	Sara Moseley	<b>G</b>	<ul style="list-style-type: none"> <li>• <u>Corporate branding and house style revision and implementation</u></li> <li>• <u>Internal comms leadership programme</u></li> <li>• <u>Enhanced Channel and Enabling Government support – 4PS and DG's + SCS</u></li> <li>• <u>Development of GCN Wales</u></li> <li>• <u>Head of Profession development programme</u></li> </ul>	If staff do not know about or understand strategic direction and corporate issues, how this related to their role, and what action they need to take, we will have real difficulty in working across the organisation and in motivating staff to deliver 'enabling government'.
To support <i>One Wales</i> and the location strategy, improve corporate capacity to communicate about and in all parts of Wales.	Sara Moseley	<b>G</b>	Regional Teams established including recruitment. Aberystwyth launch 15 October and opening of Y Bont set up by the Team  Joint Comms and PR plan	The need to engage with partners, stakeholders and citizens in all parts of Wales to deliver the 'One Wales' vision.
Deliver a stable, flexible and well-used web service capable of meeting the Assembly Government's communication needs.	Sara Moseley	<b>G</b>	BAU working well and fully evaluated  Wide range of	If we don't integrate the new web capacity to fully deliver business as usual,

Commitment	Lead	RAG Status	Progress	Risks
			additional functionality delivered.  Efficiencies achieved  Number of new sites built and delivered	we will not achieve all benefits – financial and reputational.
<b>Office of the Leader of the House</b>				
Plan and deliver a twelve month plenary programme.	Marion Stapleton	<b>G</b>	A programme of plenary business has been agreed to cover the period September 2009 – March 2010.	
Processing of Assembly Questions, government motions and government amendments to non-government business.	Marion Stapleton	<b>G</b>	Assembly Questions, motions and Government amendments are all processed in accordance with the prescribed deadlines set down in Standing Orders.	If specialism of roles is encouraged this will result in an over-reliance on a small number of key staff and will result in delays in delivery and a loss of efficiency in their absence.
Establish procedures for the Welsh Assembly Government engagement with Assembly Committees	Marion Stapleton	<b>G</b>	Procedures have been established.	Failure on the Welsh Assembly Government's part to engage appropriately with Assembly Committees as invited would result in reputational damage and censure of the government.
<b>Constitutional Affairs and Legislation Management</b>				

Commitment	Lead	RAG Status	Progress	Risks
Engage effectively with British-Irish Council	Kate Cassidy	G	Liaising with BIC secretariat and host in preparations for next summit	If resources are not identified, commitments could be entered into without financial cover. This is particularly relevant to the accommodation and other set up and running costs of the BIC Standing Secretariat, which we have offered to host. Although monies have been set aside for our contribution to the funding of the Standing Secretariat, the total costs and how they are shared between the BIC Member Administrations have not yet been finalised.

<b>Commitment</b>	<b>Lead</b>	<b>RAG Status</b>	<b>Progress</b>	<b>Risks</b>
Support effective operation of Joint Ministerial Committee	Kate Cassidy	G	Successful meetings of JMC Domestic and JMC Plenary were held on 13 May 2009 & 16 September 2009 respectively, and further meetings are being planned during the remainder of the year.	If we do not continue to build and maintain effective working relationships with Cabinet Office and other Whitehall Departments and the other Devolved Administrations on topics that are meaningful and appropriate to the JMC format, we will not be able to make the best use of the JMC machinery.
Provide support and guidance on delivering legislation	Kate Cassidy	G	Guidance to WAG departments published on Internet 3 July 2009  Legislation Manager's Toolkit updated and intranet pages updated September 2009	
			Tier 1, 2 and 3 training for legislation underway	If teams leading on LCOs and Measures do not understand fully what is required of them they will fail to deliver a successful outcome
Secure appropriate Welsh content in UK Legislative programme	Kate Cassidy	G/A	Measure powers and powers for Welsh Ministers secured in	If we do not maintain good working relations with Whitehall Depts, we will

Commitment	Lead	RAG Status	Progress	Risks
			<p>Marine and Coastal Access Bill and Local Democracy, Economic Development and Construction Bill.</p> <p>Welsh provisions secured in Apprenticeships, Skills, Children and Learning Bill; Equality Bill; Health Bill.</p> <p>4 Legislative Consent Motions passed</p> <p>Discussions underway on draft 5th UK Legislative Programme Bills</p>	<p>fail to secure appropriate provision for Wales in UK Government Bills</p>
<p>Manage Welsh Assembly Government Legislative Programme effectively</p>	<p>Kate Cassidy</p>	<p>A/G</p>	<p>Priority Legislation and Projects Team established and staff allocated to support delivery of legislation.</p> <p>Cabinet Committee on Legislation monitoring and clearance procedures in place</p> <p>Statement on next legislative programme made 14/7/09</p>	<p>If items are not delivered to timescales projected, they will impact on the delivery of other items in the programme</p>

Commitment	Lead	RAG Status	Progress	Risks
			Proposals for Enabling Better Legislation programme approved.	If programme manager not appointed, delay to programme will result in delay to benefits
Support the All Wales Convention on Primary Powers	Sarah Canning	G	The Convention has completed a series of public events and its consultation period comes to a formal end in august. It is on course to report by the end of November 2009.	
<b>Public Administration Division</b>				
Make St David's Day a Bank Holiday – <b>One Wales commitment</b>	Margaret Adams	<b>R</b>	A review of the legal issues to establish St David's Day as an additional Bank Holiday in Wales has been undertaken. A Parliamentary Bill or Legislative Competence Order will be required to deliver on the commitment and, as a pre-requisite to that, a consultation must be undertaken with, in particular, the business sector. It is a matter of public record that the UK Government will want to	Lack of political support for the initiative



Commitment	Lead	RAG Status	Progress	Risks
			<p>see an economic case for St David's Day to be made an additional Bank Holiday.</p> <p>There is no suitable Bill or LCO in the respective UK or Assembly Government's legislative programme <b>at present</b>. (The Presiding Officer ballot for an Assembly Member proposed LCO currently includes a live proposal that will allow the National Assembly for Wales to pass an Assembly Measure to vary public holidays in Wales to provide for the celebration of St David's Day, but this has not yet been 'drawn out of the hat'. The last ballot in which the proposal was put forward was held in May 09. As stated, it continues to remain a live proposal).</p>	
<p>Contribute to the planning of a St David's Day Event on or around 1 March 2010.</p>	<p>Margaret Adams</p>	<p><b>G</b></p>	<p>Agreement reached with FM and Cardiff Council for 2010 dinner.</p>	<p>A successful event will depend in part on guests accepting the dinner invitation</p>

Commitment	Lead	RAG Status	Progress	Risks
Provide advice and guidance on appropriate handling of complaints received.	Alison Williams	<b>G</b>	A series of meetings between CU and DG's and Deputy Directors has taken place during August and September and is due to finish in October. The outcome should identify any weakness in WAG's compliance with the PHSO/PSOW's principles and influence developments on WAG's corporate capacity to manage complaints appropriately.	<p>Failure to undertake this work could result in WAG failing to provide a complaints system at the standard required in the public sector.</p> <p>Failure to undertake this work (i.e. to identify any weaknesses/ gaps in procedures) may result in PSOW criticism of WAG.</p> <p>Management will not have the quality data needed to ensure good management /administrative practices.</p>
Ensure that the Welsh Assembly Government is compliant with Part II of the Regulation of Investigatory Powers Act 2000 to secure a successful inspection by the Office of the Chief Surveillance Commissioner	Margaret Adams	<b>G</b>	<p>OCS inspection took place on 16 June 2009.</p> <p>Positive written report from Inspector on compliance with RIPA.</p>	<p>WAG Departments fail to engage in /contribute to RIPA activity i.e. training, authorisation etc..</p> <p>Loss of corporate support e.g. the loss of Legal Services' contribution/knowledge.</p>
<b>Office of the Chief Social Research Officer</b>				
Establish a centralised social research division	Angela Evans	<b>A</b>	Formal OD process underway.	Lack of policy support could mean that we do

Commitment	Lead	RAG Status	Progress	Risks
			Part-time project support in place. New division scheduled to be in place November 2009	not maximise the opportunities presented by the structure. OCSRO capacity to support restructure work.
Contribute to the development of a new Knowledge Services Department	Angela Evans	<b>A</b>	Contributions made to the development of Knowledge Services including inputs into development of shared workplans and, new KS roles..A number of joint knowledge services 'products' such as a shared surveys unit have ben identified as priorities fôr delivery over the next few months	OCSRO capacity to support restructure work. Outcomes will depend on commitment from HoPs and corporate leadership. Clarity still needed about new HoP and customer relationship manager roles
Deliver the Performance and Measurement strand of the Customer Services Improvement Programme	Becca Sarasin	<b>G</b>	On schedule to deliver pilot version of the customer service improvement tool and guidance by November. Board reporting options have ben developed and a meeting to discuss these with the Perm Sec is scheduled fôr October.	If we have no consistent way of measuring customer service and do not support staff by giving them the tools to improve their customer service are unlikely, as an organisation, to become more customer focused. This will mean us lagging behind our public service partners who we are

Commitment	Lead	RAG Status	Progress	Risks
				<p>asking to become more customer focused themselves.</p> <p>Main risk to delivery is that the temporary staff we work on the project may decide to leave before their contracts end.as well as the lack of permanent staff resources to take the work forward post March 2010.</p>
Deliver a programme of corporate research, including the transition to a new UK-wide staff survey	Angela Evans	<b>G</b>	Staff research team in place. Two annual surveys successfully delivered, wider staff research programme established and work underway to move to UK wide common survey	Pressure to participate in UK-wide survey in the autumn 2009 could make it more difficult for us to secure arrangements that meet WAG needs.
Develop proposals for a new national citizens' survey, including undertaking a pilot survey	Chris McGowan	<b>G</b>	Cabinet approval gained to deliver a new national survey. Pilot survey has been commissioned and is underway.	Dependent on sufficient resources being in place to support the new survey.
Develop and deliver social research work programmes for Director-General themes	Angela Evans	<b>G</b>	Contribution already made to Knowledge Service Workplans. Further detailed work to take	Meeting DG expectations in first year of operation of new structure.

Commitment	Lead	RAG Status	Progress	Risks
			place when new division set up in November.	
Develop an evaluation framework for WAG anti-poverty initiatives (One Wales commitment)	Richard Thurston	<b>G</b>	<p>Initial work completed to map child poverty programmes. Current work includes: mapping and synthesising evidence from WAG evaluations (in-house) and commissioned work to review evaluation methodologies.</p> <p>Findings from both projects will feed into CYP Cabinet Committee in October 09 .</p>	Lack of data on outcomes if Departments have not evaluated programmes they're responsible for.
Deliver research on socio-demographic change in Wales (One Wales commitment)	Richard Thurston	<b>G</b>	OCSRO, with support from the Statistics Directorate, is currently undertaking a review of existing research and data on demographic change and will report to Ministers in October 2009.	That the data on demographic changes in Wales will not be available at a local level; this is being investigated with colleagues from Statistics Directorate.

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**DEPARTMENT OF THE FIRST MINISTER**

**Departmental Business Plan  
2009-10**

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### 1. Responsibilities and contribution to WAG strategic outcomes

1.1 The Department of the First Minister (DoFM) is headed by Lawrence Conway.

Key role of the Department:

*Ensuring that we provide high level support, advice and briefing services to Ministers and responsibility for promoting Wales overseas.*

1.2 The Department comprises the following divisions:

- **Strategic Policy Division** (Helen Thomas) which supports the First Minister and the Cabinet Committee on Budget and Performance. It is a critical part of the central strategic management of delivery and performance across WAG and helps ensure that the Government plans its business effectively, through a clear presentation of its strategic direction expressed in terms of citizen-focused outcomes. It works with Finance on developing and maintaining an integrated planning, budgeting and performance management system to enable Ministers and senior management to align business planning and resources to deliver One Wales commitments. The division tracks the delivery of all One Wales commitments. It also promotes good, evidence-based policy-making through guidance, tailored training programmes, and by promoting the policy gateway integration tool.
- **Economic Advice Division** (Jonathan Price) which provides the economic advice and analysis which supports DoFM's role in strategic priority setting and policy development. It is also the centre for expertise in economics within WAG, and provides advice and guidance both to policy Departments and to the corporate centre. EcAD is also contributing to the process of redesigning the analytic services function across WAG with the aim of providing a more integrated service.
- **Cabinet Secretariat** (Peter Greening) plans and organises Cabinet, Cabinet Committee and ad hoc Ministerial Group business. It publishes Cabinet and Cabinet Committee papers to the internet; produces guidance and provides advice to staff and private offices on submissions, legislation folders and ministerial briefings; and is responsible for producing and



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providing advice on conduct during elections for staff and Ministers. It includes the team of Ministerial Special Advisers, and is also responsible for oversight of the coalition protocol.

- **Ministerial Services Division** (Lisa Dunsford) which provides direct support to Ministers through the private offices. The Departmental Business Unit, the Ministerial car service and the Knowledge and Information Unit are also based in this division.
- **European and External Affairs Division** (Gary Davies) which is responsible for strategy and delivery on promoting Wales overseas, public diplomacy, developing and maintaining Wales' overseas relationships, the WAG's engagement with the European Union including appropriate Ministerial participation at the Council of Ministers and the effective distribution of EU policy analysis to divisions across the Assembly Government, international development, the Wales for Africa initiative, disaster relief and Wales' international sustainable development commitments.

1.3 As primarily a central service Department with some policy responsibilities our direct contribution to WAG's strategic outcomes is focused on:

*SF17: Wales has a positive external reputation - all of the work of EEAD.*

*SF18: Public services are citizen-centred, continuously improving, and value for money - SPD's work to plan and monitor the delivery of WAG's policies and services and it's role in improving the policy making process (including ensuring it is evidence based).*

*SF19: Our devolved Government is effective and accountable and its role is understood by citizens – a range of work within MSD and Cabinet Secretariat including: ensuring quality day to day support for Ministers to enable them to operate effectively; ensuring Ministerial efficiency and accountability through the Ministerial Code and coalition protocol; communicating effectively with the public via the Cabinet pages of the internet, eg in publishing information on Cabinet meetings, communicating with Ministers, general FAQs on Ministers etc.*

## 2. Highlights of 2008-09

2.1 The principal achievements of 2008-09 were:

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<b>Ministerial Services Division</b>
<ul style="list-style-type: none"><li>• Continuing to provide high quality support services to Ministers during a period with a high level of staff changes.</li><li>• Completed most of the development work for the new Correspondence and Briefing System (CABS) which will replace the current system (Rosetta), enabling roll-out to begin in Q1 of 2009-10.</li><li>• 88% of Ministerial correspondence answered within 17 working day deadline (up from 85% in 2007-08).</li></ul>
<b>Cabinet Secretariat</b>
<ul style="list-style-type: none"><li>• Organised and supported 27 Cabinet meetings; 80 Cabinet Committee and respective Ministerially-led Officials Groups; 19 Ad-hoc Ministerial Groups and 1 Cabinet Away-day. Facilitated the clearance of 18 pieces of legislation with the Legislation Cabinet Committee out of committee.</li><li>• Revised the guidance on SFs, LFs and MBs and provided advice to staff and private office on a daily basis on both content and process.</li><li>• Drafted and obtained Cabinet agreement to guidance on conduct of Ministers and staff during the 2008 Local Government elections. Provided advice throughout the pre-election period. Drafted and obtained Cabinet agreement to guidance on conduct of Ministers and staff in respect of the 2009 European elections.</li></ul>
<b>European and External Affairs Division</b>
<ul style="list-style-type: none"><li>• Delivered a range of relationship building and promotional activity for Wales including launching new Wales.com website, a successful presentation of Wales as featured nation at the Lorient InterCeltic Festival in Brittany, launching the programme for Wales Smithsonian Cymru 2009 in Wales and Washington and delivering a comprehensive programme of activity to promote Wales around St</li></ul>

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David's Day.

- Wales was declared the world's first Fair Trade Nation in June 2008 at international conference in Newport attended by 18 Fairtrade farmers/producers from developing countries.
- Contributions made to EC Consultation on EU Budget Review, UK National Reform Programme, and EC Cohesion Policy consultation and the WAG Euro Changeover Plan was updated and completed.
- Use of Welsh language in Council meetings approved and implemented.

### **Strategic Policy Division**

- Established and maintained quarterly reports (the Delivery Plan) on the delivery of the One Wales programme.
- Joint ownership (with FP) of the IDEAS Managing for Delivery programme to provide integrated strategic planning, budgeting and delivery/performance management and reporting.
- Review of guidance on consultation and engagement within the policy process, and improvements to the WAG web-pages on consultation.
- New policy training developed and trialled.

### **Economic Advice Division**

- Provision of analysis and advice in connection with the economic crisis, including contributions to the economic summits.
- Establishment and smooth operation of the Holtham Commission.
- Ongoing VFM work, particularly reviews of business cases for health, business support and in other policy areas.
- Severn Tidal Power Review – Regional Economic Impact study managed and published successfully.

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2.2 The Department underwent two internal audits during the year, on the operation of the Ministerial car service, and on planning, budgeting and performance management. In both cases IAS concluded they could give substantial assurance on the controls in place.

### **3. Objectives for 2009-10**

3.1 The key Departmental objectives, both Business and Corporate, for this year are set-out below, and progress towards each of these will be monitored throughout the year by the Departmental Senior Management Team.

#### Business Objectives

- To ensure continuity of Departmental business (including direct support to the First Minister) upon the retirement of the current Head of DoFM.
- To facilitate the smooth transition to a new First Minister, and manage all associated Ministerial changes, on the retirement of the current First Minister.
- To deliver high quality services to Ministers through the effective running of private offices and through the provision of secretariat support to Cabinet committees and ad-hoc Ministerial Task and Finish Groups.
- To help promote engagement of Departments with the work of Cabinet and Cabinet Committees and to focus agendas and papers on cross cutting issues.
- To provide support to the First Minister and Cabinet through advice and analysis on key strategic and economic matters both in terms of new emerging issues and monitoring the delivery of One Wales.
- To deliver an effective diplomatic engagement with the European Union institutions and to ensure that Welsh interests are promoted in EU decision-making.

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- To manage Wales' international relationships and to raise the profile of Wales overseas through a programme of international activities, public diplomacy and promotion.
- To promote and manage the Wales for Africa programme and lead on international sustainable development.

### Corporate Objectives

- To successfully roll-out the new Correspondence and Briefing System (CABS) to MSD in Q1 and to all WAG Departments over the remainder of the year.
- To complete a Departmental Business Continuity Plan informed and tested by regular business continuity desktop exercises.
- To identify, record and put in place suitable storage arrangements for the Department's Vital Records.
- To work with CISD to ensure the successful transformation (with minimal disruption) of the Department's IT from T1 to T4.
- To complete the Ministerial Dual Boot Project to replace all Ministerial dual boot computers with single boot machines, prior to transformation.
- To undertake work to enable us to produce a more detailed breakdown the Department's budget and allocate sums to specific Departmental objectives during the business planning process for in future years.

3.2 Other key objectives for the divisions are:

<b>Ministerial Services Division</b>
<ul style="list-style-type: none"><li>• To review the quality of services provided to Ministers and to implement changes within private offices to further improve the services provided.</li><li>• To implement the new Correspondence and Briefing system.</li></ul>

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- To clear and dispatch 92% of Ministerial correspondence replies within 7 working days of receipt in Private Offices.

### **Cabinet Secretariat**

- Strategically plan Cabinet and Cabinet Committee business, taking into account One Wales commitments, policy priorities and actions in the Delivery Plan.
- Provide a secretariat service to Cabinet, its committees and ad hoc Ministerial groups, publishing relevant papers and minutes 6 weeks after the meeting to which they relate or immediately after the next meeting which is the latter.
- Produce guidance and provide advice to private offices and staff generally on SF, LF and MB content and process; and conduct during elections.

### **Strategic Policy Division**

- Complete the development of the IDEAS MfD strategic planning, budgeting and delivery performance reporting project by end-November 2009.
- Roll out revised guidance on policy-making by end June 2009.
- Complete CSIP Project to upgrade the WAG consultation web-pages by end July 2009.
- Revise the presentation of One Wales Delivery reports in light of two-year milestone in late summer 2009.

### **Economic Advice Division**

- Ongoing briefing and analysis related to the economic crisis, including input to the Economic Summits.
- Managing the delivery of the Holtham Review, including publication of the Stage 1 report.
- Increasing contribution to the assessment of value for money in the context of the tight fiscal position, including more joint work with the

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Finance Department.

- Continuing work to support Severn Tidal Power Review.

### **European and External Affairs Division**

- Deliver WAG/strategic corporate approach to overseas presence and representation in priority-identified countries including an EEAD presence in India and major presentation of Wales in Washington DC comprising featured nation status at the Smithsonian Folklife Festival and the Wales Washington Cymru ancillary programme.
- Work with the UN Development Programme and partners in Uganda to produce a climate change adaptation/mitigation plan for the region of Mbale, using Welsh expertise and support.
- Publication of WAG EU Strategy.

## **4. One Wales commitments**

4.1 EEAD is the only division with the Department to have specific commitments in the One Wales Delivery Plan. They are:

- Enhance Wales' role in EU and international organisations and networks (220)
- Build on work to raise international profile of Wales (222)
- Continue to contribute to UN millennium development goals, support for Wales for Africa programme (223).
- Work to ensure Wales becomes strong trading nation and valued partner (224).
- Develop more strategic approach to putting Wales on the world map (225).
- Develop and promote Wales brand (226).
- Engage with Welsh interests overseas (227).
- Work actively within memorandum of understanding with Patagonia (228).

## **5. Our Resources**

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- 5.1 DoFM has approximately 165 staff primarily based in Cardiff but with a small number of the EEAD team working in various other locations overseas.
- 5.2 The running cost budget for the Department for 2009-10 is £XXm. The Department has a programme budget of £XXm (for EEAD and EcAd) and a small GAE budget of £100k for the Ministerial car service.

### **6. Corporate Responsibilities**

#### Risk Management

- 6.1 A Departmental Risk Register and Divisional Risk Registers are in place. Risks are reviewed and monitored by the Senior Management Team on a regular basis although the active management of risk is handled on a day to day basis by Heads of Division.
- 6.2 The key Departmental risks are related to:
- Effectively monitoring the delivery of One Wales commitment – if we fail to monitor effectively the delivery of commitments we may fail to deliver the Government's intended programme, with consequent damage to reputation.
  - Ensuring adequate support to the Cabinet and Ministers and planning or responding flexibly to any changes – if we are not well organised to effectively support the government or there is insufficient planning or ability to respond flexibly to changes then it will impact on the delivery of Government Business and could result in reputational damage.
  - Effective management of budgets and resources – if we fail to secure adequate funding or do not effectively deploy resources then it will impact on the service provided and delivery of departmental objectives.
  - Building capability and readiness to respond to emergencies/major disruption – if we do not identify key business critical activities and develop appropriate business continuity plans we will be unable to respond effectively to emergencies.



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### Business Continuity

6.3 Work was undertaken in 2008-09 on business continuity planning including identifying our business critical activities and discussing a joint approach to business continuity planning with the Office of the Permanent Secretary (including agreeing the running of joint business continuity desktop exercises). Detailed contingency arrangements were also put in place via the Business Continuity Forum to enable Private Offices to draw on staffing assistance from designated policy officials during times of staffing disruption. This year we will bring this work together into a Departmental Business Continuity Plan.

### Supporting the IDEAS programme

6.4 The Department has appointed a Business Improvement Lead (BIL) and Departmental Knowledge and Information Manager (DKIM) who attend all meetings and workshops as required. The HoD for SPD is joint 'owner' (with the Head of FP) of the IDEAS Managing for Delivery project and direct support is provided by SPD via the secondment of an SEO and part of a G7 to the programme. The BIL feeds back as appropriate to SMT meetings.

### Knowledge and Information and Management

6.5 The IAO and DKIM are actively engaged in WAG's knowledge and information management programme. We recognise the importance of ensuring compliance with records management and information security policies especially given the sensitivity of much of the information being dealt with by private offices. Staff are informed and reminded of requirements as appropriate.

6.6 The Department is also committed to helping improve knowledge and information management through our development of the new Correspondence and Briefing System. It's expanded functionality and accessibility is designed to improve the capture, transmission, storage and use of information not just on Ministerial correspondence but on submissions, briefings, diary cases and MRS and Wales Office requests. It will bring efficiencies across WAG.

### Valuing People

6.7 Line managers will be responsible for ensuring that all staff have performance plans and that these are reviewed in accordance with HR guidance and details recorded on the HRIS U Access system. It is important to have these plans in place to

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ensure there is a shared understanding between staff and line managers of what each job entails. These discussions also provide a useful opportunity for providing feedback and reviewing learning and development requirements. The Head of Division will sign off all plans at the end of the year and the Departmental Senior Management Team will ensure that there is a consistency of approach across the Department.

6.8 The latest staff survey for the Department highlighted again that poor performance is not effectively managed. It is essential therefore that mid and end year performance reviews are undertaken and that regular constructive feedback is provided. In the case of performance markings, line managers should discuss box markings with the Head of Division if the intention is to give a mark other than a box 2.

### Training and Development

6.9 Training and development plans are incorporated within the individual Divisional plans. The priorities for each Division will vary according to its business objectives, however, a key priority across the Department is for all staff to have a basic awareness and knowledge of Ministerial-related processes and procedures. The requirement will vary according to individuals and posts but, as a minimum, all staff should be familiar with the content of the Working with Ministers course and associated guidance included on the intranet.

6.10 As part of the Performance Management process, staff need to identify their training requirements. We encourage staff to undertake both formal and informal training and development to improve their personal performance.

6.11 Overall the results of the 2009 Staff Survey for the Department were very positive. We achieved good results in most areas where there were improvements on the previous year, and performance was generally above the average for WAG. Some areas need attention and include:

- the need to further raise confidence in the Department's senior management;
- making it easier for staff to communicate to senior management;
- ensuring staff know it is safe to speak up and challenge;
- maintaining our drive to minimise long hours working;

## DRAFT

- dealing with poor performance.

6.12 The Senior Management Team will discuss and identify action that can be undertaken to address these issues.

### Equality and Diversity

6.13 We are committed to ensuring that all staff are treated equally and fairly. If this is deemed not to be the case then staff should in the first instance speak informally to a senior manager or one of the Harassment Complaint officers.

### Health and Safety

6.14 It is our policy to ensure that all our activities will be managed in such a manner as to avoid, reduce, or control all foreseeable risks to health & safety to any person to a tolerable level. This commitment includes:

- adherence to Assembly Corporate Health policies and procedures
- communication and training
- risk assessment and monitoring
- recognising that good workplace health and safety is fundamental to conducting an efficient and economic business.

6.15 We will put in place divisional risk strategy action plans to address health and safety issues in the Department, covering: risk control measures and consideration of new or changing hazards; training, instruction and documentation requirements; staff involvement and communication; and methods of monitoring and inspection.

## **7. Welsh Language**

7.1 The Department has a Welsh Language Action Plan and bi-lingual skills strategy. The key aims are:

- To ensure we provide effective services to deliver our Departmental and core objectives in accordance with the Assembly Government's Welsh Language Scheme.

## DRAFT

- To ensure there are adequate staff with appropriate skills to provide effective services.

## DRAFT

### Monitoring

#### One Wales Update Q2 2009-10

Commitment number	One Wales commitment	Lead Department	Status	Delivery plan	
220	Enhance Wales' role in EU and international organisations and networks	DoFM	COA	<p>Wales has become Co-Chair of the network of regional governments for Sustainable Development. This will give Wales a high profile, representing regional governments of the world in the Copenhagen climate Change conference</p> <p>Recent work on the UK's draft 2009 National Reform Programme (to be submitted to the European Commission) has seen the inclusion of specific Assembly Government Programmes in a number of areas.</p> <p>The European Commission Green Paper Consultation on the Lisbon Strategy Post 2010 is scheduled to be launched in the autumn. The Assembly Government will respond</p>	
222	Build on work to raise international profile of Wales	DoFM	COA	<p>A broad range of activities to raise international profile of Wales being undertaken including:</p> <ul style="list-style-type: none"> <li>Developing new promotional material;</li> <li>Delivering a dynamic online presentation of Wales through the Wales.com website;</li> <li>Identifying, and where appropriate, pursuing corporate activity to tie in with strategic priorities - projects in 7 priority countries; Wales Weeks in USA, China, Brussels;</li> <li>Major US cultural event at the Smithsonian Folklife Festival July 2009;</li> <li>A number of VIP visits continue to be received.</li> </ul>	

## DRAFT

Commitment number	One Wales commitment	Lead Department	Status	Delivery plan	
223	Continue to contribute to UN millennium development goals, support for Wales for Africa programme	DoFM	COA	A climate Change partnership with Mbale, Uganda has been developed with the UNDP and the UK Govt approached for financial support. The Gold Star Communities scheme, linking communities in Wales with sub Saharan Africa, now has over 100 groups and a development officer has been appointed to strengthen those partnerships Successful events held with both the UK Foreign Secretary (to promote the International Learning Opportunities scheme) and with the Secretary of State for International Development (to promote greater DfID engagement with WfA groups in Wales) when the UK Cabinet visited Cardiff. The WfA grant scheme for 2010/11 has been reopened	
224	Work to ensure Wales becomes strong trading nation and valued partner in international relationships	DoFM	COA	The bilateral and multi-lateral relationships in which WAG is involved are being kept under review to ensure meaningful and pragmatic relationships with mutual benefit. Ongoing activity in number of relationships : Catalunya, Baden-Wurttemberg, Chubut (Patagonia), Chongqing, Brittany, Latvia	
225	Develop more strategic approach to putting Wales on the world map	DoFM	COA	Working with all relevant WAG Departments and external Wales interests, corporate action being focused on priority countries identified. Working with FCO and British Council to improve awareness and understanding of Wales worldwide – projects undertaken in 7 priority countries. WAG presence overseas being kept under review. Review International Strategic Framework document to be reviewed.	

## DRAFT

Commitment number	One Wales commitment	Lead Department	Status	Delivery plan	
226	Develop and promote Wales brand	DoFM	COA	Improving awareness and understanding of Wales brand across WAG and beyond. "On-Brand materials being produced.	
227	Engage with Welsh interests overseas	DoFM	COA	Opportunities to engage more fully with alumni and diaspora being sought through direct and indirect means.	
228	Work actively within memorandum of understanding with Patagonia	DoFM	COA	Essentially cultural link but opportunities for further activity kept under review. On-going support for Welsh language programme agreed. The 'Glaniad' Project has digitised items of cultural and historical significance and is a result of partnerships involving Wales and Chubut.  Patagonia has been approached to join the network of regional governments for Sustainable Development – nrg4SD.	

# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

## CPMS Activity

Improve services to Children & Young People

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP001	3386	Develop and begin implementation of a coherent approach to securing the delivery of C&YP rights and entitlements for every 0-25 year old across Wales	STAR2 Children and Young People	01/04/2009	31/03/2010	Chris Tweedale	Liz Williams	SF09 - Children and Young People have the best start in life	
BP002	3387	To increase opportunities for children and young people 0-25 to participate as appropriate in decision making on issues that affect their lives in Wales, the UK, Europe and wider.	STAR2 Children and Young People	01/04/2009	31/03/2010	Chris Tweedale	Liz Williams	SF09 - Children and Young People have the best start in life	
BP003	3388	Access to training for disadvantaged groups	STAR2 Children and Young People	01/04/2009	31/03/2010	Chris Tweedale	Liz Williams	SF08 - People are well educated for life	SF07 - People can access good education and training throughout their lives
BP004	3391	Increase access to and support for learning in custodial and community settings for young people aged 11-25 in the Criminal Justice System.	STAR2 Children and Young People	01/04/2009	31/03/2010	Chris Tweedale	Liz Williams	SF08 - People are well educated for life	
BP005	3399	Secure and support appropriate opportunities to play	STAR2 Children and Young People	01/04/2009	31/03/2010	Chris Tweedale	Liz Williams	SF09 - Children and Young People have the best start in life	
BP006	3400	Support Provision of effective quality childcare	STAR2 Children and Young People	01/04/2009	31/03/2010	Chris Tweedale	Liz Williams	SF09 - Children and Young People have the best start in life	



# DCELLS Business Plan 2009 - 2012

## High Level (DP1a)

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP007	3401	Parental (and Health) Support and Training	STAR2 Children and Young People	01/04/2009	31/03/2010	Chris Tweedale	Liz Williams	SF09 - Children and Young People have the best start in life	SF08 - People are well educated for life
BP008	3402	Implement the actions of the National Youth Service Strategy to ensure that all 11-25 year olds have access to a high quality Youth Service including the distribution of YS funds	STAR2 Children and Young People	01/04/2009	31/03/2010	Chris Tweedale	Liz Williams	SF08 - People are well educated for life	SF04 - Everyone has the skills they need to thrive and contribute to the economy
BP009	3417	Develop and support implementation of systems and practice to ensure every child and young person aged 3 -25 can participate in decision making on aspects of formal learning that affect their lives.	STAR2 Children and Young People	01/04/2009	31/10/2010	Chris Tweedale	Liz Williams	SF08 - People are well educated for life	SF07 - People can access good education and training throughout their lives
BP012	3390	Counselling in learning settings	STAR2 Children and Young People	01/04/2009	31/03/2010	Chris Tweedale	Chris Burdett	SF08 - People are well educated for life	SF07 - People can access good education and training throughout their lives
BP013	3392	To promote inclusion, reduce disadvantage and tackle poverty of educational opportunity for those with additional learning needs.	STAR2 Children and Young People	01/04/2009	31/03/2010	Chris Tweedale	Chris Burdett	SF07 - People can access good education and training throughout their lives	
BP015	3389	Develop systems and practices to ensure every child participates in education	STAR2 Children and Young People	01/04/2009	31/03/2010	Chris Tweedale	Sylvia Lindoe	SF08 - People are well educated for life	SF07 - People can access good education and training throughout their lives

# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

## CPMS Activity

Develop and Strengthen support for Early Years

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP010	3419	Targeted developmental support for 0-3 year olds	STAR1 Early Years	01/04/2009	31/03/2010	Chris Tweedale	Liz Williams	SF09 - Children and Young People have the best start in life	

# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

## CPMS Activity

Education and training provision meets the needs of its clients

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP011	3420	Ensure young people are able to access a wide range of options to allow young people to meet their aspirations	STAR4 Skills That Work for Wales	01/04/2009	31/03/2010	Chris Tweedale	Liz Williams	SF08 - People are well educated for life	

# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

## CPMS Activity

Effective Schools

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP014	3398	Develop and deliver nutritional standards in schools	STAR3 Effective Schools	01/04/2009	31/03/2010	Chris Tweedale	Chris Burdett	SF08 - People are well educated for life	
BP016	3393	Develop, promote and coordinate school effectiveness framework including self-evaluation and accountability of tri-level partners	STAR3 Effective Schools	01/04/2009	31/03/2010	Chris Tweedale	Sylvia Lindoe	SF08 - People are well educated for life	
BP017	3394	Align policies and grants to ensure effective schools	STAR3 Effective Schools	01/04/2009	31/03/2010	Chris Tweedale	Sylvia Lindoe	SF08 - People are well educated for life	SF07 - People can access good education and training throughout their lives
BP018	3395	Improve clarity of school funding arrangements and long term financial planning	STAR3 Effective Schools	01/04/2009	31/03/2010	Chris Tweedale	Sylvia Lindoe	SF08 - People are well educated for life	SF07 - People can access good education and training throughout their lives
BP019	3396	Secure effective framework for provision of and access to schools	STAR3 Effective Schools	01/04/2009	31/03/2010	Chris Tweedale	Sylvia Lindoe	SF08 - People are well educated for life	SF07 - People can access good education and training throughout their lives
BP020	3397	Develop LA accountability to ensure effective schools	STAR3 Effective Schools	01/04/2009	31/03/2010	Chris Tweedale	Sylvia Lindoe	SF08 - People are well educated for life	SF07 - People can access good education and training throughout their lives
BP021	3345	Energy costs grant for 2009-10 distributed by end April 2009	STAR3 Effective Schools	01/04/2009	31/03/2010	Chris Tweedale	Sylvia Lindoe	SF08 - People are well educated for life	

# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

## CPMS Activity

Develop and implement the foundation phase and school curriculum

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP030	3351	Fund and rollout foundation phase	STAR1 Early Years	01/04/2009	31/03/2010	Mike Clancy	Linda Badham	SF09 - Children and Young People have the best start in life	
BP031	3352	Roll out revised pupil assessment arrangements	STAR3 Effective Schools	01/04/2009	31/03/2010	Mike Clancy	Linda Badham	SF08 - People are well educated for life	
BP032	3353	Support curriculum development and implementation	STAR3 Effective Schools	01/04/2009	31/03/2010	Mike Clancy	Linda Badham	SF08 - People are well educated for life	

# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

## CPMS Activity

Develop and support the education workforce

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP033	3357	Attract, select and retain high quality practitioners	STAR6 Capacity	01/04/2009	31/03/2010	Mike Clancy	Helen Arthur	SF07 - People can access good education and training throughout their lives	
BP034	3358	Establish and maintain rigorous professional standards for practitioners	STAR6 Capacity	01/04/2009	31/03/2010	Mike Clancy	Helen Arthur	SF07 - People can access good education and training throughout their lives	
BP035	3359	Promote and develop the use of ICT to support learning		01/04/2009	31/03/2010	Mike Clancy	Linda Badham	SF07 - People can access good education and training throughout their lives	
BP036	3360	Develop and support the workforce to deliver effective teaching and learning	STAR6 Capacity	01/04/2009	31/03/2010	Mike Clancy	Helen Arthur	SF07 - People can access good education and training throughout their lives	

# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

## CPMS Activity

Implement effective qualification regulation and improvement for Wales

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP037	3354	Regulate qualifications	STAR4 Skills That Work for Wales	01/04/2009	31/03/2010	Mike Clancy	David Kitchen	SF08 - People are well educated for life	
BP038	3355	Develop Credit & Qualifications Frameworks	STAR4 Skills That Work for Wales	01/04/2009	31/03/2010	Mike Clancy	David Kitchen	SF08 - People are well educated for life	
BP039	3356	Support development, delivery and recognition of qualifications	STAR4 Skills That Work for Wales	01/04/2009	31/03/2010	Mike Clancy	David Kitchen	SF08 - People are well educated for life	

# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

## CPMS Activity

Develop and implement a Welsh Language Education Strategy

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP040	3361	Commission and fund the development of teaching and learning resources.	STAR6 Capacity	01/04/2009	31/03/2010	Mike Clancy	Ann Jenkins	SF15 - The Welsh language thrives	
BP041	3362	Plan, develop and implement Welsh language learning opportunities and training for practitioners	STAR6 Capacity	01/04/2009	31/03/2010	Mike Clancy	Ann Jenkins	SF15 - The Welsh language thrives	
BP042	3363	Plan, develop and pilot Welsh medium learning opportunities	STAR6 Capacity	01/04/2009	31/03/2010	Mike Clancy	Ann Jenkins	SF15 - The Welsh language thrives	



# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

## CPMS Activity

The employment rate in Wales is optimised

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP050	3364	The Skills that Work for Wales Action Plan is reviewed and adjusted in the light of the current and future economic situation		01/04/2009	31/03/2010	Dennis Gunning	Grenville Jackson	SF04 - Everyone has the skills they need to thrive and contribute to the economy	SF03 - Our economy is strong and sustainable and provides good employment opportunities
BP051	3365	A resource planning analysis is completed which takes account of the implications of the likely future labour market structure and of the level of impact of demographic changes.		01/04/2009	31/03/2010	Dennis Gunning	Grenville Jackson	SF03 - Our economy is strong and sustainable and provides good employment opportunities	SF03 - Our economy is strong and sustainable and provides good employment opportunities
BP052	3366	Greater integration of employment, business development and skills services in Wales, including Careers Ladders, is implemented in partnership with JobCentre Plus and DE&T.		01/04/2009	31/03/2010	Dennis Gunning	Grenville Jackson	SF04 - Everyone has the skills they need to thrive and contribute to the economy	SF03 - Our economy is strong and sustainable and provides good employment opportunities
BP053	3367	A system for the identification of national and local skills priorities is developed and implemented.	STAR4 Skills That Work for Wales	01/04/2009	31/03/2010	Dennis Gunning	Grenville Jackson	SF04 - Everyone has the skills they need to thrive and contribute to the economy	SF03 - Our economy is strong and sustainable and provides good employment opportunities
BP054	3368	Workbased learning policies, programmes, processes and pathways are revised and improved and uptake of workbased learning such as apprenticeships is increased	STAR4 Skills That Work for Wales	01/04/2009	31/03/2012	Dennis Gunning	Grenville Jackson	SF04 - Everyone has the skills they need to thrive and contribute to the economy	SF03 - Our economy is strong and sustainable and provides good employment opportunities

# DCELLS Business Plan 2009 - 2012

## High Level (DP1a)

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP056	3370	The legislation, policies, services and programmes on business and skills, including those designed to counter the impacts of the economic downturn are fit for purpose and are flexible and responsive to client needs.		01/04/2009	31/03/2012	Dennis Gunning	Grenville Jackson	SF04 - Everyone has the skills they need to thrive and contribute to the economy	SF03 - Our economy is strong and sustainable and provides good employment opportunities
BP057	3371	The benefits of European Funding for post-16 education and training in wales are maximised.		01/04/2009	31/03/2012	Dennis Gunning	Grenville Jackson	SF04 - Everyone has the skills they need to thrive and contribute to the economy	SF03 - Our economy is strong and sustainable and provides good employment opportunities
BP068	3382	The strategy for research in Higher Education is reviewed to take account of the recommendations of the higher education review and the outcome of the Research Assessment Exercise; and proposals for the identification of priority sectors and proposals for change are developed and implemented.	STAR4 Skills That Work for Wales	01/04/2009	31/03/2011	Dennis Gunning	Grenville Jackson	SF03 - Our economy is strong and sustainable and provides good employment opportunities	SF08 - People are well educated for life

# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

## CPMS Activity

Education and training provision meets the needs of its clients

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP058	3372	Consultations on proposals for transformation of local provider networks are completed, preferred structures, governance models and implementation plans are agreed for each region of Wales and implementation plans established.		01/04/2009	31/03/2010	Dennis Gunning	Mike Hopkins	SF08 - People are well educated for life	SF08 - People are well educated for life
BP059	3373	The Quality Effectiveness Framework for FE, WBL an ACL providers is implemented and strategic links to the School Effectiveness Framework are established for quality assurance of 6th Form providers.		01/04/2009	31/03/2010	Dennis Gunning	Mike Hopkins	SF08 - People are well educated for life	SF08 - People are well educated for life
BP060	3374	Proposals for changes to the post-16 funding policies and methodology that align with One Wales, with Skills that Work for Wales and with national and local skills needs and priorities are developed and implemented.		01/04/2009	31/03/2011	Dennis Gunning	Mike Hopkins	SF08 - People are well educated for life	SF08 - People are well educated for life
BP061	3375	Proposals for change to Careers Wales are developed in the light of the review report and agreed changes are initiated.		01/04/2009	31/03/2010	Dennis Gunning	Mike Hopkins	SF08 - People are well educated for life	SF08 - People are well educated for life
BP062	3376	Proposals for the basic skills strategy are developed in the light of a review of the balance between intervention and support activities and of the relative needs across the range of client groups. Agreed changes are implemented.		01/04/2009	31/03/2010	Dennis Gunning	Mike Hopkins	SF08 - People are well educated for life	SF08 - People are well educated for life

# DCELLS Business Plan 2009 - 2012

## High Level (DP1a)

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP063	3377	A strategy to engage the non-formal sectors in support of widened access to informal learning and of pathways to formal education and training is developed and implemented.		01/04/2009	31/03/2010	Dennis Gunning	Mike Hopkins	SF07 - People can access good education and training throughout their lives	SF08 - People are well educated for life
BP064	3378	The community learning policy is delivered and progression pathways incorporating the Reaching Wider Strategy are developed and implemented.		01/04/2009	31/03/2010	Dennis Gunning	Mike Hopkins	SF07 - People can access good education and training throughout their lives	SF08 - People are well educated for life
BP065	3379	The review of higher education is completed, a new strategy is agreed and published and an action plan to deliver the new strategy is developed and implemented.		01/04/2009	31/03/2010	Dennis Gunning	Mike Hopkins	SF08 - People are well educated for life	SF08 - People are well educated for life
BP066	3380	Evaluate and monitor the Higher Education Funding Council to ensure that each is performing its role effectively and efficiently		01/04/2009	31/03/2010	Dennis Gunning	Mike Hopkins	SF08 - People are well educated for life	SF08 - People are well educated for life
BP067	3381	Proposals to increase the proportion of individuals qualified at CQFW levels 4 and 5 within an all-Wales policy and delivery framework are developed and implemented.		01/04/2009	31/03/2011	Dennis Gunning	Mike Hopkins	SF07 - People can access good education and training throughout their lives	SF08 - People are well educated for life
BP069	3385	Lifelong learning and provider legislation, policies, programmes and services, including those designed to counter the impacts of the economic downturn are flexible and responsive to client needs		01/04/2009	31/03/2012	Dennis Gunning	Mike Hopkins	SF08 - People are well educated for life	SF08 - People are well educated for life

# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

## CPMS Activity

Corporate Services Activity

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP080	3405	DCELLS legislative programme linked to Departmental priorities and delivered effectively	STAR6 Capacity	01/04/2009	31/03/2010	Zenny Saunders	Anthony Cody		
BP081	3409	Manage DCELLS Budgeting, Planning & Performance Management Cycle	STAR6 Capacity	01/04/2009	31/03/2010	Lynne Hamilton	Rob Rogers		
BP082	3410	Manage DCELLS Programme and DRC budgets, providing assurance to AAO	STAR6 Capacity	01/04/2009	31/03/2010	Lynne Hamilton	Rob Rogers		
BP084	3412	Assurance given to DCELLS Director on matters of corporate governance and control	STAR6 Capacity	01/04/2009	31/10/2010	Lynne Hamilton	Rob Rogers		
BP085	3413	Support for staff provided through training & development		01/04/2009	31/03/2010	Sharon West	Rob Rogers		
BP098	3408	DCELLS involvement with Strategic Regeneration Projects delivered	STAR6 Capacity	01/04/2009	31/03/2010	Lynne Hamilton	Sonia Reynolds		
BP099	3407	Appropriate DCELLS engagement with spatial planning delivered	STAR6 Capacity	01/04/2009	31/03/2010	Lynne Hamilton	Sonia Reynolds		
BP100	3421	Strategic and evidence based policy development embedded in DCELLS across all Spending Programme Areas with focus on longer outcomes	STAR6 Capacity	01/04/2009	31/03/2010	Lynne Hamilton	Katie Whittaker		
BP101	3422	To implement the ESDGC Action Plan	STAR6 Capacity	01/04/2009	31/03/2010	Lynne Hamilton	Katie Whittaker		
BP102	3423	High quality Ministerial liaison service	STAR6 Capacity	01/04/2009	31/03/2010	Lynne Hamilton	Katie Whittaker		

# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP103	3406	A DCELLS Information Systems Strategy and Implementation Plan is being developed to enable the development of effective and efficient Citizen centred services.	STAR6 Capacity	01/04/2009	31/03/2010	Lynne Hamilton	Chris Owen		
BP104	3426	Embed the findings and outputs from the Evidence Plan, the strategic review programme and results based management cycle, practice and strategic developments. Ensuring that DCELLS direction and policy decisions are based upon a clear understanding of what works best.	STAR6 Capacity	01/04/2009	31/03/2010	Lynne Hamilton	Chris Owen		
BP105	3427	Ensure that DCELLS' products and services can be effectively communicated internally and externally utilising the most effective channels and building effective relationship with the sector	STAR6 Capacity	01/04/2009	31/03/2010	Lynne Hamilton	Chris Owen		
BP109	4232	Ensure that DCELLS has the appropriate application systems and structures in place to collect, collate, store, secure and disseminate Post 16 data in line with its customers requirements	STAR6 Capacity	01/04/2009	31/03/2010	Lynne Hamilton	Chris Owen		

# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

## CPMS Activity

Manage DCELLS Capital Programme

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP089	3344	Conditions for School Buildings Improvement Grant and Voluntary Aided Schools grant reviewed and linked to effective strategic planning of school places and covering BREEAM sustainability standards and provision of sprinklers; grant conditions set out for 2010-11 onwards	STAR5 Reaching Higher	01/04/2009	31/03/2010	Lynne Hamilton	Simon Brindle	SF08 - People are well educated for life	
BP091	3346	Shared arrangements for design and procurement of school buildings developed with Value Wales	STAR5 Reaching Higher	01/04/2009	31/03/2010	Lynne Hamilton	Simon Brindle	SF08 - People are well educated for life	
BP092	3347	Asset Management Plan implemented	STAR5 Reaching Higher	01/04/2009	31/03/2010	Lynne Hamilton	Simon Brindle	SF08 - People are well educated for life	
BP096	3403	Implement Strategic Capital Investment Framework projects	STAR5 Reaching Higher	01/04/2009	31/03/2010	Lynne Hamilton	Simon Brindle	SF08 - People are well educated for life	
BP097	3404	Manage FE Capital : capital investment for FE aligned with schools and HE investment facilitating transformation agenda	STAR5 Reaching Higher	01/04/2009	31/03/2010	Lynne Hamilton	Simon Brindle	SF08 - People are well educated for life	

# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

## CPMS Activity

Managing Student Finance

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP093	3348	Student finance policies and financial products to promote widening access developed and implemented	STAR5 Reaching Higher	01/04/2009	31/03/2010	Lynne Hamilton	Simon Brindle	SF07 - People can access good education and training throughout their lives	
BP094	3349	Core student financial support regime to maintain HE, FE and post-16 school participation delivered	STAR5 Reaching Higher	01/04/2009	31/03/2010	Lynne Hamilton	Simon Brindle	SF07 - People can access good education and training throughout their lives	
BP095	3350	Sustainable student loan book policy implemented	STAR5 Reaching Higher	01/04/2009	31/03/2010	Lynne Hamilton	Simon Brindle	SF07 - People can access good education and training throughout their lives	



# DCELLS Business Plan 2009 - 2012

High Level (DP1a)

## CPMS Activity

Manage Learner Provision and other DCELLS Funding Programmes

Ref	ID	CPMS Output (MfD Group Activity)	DCELLS STAR	Start Date	End Date	Group Lead	Division Lead	MfD - Strategic Reference A	MfD - Strategic Reference B
BP106	3428	Manage ESF budget applications, monitoring and project closure	STAR6 Capacity	01/04/2009	31/03/2010	Lynne Hamilton	Simon Brindle	SF08 - People are well educated for life	SF07 - People can access good education and training throughout their lives
BP107	3429	Manage ReAct, ProAct, MfITand EU funded programmes	STAR4 Skills That Work for Wales	01/04/2009	31/03/2010	Lynne Hamilton	Simon Brindle	SF08 - People are well educated for life	SF07 - People can access good education and training throughout their lives
BP108	3430	Delivery of learner provision funding; review and identify opportunities to enhance learner provision funding	STAR4 Skills That Work for Wales	01/04/2009	31/03/2010	Lynne Hamilton	Simon Brindle	SF08 - People are well educated for life	SF07 - People can access good education and training throughout their lives

# Department for the Economy and Transport

## Business Plan 2009/10 April 2009 to March 2010

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# 1. Introduction

This Business Plan details the Department for the Economy and Transport's (DE&T) planned priorities, proposed funding and performance measures to address the key challenges identified for 2009/10. It builds on the reviews and changes undertaken by the Department in 2008/09 and takes account of priorities discussed with the Minister.

The Plan provides the reference data for monitoring progress on delivery and performance on a regular basis throughout the year.

# 2. Challenges

The key challenges to be addressed by DE&T for 2009/10 can be summarised as:

- How to promote and support economic activity in the light of the changing economic climate;
- Ensure delivery of Flexible Support for Business will meet changing business needs;
- Encourage research and commercialisation activities to underpin competitiveness of businesses in Wales to ensure businesses are well placed to enable them to capture opportunities arising in an economic up-turn;
- Tackle regeneration of strategic areas and economic inactivity particularly those areas affected by the downturn;
- Upgrade and integrate transport infrastructure to encourage access and mobility of individuals, businesses and communities to facilitate economic activity.

These challenges require support for people, places and the environment in which they live across Wales.

To deliver on these challenges, the Department will focus on the appropriate support required and ensure that internal efficiency embraces and integrates the principles of Enabling Government.

# 3. Context

## 3.1 Economy

The context in which DE&T expects to deliver planned activities, at the time of writing April 2009, highlights that global economic activity is very weak, the economic downturn continues to intensify, and the short-term outlook is for further decline in global economic growth. Reflecting the global reach, and unprecedented nature of the downturn, virtually every major economy has implemented, or is in the process of implementing, a range of off-setting, expansionary monetary and fiscal policies. The likely effects of these interventions are difficult to predict with any degree of certainty.

Official statistics show that the UK economy fell into recession during the second half of 2008, and in terms of output it appears that the recession will be deeper than that of the early 1990s - then the output loss was 2.5 per cent, so far it has already declined by 2.2 per cent, and a loss of at least 4 per cent is probable. Moreover, the

International Monetary Fund predicts that the recession will last longer in the UK than in any of the world's other major economies, with continued UK contraction in 2010.

The downturn is leading to significant deterioration in the labour market. The claimant count is increasing at a faster rate than in the prior two recessions, and measured by changes in employment and unemployment, it is also evident that the recession to date is having a more severe impact in Wales than the UK in general. This partly reflects the fact that manufacturing has borne the brunt of the downturn during late 2008 - early 2009, a sector where Wales continues to have relatively large exposure.

However, it is important to remember that the economic downturn follows a period of significant and sustained economic growth, and Welsh and UK labour markets, despite weakening, remain reasonably strong in historical terms. In recent years, Wales has experienced a marked increase in employment across higher occupational groups, as well as strong growth in earnings, and it is maintaining an employment rate well above its historical average.

At the present juncture, economic forecasts need to be treated with a degree of scepticism as there are no clear historical precedents which can be used to calibrate the relative scale of the negative and positive forces currently at play. Moreover, the UK and Welsh economies have changed dramatically since the last major slowdown in the early 1990s.

### ***3.2 Enterprise and Sectors***

The downturn appears to be affecting most localities, occupations and sectors, though the nature and scale of the impact is mixed. All unitary authorities and major occupational groups have experienced increases in unemployment claims, with the largest increases reported in south east Wales and skilled trades/ process, plant and machine operatives respectively. Construction employment appears to have fallen much more sharply in Wales than the UK in general together with the manufacturing sector.

At a UK level during the last quarter of 2008, output declined across all major sectors, with manufacturing recording an out-sized decline and distribution, hotels and catering output also declining sharply. The pace of decline in UK industrial production and service sector output accelerated, with manufacturing output experiencing the biggest quarterly fall since records began during the 1960s (with declines in almost all sub-sectors), and service sector output experiencing a sixth consecutive quarterly decline (with all sub-sectors contracting).

Survey-based indicators of market conditions confirm that output is contracting sharply, that the contraction is broad based, and point to particularly weak demand conditions. It also appears that businesses are responding by de-stocking (accounted for almost two thirds of the decline in UK Gross Domestic Product during the second half of 2008) and turning to discounting strategies, with increased proportions of businesses reporting lower average output prices in recent months. However, indications of reduced input prices, mainly confined to the manufacturing sector, and the relative strength of sterling, might enhance the ability of some businesses to compete even during the downturn.

Recognising the importance of key sectors for Wales, the Ministerial Advisory Group highlighted those which are, or have the potential to be, key to the economy of Wales.

<b>Core Sectors</b>	<b>Economically important</b>	<b>Strategically important:</b>	<b>Strategically important:</b>
<ul style="list-style-type: none"> <li>➤ Energy</li> <li>➤ Environmental management</li> <li>➤ Telecommunications and ICT</li> </ul>	<ul style="list-style-type: none"> <li>➤ Construction</li> <li>➤ Food</li> <li>➤ Defence</li> <li>➤ Retail</li> <li>➤ Leisure and Tourism</li> </ul>	<ul style="list-style-type: none"> <li>➤ Bioscience</li> <li>➤ Health</li> <li>➤ Financial services/ products and professional services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Creative industries</li> <li>➤ Automotive</li> <li>➤ Aerospace</li> </ul>

DE&T will create and oversee sector action plans, manage relationships with Sector Fora and other sector groups, liaise with UK Government Departments and ensure that sector intelligence informs our plans and actions.

### **3.3 European Funds**

For the 2007-2013 programming period, Wales benefits from around £3.9<sup>1</sup> billion of investment (EU grant £1.9 billion) from the Convergence European Regional Development Fund (ERDF) and European Social Fund (ESF) programmes for West Wales and the Valleys, the Regional Competitiveness and Employment (ERDF and ESF) programmes for East Wales, and the Ireland/Wales Cross Border Territorial Co-operation Programme (ERDF). Wales is also involved in three other Territorial Co-operation programmes (ERDF and ESF).

The programmes are playing an important role in helping businesses and supporting people into work and training during the current economic climate. The Welsh European Funding Office (WEFO), in partnership, will continue to help public, private and third sector sponsors with their project ideas that will best contribute to achieving the aims, objectives and targets set out in the Operational Programmes, in line with EU's Lisbon and Gothenburg agendas and Assembly Government strategies to promote sustainable growth and jobs. Several programmes within the DE&T plan have already secured European funding in 2009/10 and these funds form part of the financial assumptions for delivery.

<sup>1</sup> The sterling value of European programmes is based on a planning exchange rate of £1: €1.15

### 3.4 Delivering Results

During 2009/10 many elements of *Enabling Government* will be integrated within our mainstream activities to provide consistency across the Welsh Assembly Government to deliver results.

#### ➤ Reward and Recognition

The Welsh Assembly Government Awards scheme is new for 2009 and will recognise the achievement of individuals and teams in the Assembly Government. All Departments are encouraged to participate

#### ➤ Programme/Project Management

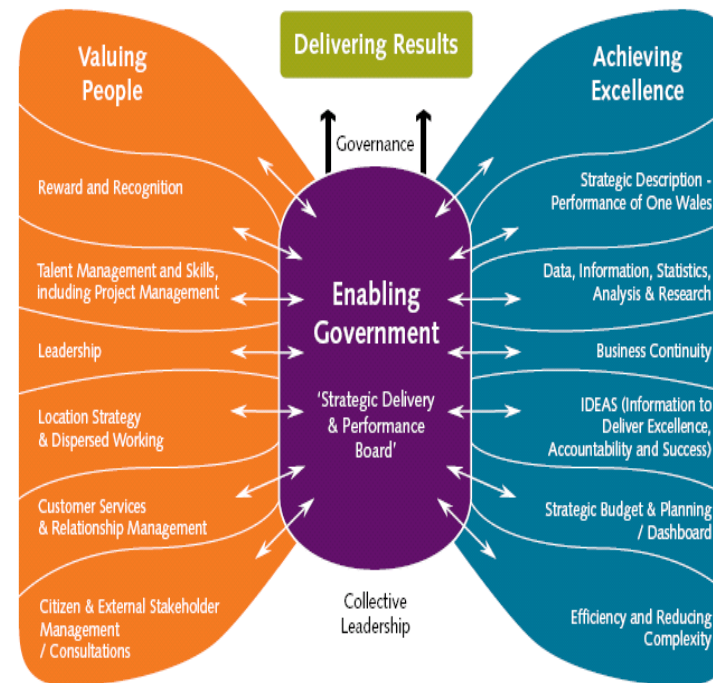
DE&T continues to be a member of the Office of Project and Programme Advice and Training (OFFPAT). This enables DE&T to obtain and transfer skills and knowledge with its counterpart regional economic partners.

#### ➤ Location Strategy and Dispersed Working

DE&T has four regions delivering its services and local interaction with our partners and key stakeholders. The location strategy affects these offices with staff moving to new premises in Mid and North Wales.

#### ➤ Customer Services and Relationship Management

The Customer Service Improvement Project has harnessed a shared commitment across the Welsh Assembly Government to consider delivery options to improve customer service. DE&T are contributing to this.



#### ➤ Performance of One Wales

Utilising the new business planning templates, the DE&T One Wales monitoring and reporting file has been developed to ensure that DE&T captures all its contribution to One Wales from its inception. DE&T is currently leading on 27 commitments and contributing to a further 12.

#### ➤ IDEAS Information to Deliver Excellence, Accountability and Success

During 2009/10 DE&T will continue to build on and develop the new SAP financial reporting systems.

#### ➤ IDEAS, Strategic Budget & Planning Dashboards

2009 will see the introduction of Managing for Delivery and the new planning and performance approach for the Welsh Assembly Government. DE&T dashboards for planning and management of performance are currently being developed and will form the basis for DE&T plans for 2010/11 onwards.

#### ➤ Efficiency and Reducing complexity

DE&T's Efficiency Plan (2006 – 2010) outlines how the Department contributes to the Assembly Government's vision of citizen based public services that promote equality and social justice as set out in *Making the Connections: Delivering Better Services for Wales*.

## 4. Strategic Priorities

To address the challenges set out in section two within the context in which DE&T is operating for 2009/10 the Department's overriding priority is to take steps to tackle the economic downturn.

In addition the Department has refocused its four medium term priorities to take account of the new economic circumstances:

- Deliver Flexible Support for Business – *refocusing support to keep viable businesses trading during the economic downturn;*
- Increasing research capacity, capability and commercialisation in businesses and universities in key sectors – *assisting businesses to become more competitive and enable them to take advantage of the opportunities as the economy recovers;*
- Economic inactivity and Regeneration – *prioritising activities that support rapid and direct employment opportunities;*
- A progressive Agenda for Transport – *delivering integrated and improved domestic and international travel connectivity.*

All actions in the plan contribute to these priorities and One Wales commitments.

The Welsh Assembly Government Strategic Framework reflects the key principles of One Wales and will introduce a new approach to planning and performance measurement of all Departments during 2009 involving delivery against key outcomes and key performance indicators.

## 5. Performance

The performance framework for this plan builds on changes made in 2008/09 and focuses on key corporate performance measures for delivery, monitoring and reporting. It continues to embed the strategic focus on quality and results delivery with a balance of activity and result metrics.

During this Plan period, the performance framework will be reviewed to ensure a streamlined integration to the Welsh Assembly Government Strategic Framework and Dashboard performance requirements.

## 6. Planned Delivery

This section shows the allocated budget by Priorities and key budgetary areas for delivery of planned actions for the DE&T MEG for 2009/10.

The following sub-sections 6.1 to 6.6 show the aims, deliverables and budgets for the top priorities and cross cutting support areas. A breakdown of budgets by Budget Expenditure Line (BEL) is included at **Appendix A**.



## **6.1. Tackling the Economic Downturn**

Details of specific planned support for economic activity is highlighted within the Department's medium term priorities outlined from Section 6.2 onwards.

In addition to these specific activities and their published funding allocations there are further specific initiatives/activities which we are taking forward to help businesses during the current economic climate, with the overall aim of stimulating the market and improving the flow of investment. These include:

1. Additional capital spend of £17.3m for programmes approved by the Strategic Capital Investment Fund (SCIF) for four major capital schemes;
2. Bringing forward £16.7m of capital schemes and achieving £7.5m additional capital funds to facilitate infrastructure improvements;
3. Support for Finance Wales Investment Fund of European Funds and European Investment Bank funds;
4. Improve Welsh Assembly Government EU State Aid capacity to help Welsh enterprises
5. Explore potential for increasing intervention rates for the European programmes
6. Improve DE&T average payment times for invoices to assist cash flow for small enterprises
7. Identify further specific funding of £5m to work with the financial sector to encourage investment in businesses
8. Promote access to other UK Investment schemes available to businesses in Wales i.e. Working Capital Scheme; Enterprise Finance Guarantee Scheme, and Capital for Enterprise Fund.

In addition to the above, we will focus on extending contract opportunities to second and third tier suppliers via the Sell2Wales web site, review our property portfolio to highlight where we can release land for affordable housing opportunities as well as delivering resource efficiency services through Flexible Support for Business as part of our Green Jobs Strategy.

## **6.2. Deliver Flexible Support for Business**

Delivery of the following programmes is by regional local delivery and central teams who may deliver all Wales programmes.

### **Key Aim**

**Refocus support to keep viable businesses trading during the economic downturn**

### **Strategic Deliverables**

- ◆ Deliver specific *One Wales* commitments in key areas of “*A Prosperous Society*”, and “*A Rich and Diverse Culture*”;
- ◆ Provide a business engagement strategy that takes account of the changing economic climate and provide tailored and effective customer support through Flexible Support for Business;
- ◆ Support trade and international activities to assist and maintain our enterprise environment and strive to capture opportunities for Wales.

**Actions and Funding**

<b>Flexible Support for Business Activities</b>		<b>Core Funding £'000s</b>	<b>Total Funding* £,000</b>
<b>Enterprise</b>			
Customer Services	Provide strong access for customers including website and integrating Business Link in Wales. Provide a Pan Wales contact centre and network of regional business centres. Build on best practice and research/evaluation.	4,020	6,337
Start Up Support and facilitate Business Growth, Inclusion and Networks	Deliver pre start service, graduate support service, and provide scholarship support for graduates. Support Tier three SME Relationship managers. Provide Single Investment Fund specialist support and continued support for targeted start up clients. Develop strategic sector and spatial supply chain improvements and deliver Flexible Support for Business supplier development service, local supplier engagement and regional networks. Provide inclusion support to meet the inclusive Agenda	14,896	20,413
Enterprise Education	Promote aspirations for business start up including FE/HE Institutional Strategies, Regional Hubs of Entrepreneurship and Discretionary Fund. Dynamo Role Model Network and Exchanges. Sharing of Entrepreneurial vocational education best practice.	2,116	2,563
<b>Enterprise</b>		<b>21,032</b>	<b>29,313</b>
<b>International Business Promotion</b>			
International Trade	Trade in Wales Development, International Opportunities, Trade International Events, Trade Export Assist and Trade food Initiative	3,400	4,700
International Corporate Support and overseas marketing and leads	Management of trade related visits, management of specific events, performance management and management of inward investment enquiries. Support for generating international marketing leads and costs associated with overseas activities	2,575	2,575
<b>Trade and International</b>		<b>5,975</b>	<b>7,275</b>
<b>Investment</b>			
Single Investment Funds	Supporting businesses by providing bespoke packages of support to meet their investment needs	36,290	41,290
Legacy commitments net of receipts	Legacy Schemes	49,754	49,754
Finance Wales	Capital funding	8,593	8,593
<b>Investment</b>		<b>94,637</b>	<b>99,637</b>

\*Includes European and/or private funding

**Key Deliverables****Corporate Performance indicators 2009/10**

➤ <i>Enterprises Assisted</i>	➤ <i>New or improved products, processes or services launched</i>
➤ <i>Enterprises Financially Supported</i>	➤ <i>Enterprises adopting or improving equality and diversity strategies and monitoring systems</i>
➤ <i>Collaborative R&amp;D</i>	➤ <i>Profit benefit</i>
➤ <i>Gross Jobs Created</i>	➤ <i>UKTI Jobs Created</i>
➤ <i>Jobs Safeguarded</i>	➤ <i>UKTI Jobs Safeguarded</i>
➤ <i>Investment Induced - Capital</i>	➤ <i>Individuals assisted to set up a new enterprise</i>
➤ <i>Investment Induced – Innovation/R&amp;D</i>	➤ <i>Enterprises Created</i>
➤ <i>Increase in level of Export</i>	➤ <i>Individuals started trading</i>

**6.3. Increasing Research Capacity, Capability and Commercialisation****Key Aim**

**Assist businesses to become more competitive and enable them to take advantage of opportunities as the economy recovers**

**Strategic Deliverables**

➤ Deliver on the Research & Commercialisation Agenda in the changing economic climate

**Actions and Funding**

<b>Innovation, Research &amp; Commercialisation Activities</b>		<b>Core Funding £'000s</b>	<b>Total Funding* £,000</b>
Innovation Centres & Specialist R&D facilities	Capital and revenue investment in Techniums and Knowledge Transfer Centres (A4B)	7,347	9,577
Innovation and R&D support for Business	Support for business innovation and R&D activity, design, intellectual property, improved manufacturing, new product development, licensing and commercialisation	1,891	4,229
Knowledge Transfer and Commercialisation	Knowledge transfer and commercialisation programmes: Enterprise Europe Network; Academia for Business (A4B); Graduate placements; Technology Fora; Strategic R&D and Commercialisation partnerships	9,842	13,491
Awareness and Implementation of Innovation and new Technologies	Awareness and implementation of innovation, science and key technologies by Welsh businesses. Promote Wales technology expertise within/outside Wales including support for E-Futures, E-Crime, E-business and Inside Welsh Industry	1,944	3,511
Sector Initiatives	Sector innovation projects; EnergyNet; North Wales Composites Centre of Excellence; Aerospace industry Network; Creative Industries development and	2,301	2,501

	business/sector collaborative development projects to deliver high impact projects		
<b>Research &amp; Commercialisation</b>		<b>23,325</b>	<b>33,309</b>

\*Includes European and/or private funding

### Key Deliverables

<b>Corporate Performance indicators 2009/10</b>	
➤ <i>Enterprises Assisted</i>	➤ <i>New or improved products, processes or services launched</i>
➤ <i>Collaborative R&amp;D</i>	➤ <i>Products, processes and services registered</i>
➤ <i>Gross Jobs Created</i>	➤ <i>Profit benefit</i>
➤ <i>Funding secured</i>	➤ <i>Individuals Assisted</i>
➤ <i>Investment Induced – Innovation/R&amp;D</i>	

## 6.4. Economic Inactivity and Regeneration

### Key Aim

**Prioritising activities that support rapid and direct employment opportunities.**

### Strategic Deliverables

- ◆ Deliver *One Wales* commitments in the areas of “*A Fair and Just Society*”, “*A Prosperous Society*”;
- ◆ Support the Regeneration Board with delivery of key strategic regeneration areas and priorities;
- ◆ Facilitate development of Strategic Action Plans to identify potential for joint working and funding of Welsh Assembly Government regeneration actions to ensure maximise support provided

### Actions and Funding

Strategic Regeneration		Core Funding £`000s	Total Funding* £,000
Regeneration Support - Capital	Capital Support for Regeneration Schemes including: Heads of the Valleys Programme and Programme Area; Mon a Menai; North Wales Coastal; Western Valleys; North Meirionnydd Welsh Language; Swansea; Aberystwyth; Newport; Pontypool/Cwmbran; Bridgend; Pontypridd; and Severn Valley	47,725**	54,667
Regeneration Support - Revenue	Revenue Support including Heads of Valleys programme and Mon a Menai; North Wales Coastal; Western Valleys North Meirionnydd/Welsh Language, Swansea, Aberystwyth; Newport; and Severn Valley	3,043	3,422
Cardiff Bay Development	The Harbour Authority has a range of statutory and non statutory duties and responsibilities. Primary aims include maintain the best environmental standards throughout Cardiff Bay. Improve access to and around Cardiff Bay. To further develop	15,717	15,717

	water use on the Bay. To increase the quality and range of facilities and events in the Bay to enhance visitor experience.		
<b>Total</b>		<b>66,485</b>	<b>73,806</b>

\*Includes European and/or private funding

\*\* includes £2m brought forward, excludes £4m Strategic Capital Investment Fund (SCIF)

### Key Deliverables

#### Corporate Performance indicators 2009/10

➤ Premises created or refurbished	➤ Investment induced - Capital
➤ Land Developed – Employment & Other	
The above deliverables reflect legacy performance activity. Strategic Regeneration Areas will adopt Strategic Regeneration Area Action Plans.	

## 6.5. A progressive Agenda for Transport

### Key Aim

Delivering integrated and improved domestic and international travel connectivity.

### Strategic Deliverables

- Deliver One Wales transport commitments in “Living Communities”;
- Deliver Ministerial agreed Transport Reference Document activities including delivery of the Wales Transport Strategy “Connecting the Nation”.

### Transport Strategy Themed Activities

Delivery of the Wales Transport Strategy “Connecting the Nation” includes support for five priorities:

- Theme 1 (T1) Reducing greenhouse emissions and other environmental impacts from transport
- Theme 2 (T2) Integrating local transport
- Theme 3 (T3) Improving access between key settlements and sites
- Theme 4 (T4) Enhancing international connectivity
- Theme 5 (T5) Increasing safety and security

These priorities will inform the basis for actions arising in this and future plans.

### Actions and Funding

#### Trunk Roads

Transport	Summary Proposed activities	Core Funding £'000s
Maintaining the Trunk Road Network	Payment of shadow toll, costs in connection with the trunk road programme – public inquiry costs, valuation services, etc, Programme of work to assess and strengthen existing structures within the highway network	24,301
	Costs of maintaining the trunk road and motorway asset. Funding Traffic Control centres and Truck Road Agents, Purchase of vehicles and equipment for winter maintenance of the highway network	32,417

	Programme of schemes to restore the full life of roads and bridges. Year three of six year programme to meet EU Tunnels Directive	32,712*
<b>Total Maintaining Trunk Road Network</b>		<b>89,430</b>
Improving the Trunk Road Network	Preliminary investigation costs and traffic, environmental, engineering and asset studies relating to Trunk Road network, Programme to support new construction and improvement and Costs of acquiring land/buildings for construction and improvement of trunk roads/motorways	15,031
	Construction/associated costs of major trunk road/motorway schemes across the network	69,380**
	Programme designed to enhance and improve sub-standard sections of trunk road and a programme of Making Better Use schemes	17,607***
	Receipts	(1,270)
<b>Total Improving Trunk Road Network</b>		<b>100,748</b>
Roads Depreciation and Impairments	Roads Depreciation and Impairments.	250,168
<b>Total Roads Depreciation and Impairments</b>		<b>250,168</b>

\* Includes £1.5m brought forward

Figures excludes £4.3m SCIF

\*\* Includes £5m brought forward

\*\*\* Includes £1.5m additional funds

### Key Deliverables

#### Corporate Performance indicators 2009/10

Maintaining the Trunk Road Network	➤ To time and within budget deliver a prioritised programme of major maintenance and renewal schemes by March 2010
	➤ Complete to time and within budget, year three of planned activity within the six year programme to meet EU Tunnel Safety regulation
Improving the Trunk Road Network	➤ To time and within budget deliver 2009/10 elements of Trunk Road Forward programme
	➤ To time and within budget deliver a prioritised programme of bridge structural upgrades by March 2010
	➤ To time and within budget delivery 2009/10 elements of Trunk Road Forward programme that are critical to international road routes

### Rail and Air

Transport	Summary Proposed activities	Core Funding £'000s
Improving Rail and Air Services	Providing funds for rail links and grants to deliver range of initiatives. Support for intra-Wales air service and Welsh Route Development Fund. Arriva Trains Wales for delivery of Wales and Borders Rail Franchise	159,055
	Capital Investment via the public and private sectors in rail infrastructure e.g new stations, lengthening platforms at existing stations, CCTV	28,689*
<b>Total Improving Rail and Air</b>		<b>187,744</b>

\*Includes additional £5m but excludes £9m SCIF

**Key Deliverables****Corporate Performance indicators 2009/10**

Improving Rail & Air Services	➤ To time and within budget delivery 2009/10 elements of Rail Forward programme
	➤ Monitor and review rail franchise to ensure that WAG strategic objectives are met
	➤ Support development of Cardiff International Airport to meet WAG strategic priorities

**Local Roads**

Transport	Summary Proposed activities	Core Funding £'000s
Improving Local Roads	Capital grants to local authorities to support local road improvements and to improve local road maintenance	103,015*

\*includes brought forward £2.5m

**Key Deliverables****Corporate Performance indicators 2009/10**

Improving Local Roads	➤ Completion of the Ammanford Distributor Road to time and within agreed budget.
	➤ Ensure that funds are effectively allocated to Local Authorities to fund local road maintenance

**Improving Integration and Delivery of Local Transport**

Transport	Summary Proposed activities	Core Funding £'000s
Improving Integration and Delivery of Local Transport	Revenue support to Local Authorities to support local transport initiatives e.g. public transport information services, travel plans, publicity	5,517
	Capital grants to Local Authorities to support local transport improvement schemes	21,599
	Payments to Local Authorities to support the provision of subsidised and socially necessary local bus services	32,625
	Free bus travel for people over 60 and for the disabled including funding for pilot scheme for 16-18 year olds and severely disabled people	63,864
	School Transport	1,341
<b>Total Improving Integration and Delivery of Local Transport</b>		<b>124,946</b>

**Key Deliverables****Corporate Performance indicators 2009/10**

Improving integration and Delivery of Local Integrated Transport	➤ Ensure that funds are effectively allocated to Transport Grant activity and that this activity delivers against WAG strategic objectives
	➤ Review the reimbursement arrangements for the Concessionary Fares Scheme
	➤ Initiate Cardiff STT and develop further plans
	➤ Establish the Public Transport Users Committee

**Improving Road Safety**

Transport	Summary Proposed activities	Core Funding £'000s
Improving Road Safety	Implementation of Road Safety strategy for Wales, funding of RoSPAs office in Wales and road safety promotion, Road repair schemes to maintain high levels of resistance to skidding. Investment in localised safety schemes as identified by accident statistic analysis. Community and minor improvement schemes to deal with localised problems on existing network, finance Local Authorities for local road safety initiatives	21,767
<b>Total Road Safety</b>		<b>21,767</b>

### Key Deliverables

#### Corporate Performance indicators 2009/10

Improving Road Safety	➤ <i>To time and within budget deliver, a programme to extend the number of 20mph zones (RAG rating)</i>
	➤ <i>Deliver against a programme of skidding resistance resurfacing schemes, community schemes, local safety schemes and minor improvements on trunk road network</i>
	➤ <i>Maintain progress towards meeting the casualty reduction targets set for 2010</i>

### Improving the Quality of the Local Environment and Supporting Walking and Cycling

Transport	Summary Proposed activities	Core Funding £'000s
Improving the Quality of the Local Environment	Environmental Improvement Schemes involving a programme on noise reduction schemes.	1,005
Supporting Walking and Cycling	Provision of cycle infrastructure within the Trunk road network aimed at promoting safe cycling on the network, providing interfaces with local and national cycle routes and capital grants to Local Authorities to support local road safety schemes	11,303
<b>Total Improving the Quality of the Local Environment and supporting Walking and Cycling</b>		<b>12,308</b>

### Key Deliverables

#### Corporate Performance indicators 2009/10

Improving Quality of Local Environment and Supporting Walking and Cycling	➤ <i>Ensure that funds are effectively allocated to walking and cycling schemes activity and that this activity delivers against WAG strategic objectives</i>
	➤ <i>To time and within budget, complete at least two noise mitigation schemes</i>
	➤ <i>Delivery of a programme of cycling infrastructure schemes on the trunk road</i>



## 6.6. All Priorities

### 6.6.1. Property

#### **Key Aim**

**Facilitate infrastructure, employment property and affordable housing actions.**

#### **Strategic Deliverables**

- Deliver *One Wales* commitments in key areas of “*A Prosperous Society*” and a “*Fair and Just Society*”;
- Generate sufficient receipts to deliver on property programme;
- Integrate DE&T sustainable development principles for all activities supported including BREEAM and Carbon Zero;
- Manage existing portfolio of Land and buildings effectively and efficiently.

#### **Actions and Funding**

<b>Property</b>	<b>Summary Proposed activities</b>	<b>Core Funding £`000s</b>	<b>Total Funding £`000s</b>
Investing in employment land, sustainable buildings and affordable housing.	Investment in existing sites, either directly or through joint ventures, to make land available for development by installing both on and off site infrastructure and the essential services needed to support buildings, including utilities. Facilitate the provision of buildings. Investment in buildings will employ a range of financing mechanisms, including the innovative public-private partnerships. In line with broader Government policy on making land available for affordable housing, opportunities from within the land portfolio will be generated	20,217*	20,617*
Major investment schemes and other programmes	Major investment on major mixed-use developments. Examples include Roath Basin in Cardiff and SA1 in Swansea. In each case, private sector investment is maximised. Investment to support the development of new financing initiatives, the sale of land, particularly surplus assets, community facilities, etc.	17,859	18,314
Estate Management, Lease Solutions and PFI	Expenditure on existing land assets and in particular for meeting statutory requirements such as Health & Safety legislation and empty property rates. Revenue for new innovative mechanisms for delivery of capital projects. PFI – Bute Avenue Unitary Charge	18,740	18,740
St Athan	St Athan site development	11,150	11,150
<b>Gross Total</b>		<b>67,966</b>	<b>68,821</b>
	Capital receipts	-20,500	-20,500
	Revenue receipts	-10,400	-10,400
<b>Net Total</b>		<b>36,066</b>	<b>36,921</b>

	Depreciation & Cost of Capital	33,159	33,159
<b>Grand Total</b>		<b>70,225</b>	<b>71,080</b>

. \* Includes additional £5.7m brought forward funding and £1m additional funding

### Key Deliverables

<b>Performance Measures 2009/10</b>	
➤ Land Developed – Employment	➤ Premises created/Refurbished
➤ Housing units – Affordable	➤ Housing Units – Market
➤ Investment induced – Capital	➤ Jobs Accommodated
➤ Premises Created/Refurbished	

### 6.6.2. ICT Operations

#### Key Aim

Ensuring relevant ICT support infrastructure is in place to gain maximum benefits for Wales

#### Strategic Deliverables

➤ Deliver *One Wales* commitments in key areas of “*A Prosperous Society*”

#### Actions and Funding

ICT Operations	Summary Proposed activities	Core Funding £`000s	Total Funding £,000
ICT Actions	ICT including RIBS, Fibrespeed	5,059	5,059
	Broadband depreciation and cost of capital	497	497
<b>Total</b>		<b>5,556</b>	<b>5,556</b>

#### Key Deliverables

<b>Performance Measures 2009/10</b>
Additional end-users able to access broadband

### 6.6.3 Marketing and Major Events

#### Key Aim

Maximise potential and opportunities arising from major events and deliver on key marketing objectives to support Deliver on major events

#### Strategic Deliverables

- Deliver *One Wales* commitments in key areas of “*A Rich and Diverse Culture and “A Prosperous Society”*”
- Key Domestic and International marketing campaigns;
- Contribute to major events such as the Wales Ryder Cup;
- Engage with Welsh interests overseas and develop and promote Wales Brand.

#### Actions and Funding

Marketing and Major Events	Summary Proposed activities	Core Funding £`000s	Total Funding £,000
Major Events	Major events	6,600	6,600
Marketing	International and Domestic marketing	3,090	3,090

	campaign		
<b>Total</b>		<b>9,690</b>	<b>9,690</b>

### Key Deliverables

#### Performance Measures 2009/10

##### Domestic

Joint working with Enterprise and the contact centre team to generate number of enquiries per year

##### International

Generate leads/enquiries from marketing activity including via lead generation agencies payments by results

### 6.6.4. Corporate Services

#### Key Aim

**Support Departmental actions to address key issues affecting the economy of Wales in line with *One Wales* commitments and wider Ministerial priorities for the Department.**

#### Strategic Deliverables

- Support DE&T to deliver on all relevant *One Wales* Commitments;
- Promote and integrate IDEAS delivery programmes;
- Establish a robust evidence base for the Department supported by Research and Evaluation programme;
- Ensure the effective delivery of the 2007-2013 Structural Fund programmes with successful closure of outstanding programmes;
- Promote and address Departmental Corporate responsibilities.

Corporate Services	Summary Proposed activities	Core Funding £'000s	Total Funding £,000
	Public Sector Broadband Aggregation programme	6,600	6,600
	National Loans Fund	1,783	1,783
	Corporate development including Economic Research Advisory Panel, research & Evaluation, integrating Cross Cutting actions, planning and performance	11,307	11,307
<b>Total</b>		<b>19,690</b>	<b>19,690</b>

### Key Deliverables

Apart from some key areas in this section, most corporate activities do not produce direct outputs but indirectly will support those highlighted within this plan.

### 6.6.5. Welsh European Funding Office

#### **Key Aim**

**Support the delivery of the EU and Welsh Assembly Government's policies for sustainable jobs and growth by successfully implementing the European Structural Funds programmes in Wales in compliance with EU regulations**

#### **Strategic Deliverables**

- Support Welsh Assembly Government to deliver on all relevant *One Wales* Commitments;
- Ensure the effective delivery of the 2007-2013 Structural Fund programmes and the successful closure of the 2000-2006 programmes.

### Actions and Funding

European Funding	Summary Proposed activities	EU Funding	Published Receipts	Total Net Funding '000s
European Funds	ERDF Revenue	61,026	-61,026	0
	ERDF Capital	83,372	-83,372	0
	ESF Revenue	89,460	-89,460	0
	EU Programme Support	0	0	1,092
	Spatial European Teams Support	0	0	236*
<b>Total</b>		<b>233,858</b>	<b>-233,858</b>	<b>1,328</b>

\*This budget is managed by Economic Development Group. Figures exclude EU support of £1.112m

### Key Deliverables

#### **Performance measures 2009/10 European Funding**

- Ensure the effective implementation of the 2007-2013 Structural Fund programmes
- Promote effective involvement by partner organisations in Wales in EU programmes, including Transnational co-operation programmes and networks
- Ensure effective promotion of the Structural Fund programmes
- Ensure the compliant closure of the 2000-2006 Structural Fund programmes, maximising expenditure of available funds

## 7. Spatial Context

### 7.1 Mid Wales

Mid Wales spatial priorities are focused on strategic 'Hubs' and 'Sectors' that target resources as highlighted above in specific spending programme areas and where most value is added, and impact achieved, in recognition of areas of both need and opportunity. The region also facilitates delivery of the Rural Development Plan for Wales.

#### **Hubs**

- Focussed interventions on key settlements with a broad range of services, spreading prosperity to their rural hinterlands;
- Cross border working where hubs interact with neighbouring regions, as outlined in the Wales Spatial Plan.

## Sectors

Reinforcing the Assembly's approach to focus attention on key sectors for Wales which can add most value, not only to the regional strengths and opportunities evident in Mid Wales, but to the Welsh economy as a whole. These are highlighted for Mid Wales in the areas of:

- |                                     |                 |
|-------------------------------------|-----------------|
| • ICT & Telecommunications          | • Tourism       |
| • Energy & Environmental Management | • UAV/Aerospace |

## 7.2 South East Wales

South East Wales is characterised by very different environments each providing their own unique pressures, needs, opportunities and challenges. The area is focused on three sub regions: the **Heads of the Valleys**, the **Connections Corridor** and the **Coastal Belt** also known as the City Coast.

Key priorities to address the needs and opportunities identified for these three spatial plan sub regions include support for:

- Regeneration to help deliver on local and regional plans within the strategic direction provided by the Regeneration Board;
- Property and Site Development for selected acquisition of key sites in line with the proposed Property Framework for Wales and also linked to key regeneration, economic and housing priorities;
- Delivery of Strategic Land Reclamation commitments;
- Increasing competitiveness and employment through support for Flexible Support for Business including specialist support; and
- Facilitating the delivery of the Rural Development Plan for Wales in the South East region.

## 7.3 South West Wales

In line with the One Wales commitments and the wider priorities of DE&T, the five themes of the Wales Spatial Plan are closely inter-linked with the aims and ambitions in South West Wales to promote:

- Building Sustainable Communities;
- Promoting a Sustainable Economy;
- Achieving Sustainable Accessibility;
- Valuing our Environment; and
- Respecting Distinctiveness.

In addressing these challenges within the region, quality is a central theme particularly in terms of high-quality, high-productivity jobs, high value all-year tourism

and leisure; a highly skilled and adaptable workforce; a high quality of life that makes the area attractive as a place in which to live and work; and the creation of distinctive quality urban centres with an offer that helps support tourism and a quality of life for all.

These aims and ambitions are taken forward in key activities and supported by the spending programme areas identified in Section 6 of this plan.

## **7.4 North Wales**

Working within the strategic parameters set out in *One Wales*, the Spatial Plan, Making the Connections, the Beecham Report and the Ministerial Advisory Group, North Wales is delivering on key priorities within the spending programme areas highlighted in section 6 within the following 3 dimensions (Spaces, Sectors and Stands)

- Spaces – including Mon a Menai;
- Sectors – including Aerospace, ICT, Food, and Leisure and Outdoors;
- Strands – including Relationship Management, Sustainable Development, Procurement and Inclusion.

In addition the region will maximise and exploit ICT networking and help identify utility network options in support of improving economic prosperity in the area.

## **8. Corporate Responsibilities**

The Department at 1<sup>st</sup> April 2009 consists of four main business areas: Economic Development, Transport and Strategic Regeneration, Corporate Services and the Welsh European Funding Office. The majority of our operational delivery is through our regional offices. **Appendix B** contains a high-level organisation chart.

Key corporate responsibility areas for the Department include the following:

### **8.1 DE&T Communication Plan**

Developed in conjunction with the Ministerial Communications team the communication plan focuses our resources on achieving the best possible communication platform for our key messages about *One Wales* commitments and wider statutory and Ministerial priorities

### **8.2 Learning and Development**

People management and development ensure that we all have the right knowledge, skills and motivation to do our jobs and is at the heart of everything we do in DE&T. We are committed to a dynamic, systematic and ambitious programme of performance improvement. Our strategic Annual Training Plan for the Department embraces DE&T policy for learning and development and is linked to our business objectives and evaluation requirements.

In May 2009, in common with all other Assembly Departments, we will be assessed against liP New Choices Levels 2 and 3, liP New Choices goes beyond the current scope of the liP standard to which we are accredited to, into broader areas of people management and development, and this will show us how good we are and where we can focus for further improvements and performance gains.

### **8.3 Occupational Health and Safety (OH&S)**

We have a dynamic OH&S Management System accredited to OHSAS 18001. This ensures that we comply with all legal requirements under which we operate, eliminate or minimise risks to all our staff, our visitors and contractors, and provide them with the safest and healthiest working environment in a climate of continual improvement. Twice a year BSI management Systems complete a continuing assessment of our OH&S management system and produce a detailed report.

Key elements of our OH&S management system are undertaking internal OH&S audits of all our offices; mid and end-year reviews of the performance of the OH&S management system by the Corporate Leadership Team, and regular meetings of the DE&T Central H&S Committee. The Committee, with representation from Divisional H&S Co-ordinators and Regional Teams, including trade union representation, promotes co-operation between DE&T and staff towards implementing, developing and improving our OH&S management system and the development and communication of safe systems of work and best practice throughout DE&T.

### **8.4 Business Services Improvement**

DE&T has a dedicated business change capability. The aim of this team is to deliver a more effective, efficient Department where human, financial and other resources (e.g. ICT) are more closely aligned to Ministerial priorities.

This work is marshalled into a DE&T change programme with associated management arrangements, governance and documentation.

The Internal Communications Strategy supports this work and regular updates to staff are issued.

### **8.5 Cross Cutting Themes**

#### **▪ Equality and Diversity**

DE&T plans for proposed activities have identified how we will contribute to high-Level Statements that have been agreed for the Department on equality and diversity. These statements will provide the strategic direction for priorities for action. The priorities themselves will be arrived at as a result of equality impact assessment and included in the Department's Single Equality Action Plan.

#### **▪ Sustainable Development**

In response to the "One Wales" target of 3% per year reduction in climate change emissions, a programme of action is being driven by the Cabinet Committee on Climate Change, with advice from the Climate Change Commission.

Work in progress on the Green Jobs Strategy has demonstrated the close linkage between SD, Climate change and Green Jobs. To bring these issues together onto a single integrated approach it has been agreed that:

- The Green Jobs Strategy will form the strategic context for the sustainable economy theme of the new Sustainable Development Scheme.
- The strategy will form the Department for the Economy and Transport delivery vehicle for the Sustainable Development & Climate Change agendas.
- All parts of the Assembly Government with a role in Green Jobs will consider how the Green Jobs agenda will be embedded in their activities.

Work will continue on completing the revision of our SD integration tool, continue integrating SD in business planning and project appraisal, promote the greening of existing businesses as an integral component of FS4B, revise “Creating Sustainable Places” (CSP) approach to introduce a “systems” approach to sustainability.

#### ▪ **Welsh Language**

Our aim is to ensure that we can provide a satisfactory and efficient bilingual service, in accordance with the Welsh Language Scheme. All Divisions have a dynamic Bilingual Skills Strategy and our objective by 2010-11 is to have sufficient staff with appropriate bilingual skills in the right posts and workplaces to deliver the commitments made in our Welsh Language Scheme in a satisfactory and efficient manner. Good progress is being made towards achieving and sustaining this goal. We will continue to give Welsh language training top priority for those that want to learn Welsh and for those sharpening their skills, and will support the Assembly’s Welsh Language training initiative.

The Department’s Welsh Language Action Plan will contribute to this objective and identify activities that will promote and facilitate Welsh speakers and support the Welsh language during the year, ensuring both in the short and longer term that people can choose to live their lives in Welsh, English or both languages.

#### ▪ **Third Sector**

DE&T will contribute to the Welsh Assembly Government Third Sector Action Plan. All relevant business areas in DE&T have identified their contribution to the Action plan for delivery.

### **8.6 State Aid**

The Welsh Assembly Government’s State Aid unit has reviewed proposed activities to identify any new activity that may give rise to State aid issues and to confirm that the types of activity are in line with their current understanding of the work undertaken by DE&T. The unit has provided detailed state aid advice and guidance on many aspects included in the plan. In particular, they have carried out detailed work in specific areas and where relevant providing State Aid knowledge and information.

### **8.7 Risk**

The Department continues to develop new and innovative ways of delivering outcomes and some projects will be more high risk than others. Consideration of risks pertaining to individual projects is an integral part of the business planning and project appraisal process.



We are continuing to review and update Risk Registers within the Department to ensure that appropriate controls are in place to manage our strategic risk.

### **8.8 Resources and Efficiency Savings**

DE&T's efficiency plan (2006 to 2010) outlines how the Department contributes to the Assembly Government's vision of citizen based public services that promote equality and social justice as set out in *Making the Connections: Delivering Better Services for Wales*. DE&T is committed to contributing to the 'Making the Connections' agenda and to generating real efficiencies.

### **8.9 Research and Evidence Plans**

Ensuring that our policies and activities are based on sound evidence requires further development of our approach to research and evaluation – an approach that delivers on three fronts: greater transparency, improved quality assurance, and increased capacity to make best use of evidence. A range of activities will be taken forward during the year to support these objectives.

### **8.10 Information Assurance Strategy**

The Welsh Assembly Government's Information Assurance Strategy sets out a vision for the Assembly Government and identifies three key goals and sixteen high level objectives. The Information Assurance Strategy incorporates recommendations emerging from the various data handling reviews across Whitehall following security incidents and Welsh Assembly Government's own audit activity. The Information Assurance Strategy strives to achieve a culture whereby information is appropriately valued and managed. DE&T's Information Assurance plan sets out how the Department will contribute to, and demonstrate compliance with.

## Appendix A – Proposed DE&T Expenditure 2009-10

SPA	BEL	BEL Description	Type	Proposed Budget* 2009
	3860	ICT Infrastructure Networks - Revenue	R	1,868
	3860	ICT Infrastructure Networks - Capital	C	3,191
	3861	Broadband Telecommunications Depreciation & Cost of Capital	R	497
<b>ICT Infrastructure</b>				<b>5,556</b>
	4040	Property Related Infrastructure - Receipts - General	R	(10,400)
	4040	Property Related Infrastructure - Capital Receipts - General	C	(20,500)
	4050	Property Related Infrastructure - Revenue	R	18,740
	4050	Property Related Infrastructure - Capital	C	49,226
	4080	Property Related Infrastructure - Depn/COC	R	32,059
	4100	Property Related Infrastructure - Provisions	R	1,100
<b>Property Related Infrastructure</b>				<b>69,225</b>
	4150	Regeneration Support - Revenue	R	3,043
	4150	Regeneration Support - Capital	C	47,725
	4160	Cardiff Bay Development Corporation - Revenue	R	10,070
	4160	Cardiff Bay Development Corporation - Capital	C	5,647
<b>Strategic Regeneration</b>				<b>66,485</b>
	3710	International Business Promotion	R	5,975
	4030	Enterprise	R	21,032
	3740	Research & Commercialisation - Revenue	R	17,531
	3740	Research & Commercialisation - Capital	C	5,794
	4239	RSA/AIG Grants - Capital	C	45,000
	4024	Finance Wales - Revenue	R	5,093
	4024	Finance Wales - Capital	C	3,500
	4026	EGS Grants	R	200
	4027	SMART Grants	R	1,950
	4241	Tourism Section 4 Grants - Capital	C	2,000

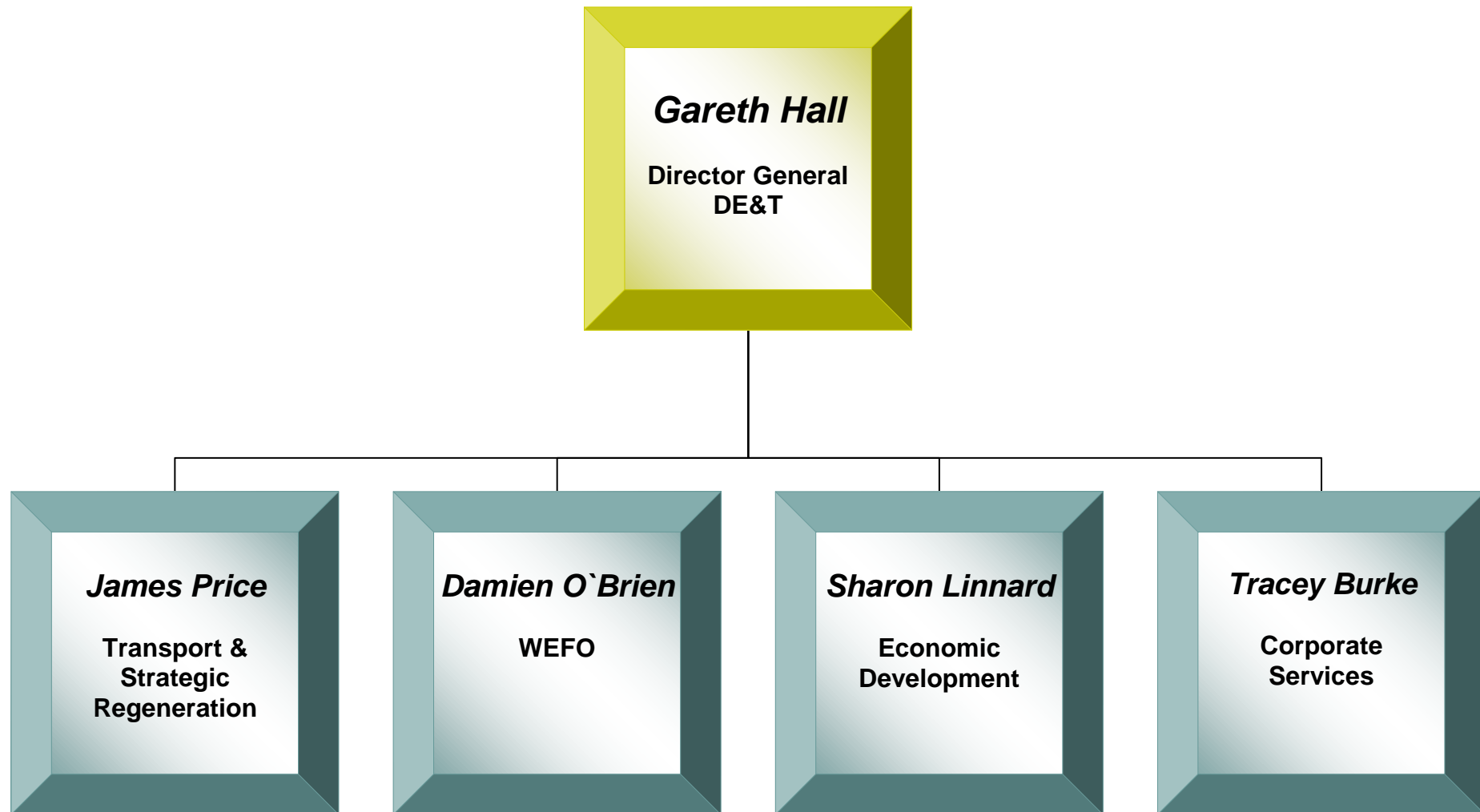
	4242	Tourism Section 4 Grants - Capital Receipts	C	(400)
	4243	Bespoke Property Development Grants	C	1,204
	4029	Single Investment Fund - Capital	C	28,186
	4029	Single Investment Fund - Revenue	R	8,104
<b>Flexible Support for Business</b>				<b>144,969</b>
	4235	Major Events - Revenue	R	5,800
	4235	Major Events - Capital	C	800
	4230	UK/Sectors/International Marketing	R	3,090
<b>DE&amp;T Marketing</b>				<b>9,690</b>
	3820	Public Sector ICT Networks - Revenue	R	6,600
	3720	International Relations	R	0
	4028	National Loans Fund - Revenue	R	1,783
	3890	Policy & Strategy Development - Revenue	R	9,047
		ICT Infrastructure	R	220
	3890	Policy & Strategy Development - Capital	C	2,040
<b>Policy Research &amp; Evaluation</b>				<b>19,690</b>
		Spatial European Teams (SETS)	R	236
	4380	Programme Support	R	1,092
	4340	ERDF - Revenue	R	61,026
	4350	ERDF - Revenue Receipts	R	(61,026)
	4344	ERDF - Capital	C	83,372
	4345	ERDF - Capital Receipts	C	(83,372)
	4360	ESF - Revenue	R	89,460
	4370	ESF - Revenue Receipts	R	(89,460)
<b>European Funding</b>				<b>1,328</b>
	1740	Design, Build and Operate Roads: Shadow Tolls	R	16,900
	1800	Routine Maintenance	R	32,047
	1860	Programme Support (Maintenance)	R	2,710
	1760	Repair and Strengthening Programme	C	4,691
	1780	Renewal of Roads and Bridges	C	32,712
	1820	Purchase of Vehicles and Equipment	C	370
<b>Maintaining the Trunk Road Network</b>				<b>89,430</b>
	1941	Roads Depreciation and Impairments	R	250,168

<b>Roads Depreciation and Impairments</b>				<b>250,168</b>
	1700	Studies - Revenue	R	
	1822	Studies - Capital	C	2,500
	1840	Purchase of Land & Buildings (Inc costs of transfer of ownership)	R	250
	1828	Purchase of Land & Buildings (Inc costs of transfer of ownership)	C	11,500
	1850	Programme Support - New Construction & Improvement	R	781
	1824	New Construction & Improvement Programme	C	69,380
	1826	Upgrade Programme	C	17,607
	1920	Revenue Receipts	R	(380)
	1830	Capital Receipts	C	(890)
<b>Improving the Trunk Road Network</b>				<b>100,748</b>
	1930	Revenue Support - Rail and Air	R	159,055
	1882	Rail and Air Investment	C	17,165
	1884	Rail and Air Capital	C	11,524
<b>Improving Rail and Air Services</b>				<b>187,744</b>
	1900	Capital Grants (Local Roads)	C	83,206
	2040	Roads - General Capital Funding	C	19,809
<b>Improving Local Roads</b>				<b>103,015</b>
	1870	Programme Support - Local Transport	R	5,517
	2020	Capital Grants - Local Transport	C	21,599
	1880	Bus Revenue Support	R	32,625
	2000	Concessionary Fares	R	63,864
	4915	School Transport	R	1,341
<b>Improving Integration and Delivery of Local Transport</b>				<b>124,946</b>
	2002	Programme Support - Road Safety	R	7,056
	2022	Trunk Roads - Road Safety Improvement Schemes	C	4,882
	2024	Capital Grants (Road Safety)	C	9,829
<b>Improving Road Safety</b>				<b>21,767</b>
	2026	Environmental Improvement Schemes	C	1,005

<b>Improving the Quality of the Local Environment</b>				<b>1,005</b>
	2028	Trunk Roads - Cycling Infrastructure Schemes	C	999
	2030	Capital Grants (Walking and Cycling)	C	10,304
<b>Supporting Walking and Cycling</b>				<b>11,303</b>

\*Includes brought forward and additional expenditure but excludes SCIF funding.

## Appendix B – DE&T Corporate Leadership Team





Llywodraeth Cynulliad Cymru  
Welsh Assembly Government

# **Finance Department**

# **Business Plan, 2009/10**

Version 1.0  
29 May 2009

**WELSH ASSEMBLY GOVERNMENT  
FINANCE GROUP BUSINESS PLAN 2009-10**

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## **EXECUTIVE SUMMARY**

### **Introduction**

At a time of great change in the Welsh Assembly Government (WAG) this plan sets out the work of that part of the organisation under the direction of the Director General, Finance. This includes the central Finance Department and Value Wales. It will also outline some of the work of the Department that will transfer to other areas of WAG within the financial year.

### **Vision**

The strategic direction for the finance function within WAG was set out in the Vision statement that was developed in 2007. This envisaged a Finance Department that was small and strategic and part of an integrated network of finance professionals across the organisation. The full Vision statement is in Annex A(i).

The IDEAS (Information to Deliver Excellence, Accountability and Success) is a key enabler of this finance vision and also provides business tools for the organisation as part of the Enabling Government programme. The Director General, Finance is the Senior Responsible Owner (SRO) for the IDEAS programme.

Value Wales has its own set of objectives with a more external focus. Value Wales acts as a catalyst for change, providing leadership, strategic direction, procurement training and best practice guidance to help organisations achieve real and sustainable improvements. Further details of Value Wales' objectives are set out in Annex A(ii).

### **Organisational Context**

The Permanent Secretary outlined a new structure for the organisation in October 2008. This included the establishment of a new strategic tier of Management across the organisation with the creation of four new posts at Director General (DG) level. This strategic tier of the organisation comprises seven Directors General and the Permanent Secretary who sit on the Strategic Delivery and Performance Board (SD&PB). There are also three non-executive directors on this Board,

There will be six Business Units to support Directors General – one for each DG with a portfolio area, and one Corporate Business Unit shared by the Director General, Finance and the Director General, People and Places. This Corporate Business Unit will also provide business support to the departments in the strategic centre. The Heads of each of the six Business Units will sit on the Operations Group (OG). The Deputy Director of Finance and a senior representative from HR will also sit on OG.

One of the key elements of the changes is the agreement that each Business Unit will have a Head of Finance who is a senior individual providing Financial

Support to the DG as Accounting Officer. (In the case of the Corporate Business Unit, the Head of Finance will provide financial support to the DG People and Places, the DG Finance and the other central service departments.) The Heads of Finance will matrix work with the DG Finance and are part of the senior team within the Welsh Assembly Government, running the Finance Function of the organisation.

The Finance Department will provide regular reports to both SD&PB and OG on the in-year performance of the organisation.

Those DGs with a portfolio are designated Additional Accounting Officers by the Permanent Secretary who is the Principal Accounting Officer. A Corporate Governance Committee (CGC) will support each DG in this role. There will also be a Corporate Services CGC. The timing of meetings of these Committees will ensure that their work is integrated with the work of the WAG CGC providing the Permanent Secretary with a framework of assurance about the running of the organisation.

A key element of the assurance will be provided by the work of the Corporate Governance and Assurance Division within the Finance Department. This includes the Internal Audit Services (IAS) and the Corporate Governance Unit.

The creation of the DG structure also led to changes to Departmental responsibilities. As part of those changes, Value Wales moved to become part of the Finance Group from the Department of Public Services and Performance. This will enable greater synergies between finance and procurement and an opportunity to review whether there are areas of work that would be better managed by Value Wales rather than Finance.

### **Organisational Development in Finance**

In response to these wider organisational changes outlined above, and also to enable the benefits of the IDEAS programme following the introduction of new business processes as a consequence of the implementation of the SAP ledger, the Finance Department is undergoing a process of change including a new organisational structure.

This will have an impact on the Business Plans for 2009-10 in that the level of resources for different areas of work has yet to be determined. It also creates a sizeable body of work in its own right which will need to be addressed on top of the day to day running of the Finance Department.

The organisational development work is furthest advanced in the Corporate Governance and Assurance Division where there has been consultation with the staff on new structures. There will be a small expansion of the function, to include the incremental development of a fraud function within the Division. The new structure will bring together all the European Audit work into one branch. There is also recognition of a new way of working for IAS, with greater

focus on risk based auditing and greater collaboration with Wales Audit Office in order to make best use of the resources.

Value Wales will not be involved in this organisational development work but the opportunity will be taken to see where there can be closer working between the two departments.

### **Issues and Opportunities**

The organisational changes both within the Department and the wider organisation provide an excellent opportunity to create a structure to support improved business processes enabled by the SAP technology. There is however a risk that the activity required to determine the new structures and to make them operational will put pressure on the already scarce resources.

### **Finance Director Community**

The development of a community of Finance Directors from across the public sector in Wales has progressed during 2008-09. Three conferences with all finance directors invited have been held and a series of regional network meetings have taken place. In 2009-10 three subgroups will be established to lead three key pieces of work on behalf of this community. That work is: the development of an approach to Carbon Budgeting in Wales, reviewing the data to benchmark back office services in Wales compared with the rest of the UK, and, with PSMW, to develop a leadership programme and training sessions for Finance Directors.

## **THE PLAN FOR 2009-10**

### **The Structure of the plan**

Every member of staff in the Finance department should be able to recognise where their role fits into the department's business plan. We also need to be confident that we are making best use of very limited resources in 2009/10. So we need a clear understanding of why each activity is undertaken and how much effort we should put into each one.

We are continuing this year the Themes that were part of the structure of last year's plan. The five Themes brought forward are:

- 1) Accounting & Budget Management (note: Budget Management used to be grouped in Theme 2)
- 2) Financial Planning
- 3) Continuous Improvement
- 4) Corporate Business Functions
- 5) Corporate Assurance

This year, we introduce two more Themes:

- 6) Procurement
- 7) Finance in the Welsh Public Sector

Themes 1, 2, 5, 6 and 7 cover the deliverables of the department. The Finance department is a service department, which means our first interest must always be that of the customer. The degree of success with which we deliver these tasks will drive our customers' view of whether we have been successful or not. Some are driven by external or statutory obligations, and others by business need. Either way, they are the things that make up our "must do" list.

Theme 3, which includes the IDEAS programme, includes deliverables which will enable the whole of WAG to operate more effectively. The Finance Department will also benefit from the improved processes and tools.

Theme 4 is an enabler to support Finance staff as they focus on the other Themes. The functions that are included here are covered in a number of different places in the department at present. The new Corporate Business Unit should take responsibility for them in due course, so this Theme should diminish as an element of the Finance plan during the year.

### **Risks**

The Finance Department maintains a departmental risk register which is currently co-ordinated by the Corporate Governance Unit, but which will in time be updated by the Finance section of the Corporate Business Unit. Senior managers in the Finance Department will still be expected to own and manage the risks from the point of view of ensuring their mitigation.

We face risks in terms of the other deliverables on which we depend to allow us to achieve our objectives – see the section on Dependencies below.

This plan includes actions to address those risks and the risk register will be a tool to ensure that those plans are having the desired effect.

## **Dependencies**

To deliver our plan, we need to know which of our activities or deliverables depend on the successful delivery of another task, whether that other task falls within the Finance department or outside.

Internal dependencies are indicated on the section below which shows the calendar for 2009/10. Our principal external dependencies will be:

- the successful establishment of strong finance sections in the Units that support Directors General; and
- the creation of a Central Administration & Services Business Unit, including the Finance section of that Unit.

Theme 3, which largely comprises the IDEAS programme, includes deliverables which will enable the whole of WAG to operate more effectively. The Finance Department will also benefit from the improved processes and tools.

Theme 4 is an enabler to support Finance staff as they focus on the other Themes. The functions that are included here are covered in a number of different places in the department at present. The new Corporate Business Unit should take responsibility for them in due course so this Theme should diminish as an element of the Finance plan during the year.

## **One Wales Deliverables**

The Department has two *One Wales* commitments. These relate to the establishment of a Commission to review the funding formula for Wales and the establishment of the Strategic Capital Investment Board. Both of these commitments have been delivered (Holtham Commission and the Cabinet Committee on Capital, respectively) and their work is ongoing.

## **Cabinet Committees**

The finance Director General is SRO for two Cabinet Committees: the Cabinet Committee for Strategic Capital Investment which meets quarterly, and the Budget and Performance Cabinet Committee which meets every two weeks. Finance is responsible for supporting the development of the agenda for the majority of the papers that are considered.

## **Summary of Key Deliverables**

The development of the IDEAS programme continues to be a key area of work for Finance this year. In particular, the introduction of the new End to End Procurement and Payment (E2EP) solution and the planning, budgeting and performance management solution, Managing for Delivery, (MfD).

We will also continue to stabilise and build on the core financial improvements that were provided in 2008-09. The embedding of improved financial management across WAG with new ways of working with Heads of Finance will be a key objective for 2009-10.

In Corporate Governance the organisational development work will provide a platform to support improvements in governance across WAG. This will include the development and production of the “Rough Guide to Corporate Governance”.

The nature of Finance is that every year the Department is required to fulfil a cycle of obligations around advising Ministers on the setting of budgets, the monitoring of resources and accounting at year end. These activities remain important deliverables throughout the year and we will be seeking opportunities to improve the quality and timeliness of this work.

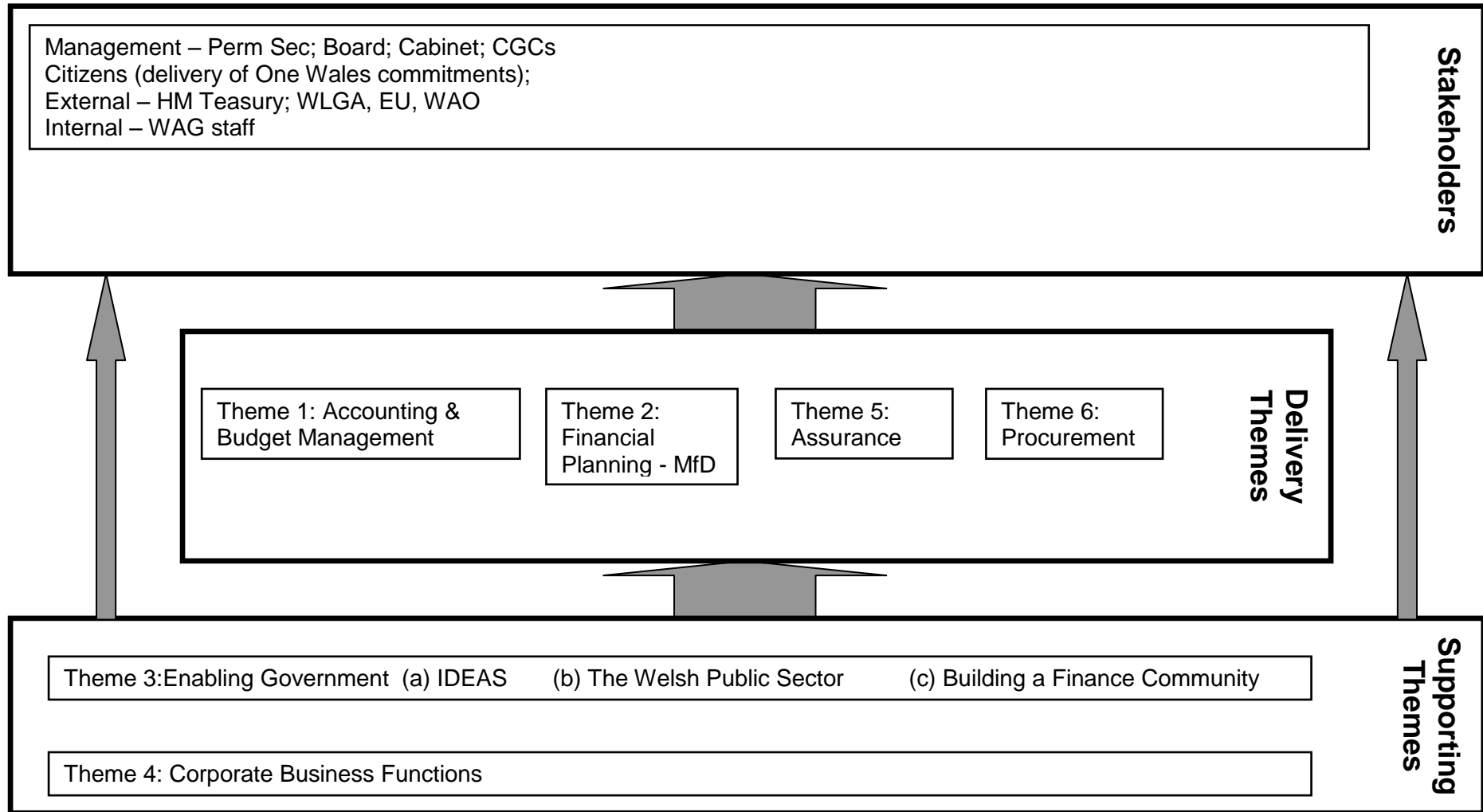
## **Departmental Activities**

The details of each Departmental activity are set out in the sections that follow. The tables are designed to be used during the course of the year as a monitoring tool, with quarterly updates to be entered on the same template. For each departmental activity the following will be stated:

- Objectives
- Resources
- Delivery Milestones
- Performance Indicators.

**WELSH ASSEMBLY GOVERNMENT  
FINANCE DEPARTMENT BUSINESS PLAN, 2009/10**

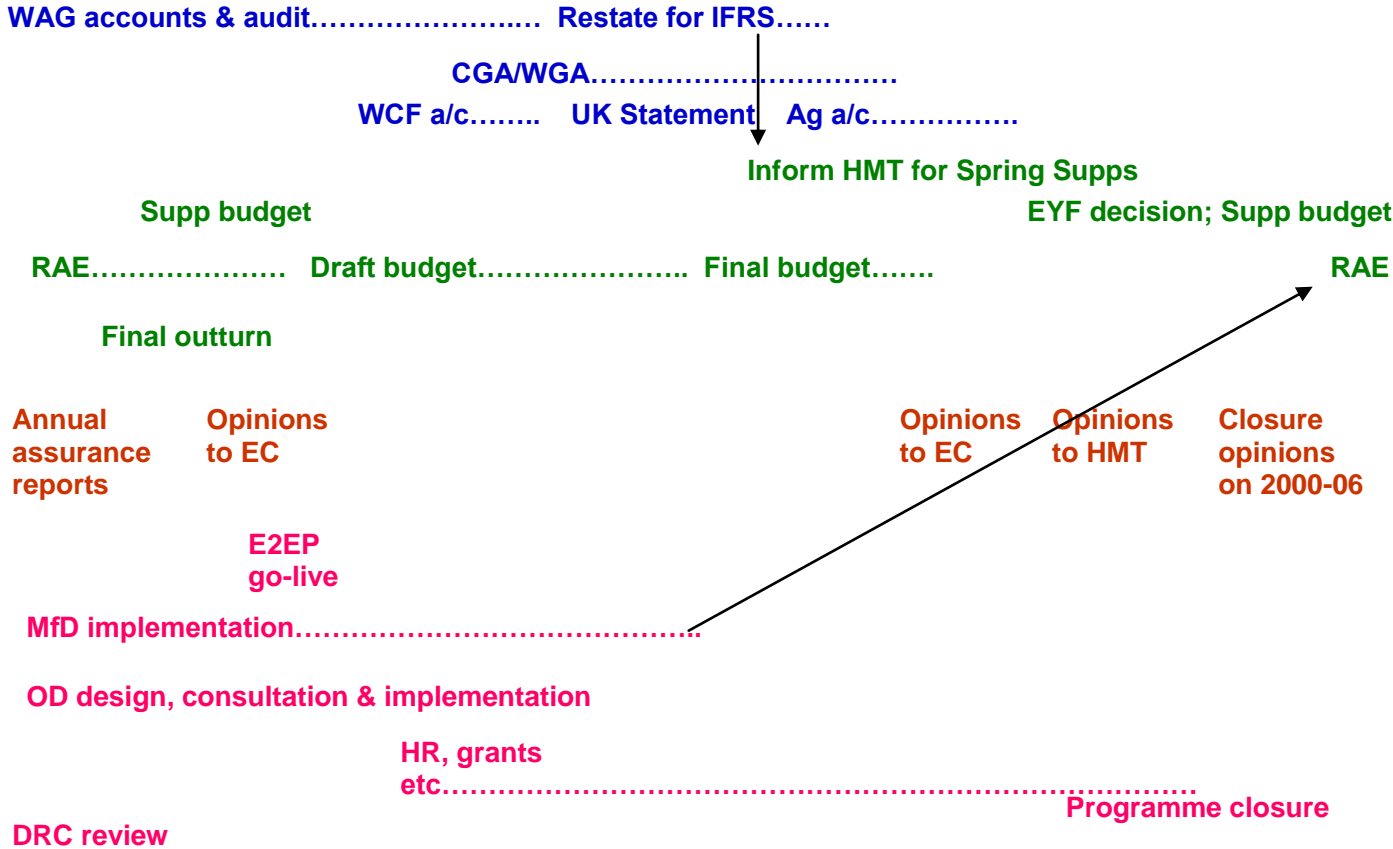
**HOW THE THEMES OF THE PLAN ARE RELATED**



**WELSH ASSEMBLY GOVERNMENT  
FINANCE DEPARTMENT BUSINESS PLAN, 2009/10**

**CALENDAR FOR 2009/10 WITH KEY ACTIVITIES AND MILESTONES**

Apr    May    Jun    Jul    Aug    Sep    Oct    Nov    Dec    Jan    Feb    Mar



Theme 1

Theme 5

Theme 3

Ongoing throughput the year: IYM, SCIF Board, SCIF Panel, CGC servicing, AOs, TMF Panel, Alignment, NHS Restructuring



WELSH ASSEMBLY GOVERNMENT  
FINANCE DEPARTMENT BUSINESS PLAN, 2009/10  
ANNEX A(i) – FINANCE VISION

***A strategic finance function challenging and supporting the organisation to deliver cost effective and best value outcomes which meet the policy objectives of WAG***

- ***Performs a strategic role***, enabling WAG to take informed decisions in making the best use of resources to achieve its goals
- ***Controls*** and safeguards public assets on behalf of WAG
- Delivers a ***step change in effectiveness*** by encouraging ownership and accountability of financial responsibility
- Is ***focused on understanding customer needs*** and supporting / enabling the business to meet its objectives
- Delivers ***significant efficiency improvements*** through its own lean back office and streamlined processes
- Provides a flexible and responsive service through an ***integrated network of skilled finance professionals***.

**WELSH ASSEMBLY GOVERNMENT  
FINANCE DEPARTMENT BUSINESS PLAN, 2009/10  
ANNEX A(ii) – VALUE WALES**

*Value Wales acts as a catalyst for change, providing leadership, strategic direction, procurement training and best practice guidance to help organisations achieve real and sustainable improvements.*

*We promote collaboration in the purchasing of supplies and the delivery of services. Value for money goes beyond lowest price and, within public purchasing guidelines; we seek to achieve wider sustainable benefits for the environment, economy and communities.*

*Our target is to achieve efficiency savings of £600m across public services in Wales by 2010.*

*We aim to achieve this through:*

- *improving public buildings*
- *smarter purchasing*
- *developing better value policies; and*
- *efficiency and improvement gains.*

**WELSH ASSEMBLY GOVERNMENT  
FINANCE DEPARTMENT BUSINESS PLAN, 2009/10  
ANNEX B – SENIOR TEAM STRUCTURE**



\* Reports to Bernard Galton and Christine Daws

**WELSH ASSEMBLY GOVERNMENT  
FINANCE DEPARTMENT BUSINESS PLAN, 2009/10  
ANNEX C – DG FINANCE’S DELIVERY PLAN**

(This section will be inserted when the delivery plan has been finalised.)

**WELSH ASSEMBLY GOVERNMENT  
FINANCE DEPARTMENT BUSINESS PLAN, 2009/10  
ANNEX D – DETAILED DELIVERABLES FOR FINANCE & VALUE WALES**

**THEME 1: ACCOUNTING & BUDGET MANAGEMENT**

<b>Objective:</b> Audited 2008/09 and 2009/10 WAG consolidated and related accounts			
<b>Owner:</b> Martin Sollis			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	HCW & Estyn draft accounts Draft WAG accounts Sign off HCW and Estyn	Done by 22 May 1 <sup>st</sup> draft by 12 June By 26 June with clean reports	
Qtr 2	Prepare draft WAG consolidated a/c Sign off WAG & WCF consolidated accounts	By 31 July By 21 August with clean reports	
Qtr 3	Restate for IFRS	Ready for audit by 30 October	
Qtr 4	Apply lessons learnt and quality improvements to enable earlier timescales for 2009/10 and earlier closure	Timetable, guidance and agreed dates issued by 31 <sup>st</sup> January	

<b>Objective:</b> Monthly IYM reports to the Board and further improvements in process.			
<b>Owner:</b> Martin Sollis			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	No accounts in this period	Response and agreed action plan	

	Respond to Internal and external audit recommendations for improvements	with Heads of Finance June 2009.	
Qtr 2	Monthly accounts delivered to the Board	Delivered in accordance with each month's timetable	
Qtr 3	Monthly accounts delivered to the Board	Delivered in accordance with each month's timetable	
Qtr 4	Monthly accounts delivered to the Board  Improvements for 2009/10 per action plan	Delivered in accordance with each month's timetable  Actions completed by March 2010 with Audit identification of improvement in M/L	

<b>Objective:</b> CGA/WGA			
<b>Owner:</b> Martin Sollis			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Agree LG / WAG balances	By 30 June	
Qtr 2			
Qtr 3	CGA submitted to WAO and HMT NHS Trusts WGA completed LG and CGA signed off	By 16 October By 31 October By 7 November	
Qtr 4			

<b>Objective:</b> Agriculture payments and accounts/audit delivered on schedule
<b>Owner:</b> Martin Sollis

<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1			
Qtr 2			
Qtr 3	1 December payments from RPD made Draft accounts prepared	All files processed promptly  By end of November	
Qtr 4	Final reports	By 8 January	

<b>Objective:</b> 2009/10 Budget in place for the year and updated as required			
<b>Owner:</b> Martin Sollis (Subject to detailed agreement on timescales for supplementary budgets not yet agreed)			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1			
Qtr 2			
Qtr 3			
Qtr 4			

<b>Objective:</b> Delivery of finance transaction services throughout the year			
<b>Owner:</b> Martin Sollis			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Delivery targets each quarter: 1. Prompt payment of invoices  2. Rewards from HMT for accurate cash forecasting	Maintain 90%+ performance through system change Ensure that net rewards and charges stay positive.	

	3. Bank reconciliations 4. VAT returns submitted promptly each quarter. 5. Debt recovery	Performed within month end timetable HMCE deadlines: July 31, October 31, January 31 & April 30 Reduction in average age and overall debt of...Target to be in second quarter)	
Qtr 2			
Qtr 3			
Qtr 4			

<b>Objective:</b> Successful migration to new Government Banking service arrangements			
<b>Owner:</b> Martin Sollis			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1			All subject to agreement with GBS
Qtr 2	Confirm milestone plan with GBS	By end of September	
Qtr 3	Technical planning, process design and testing	Project plan to be developed	
Qtr 4	Go live	1 February 2010	

<b>Objective:</b> Delivery of an effective Head of Finance Profession service			
<b>Owner:</b> Martin Sollis			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	ACCA reaccreditation	By end of June	
Qtr 2	CIPFA/CIMA accreditation	By end of September	



	All WAG accountants' event	7 July	
Qtr 3			
Qtr 4			

**WELSH ASSEMBLY GOVERNMENT  
FINANCE DEPARTMENT BUSINESS PLAN, 2009/10**

**THEME 2: FINANCIAL PLANNING**

<b>Objective:</b> 2010/11 Budget prepared and approved by NAW			
<b>Owner:</b> Piers Bisson			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Brief Ministers following UK Budget and gain agreement to approach. Initiate RAE	Cabinet / B&PC decisions in late April / early May	
Qtr 2	Cabinet decisions on high-level allocations for Draft Budget. Preparations for Draft Budget	Cabinet / B&PC decisions in July	
Qtr 3	Publish Draft Budget, brief and respond to Assembly scrutiny and publish Final Budget	Publish Draft Budget by 7 October, and Final Budget by 3 December	
Qtr 4			

<b>Objective:</b> WAG is prepared financially and legally for Alignment Project changes			
<b>Owner:</b> Martin Sollis			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Legal clauses accepted in CR BILL	20 <sup>th</sup> May Bill to be completed	
Qtr 2	Project team set up to identify and work through financial consequences and work plan of	Action plan established	

	actions		
Qtr 3	Financial implications assessed and reviewed with Treasury	Treasury agreement	
Qtr 4	Preparation for first phase from 1 <sup>st</sup> April 2010		

<b>Objective:</b> The risk to WAG accounts and successful financial management that arises from NHS restructuring is minimised.			
<b>Owner:</b> Peter Ryland			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Attend Transition finance managers' meetings and advise as required	Attend 80% of meetings	
Qtr 2	As quarter 1 Assess impact on WAG accounts process, especially re HCW	As quarter 1 Plans for final HCW a/c and any impacts by end of August	
Qtr 3	Final HCW accounts	Draft accounts by 20 December (subject to review)	
Qtr 4			

**WELSH ASSEMBLY GOVERNMENT  
FINANCE DEPARTMENT BUSINESS PLAN, 2009/10**

**THEME 3: ENABLING GOVERNMENT**

**THEME 3(a): IDEAS**

<b>Objective: Introduce and support planning, budgeting and performance management solution, MfD, in IDEAS</b>			
<b>Owner: Peter Jones</b>			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Strategic Framework agreed	Sign-off by Business Group	
Qtr 2	BPC solution Live (new financial planning process started)	Solution live 06.07.09	
	Wave 1 Dashboards (#8) live	Solution live 17.08.09	
Qtr 3	Wave 2 Dashboards (#7)live	Solution live 05.10.09	
	Wave 3 Dashboards (#10) live	Solution live 16.11.09	
Qtr 4			

<b>Objective: Introduce and support new end-to-end procurement and payment solution, E2EP, in IDEAS</b>			
<b>Owner: Peter Jones</b>			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Payments best practice guidelines issued	Publication of guide to best working practice around legacy	

		payments system and processes	
Qtr 2	Phase 1 Procurement Go-Live	Successful go-live of first-wave Transactional Procurement	
	Agree Strategic Procurement approach	Definition of Strategic Procurement sub-stream agreed	
Qtr 3	Phase 2 Procurement Go-Live	Successful go-live of second-wave of Transactional Procurement	
Qtr 4	E2EP impact review	Report on benefits and other effects of E2EP	

<b>Objective: Development of and support for improved debt management under IDEAS CFI</b>			
<b>Owner:</b> Peter Jones			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Identification of Public and Private sector debts.	Establishment of process to identify and cleanse debts (Public and Private sector) on a continual basis	
Qtr 2	Map Central Finance processes	Sign-off by Martin Sollis	
Qtr 3	Pilot DE&T and DCELLS complete	Sign-off by DE&T and DCELLS	
Qtr 4	Go-Live	Implementation of processes with clear acceptance criteria/Obtain sign-off	

<b>Objective: Next phase IDEAS – Grants</b>			
<b>Owner:</b> Peter Jones			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Grants Management Business Case Delivery Plan	Business Case Plan Delivered & Agreed	
Qtr 2	Grants solution OBC	OBC signed-off	
Qtr 3			
Qtr 4	FBC for grants solution complete	Review points signed off	

<b>Objective: Complete implementation of Agriculture project</b>			
<b>Owner:</b> Peter Jones			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Managed handover of project open items to support. Problems arisen during stabilisation are identified.	Open Items compiled, status, owners/resources and due dates agreed. New stabilisation problems and issues resolved and those requiring solution development prioritised and development timeframes agreed.	
Qtr 2	Closure of all priority open items. Problems arisen during stabilisation. Remaining Knowledge Transfer to support is complete.	Open items all closed as per timeframes agreed with the business. Problems logged during	

		stabilisation and requiring development resolved according to agreed timeframe. Knowledge Transfer completed to support	
Qtr 3	Handover of all solution documentation to support	All documentations is handed over and completed.	
Qtr 4			

<b>Objective: Deliver IDEAS training to appropriate WAG staff</b>			
<b>Owner:</b> Peter Jones			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Training schedule for E2EP and MfD complete  'How to buy guide' in support of E2EP complete	Number of staff trained as percentage of target audience. Target 75%	
Qtr 2	IDEAS training completed on schedule to support MfD and E2EP roll-out	Number of staff trained as percentage of target audience. Target 75%	
Qtr 3	IDEAS training completed on schedule to support MfD and E2EP roll-out	Number of staff trained as percentage of target audience. Target 75%	
Qtr 4	IDEAS training completed on	Number of staff trained as	

	schedule to support MfD and E2EP roll-out	percentage of target audience. Target 75%	
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<b>Objective: Stabilise performance and support of finance solution, SAP, introduced in IDEAS, and legacy systems as appropriate</b>			
<b>Owner:</b> Peter Jones			
<b>Risk Register reference(s):</b>			
	<b>Delivery milestones</b>	<b>Performance indicator &amp; target</b>	<b>Progress report</b>
Qtr 1	Introduce change management best practices to the support team to reduce introduction of risk to the finance IT system by the effective and controlled management of change.	Change and issues resolution methodology introduced and understood by team	
Qtr 2	Introduce incident management best practices. Introduce service targets and service target reporting to the support team. Ongoing resource requirements for the support team are understood. Development requirements for the support team understood and documented.	Incident manager and incident management process in place for support. Service targets introduced and associated service reporting in place.  All BACC team members have a technical development plan that they are executing against.	
Qtr 3	Introduce formal Problem management processes to support team. Agree a strategy for provision of	Problem trending information available.  Systemic issues identified and	



	finance helpdesk services to the Welsh Assembly Government with required timeframes	plans in place to address.  Options for provision of helpdesk (call logging) services have been evaluated and execution of strategy underway.	
Qtr 4	Helpdesk strategy executed.  All training for planned 09-10 year is complete	Helpdesk strategy executed, leading to improvement in call management tools enabling service reporting, incident mgt and, problem mgt reporting as well as improved helpdesk services  Planned training completed, skill gaps identified as needing bridging this year are complete.	

<b>Objective:</b> Finance OD: migrate to structures fit for future operations		
<b>Owner:</b> Jayne Beeslee		
<b>Risk Register reference(s):</b>		
Delivery milestones	Performance indicator & target	Progress report
New structures produced by Senior team by 22 May.	Organograms and job descriptions approved for all Finance Posts	
New structures published to staff by 10 <sup>th</sup> July and formal consultation period commenced	All staff event held and Trade Union fully engaged in process	
Staff migrate to new structures	Matching and redeployment	

	processes complete with staff taking up new posts as required	

### **THEME 3(b): THE WELSH PUBLIC SECTOR**

<b>Objective:</b> Develop SCIF agenda, including support for Cabinet Committee on Strategic Capital Investment (CCSCI) and Panel			
<b>Owner:</b> Piers Bisson			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Agree approach for 2 <sup>nd</sup> Tranche. Initiate Panel review of main departmental capital programmes Throughout year: maintain oversight of departmental development and delivery of agreed projects	CCSCI decision (6 May) Panel meetings (20 April & 9 June)  Development of '5 case' business plan, delivery against plan (spend, outcomes and vfm)	
Qtr 2	Advice to CCSCI, following Panel scrutiny of 2 <sup>nd</sup> Tranche proposals	CCSCI meeting October	
Qtr 3	Announcements on 2 <sup>nd</sup> Tranche	Statement to Plenary	
Qtr 4	Finalise 9/10 departmental budget allocations in Supplementary Budget	Supplementary Budget	

<b>Objective:</b> Operate Targeted Match Fund throughout the year			
<b>Owner:</b> Piers Bisson			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report

Qtr 1	Monthly TMF panel meetings and submissions to Finance Minister. Effective budget management	Advice to Minister within 1 week of Panel meeting Outturn against budget	
Qtr 2	As for Q1		
Qtr 3	As for Q1		
Qtr 4	As for Q1		

<b>Objective:</b> Deliver the Invest to Save programme			
<b>Owner:</b> Piers Bisson			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Cabinet agreement to ItS proposals Launch Consider expressions of interest	Cabinet decision Finance Minister sign off to SF Panel review meeting held	
Qtr 2	Operate ItS Fund	Total savings for projects approved	
Qtr 3	As for Q2		
Qtr 4	As for Q2		

<b>Objective:</b> Deliver the Exchange Wales programme			
<b>Owner:</b> Martin Sykes			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	<ul style="list-style-type: none"> <li>• New Orgs. transacting on Hub (no.)</li> <li>• Value of benefits (£m)</li> <li>• Carbon Saving (CO<sub>2</sub> tonnes)</li> </ul>		
Qtr 2	<ul style="list-style-type: none"> <li>• New Orgs. transacting on</li> </ul>		

	<ul style="list-style-type: none"> <li>Hub (no.)</li> <li>Value of benefits (£m)</li> <li>Carbon Saving (CO<sub>2</sub> tonnes)</li> </ul>		
Qtr 3	<ul style="list-style-type: none"> <li>New Orgs. transacting on Hub (no.)</li> <li>Value of benefits (£m)</li> <li>Carbon Saving (CO<sub>2</sub> tonnes)</li> </ul>		
Qtr 4	<ul style="list-style-type: none"> <li>New Orgs. transacting on Hub (no.)</li> <li>Value of benefits (£m)</li> <li>Carbon Saving (CO<sub>2</sub> tonnes)</li> </ul>		

<b>Objective:</b> VfM Collaborative procurement programme - Generate VFM gains from collaborative commodity procurement			
<b>Owner:</b> Alison Standfast			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Framework awards – Computer Consumables		
Qtr 2	Framework awards - Vehicle Hire, Community Equipment, Print		
Qtr 3	Social care PRP guidance launch		
Qtr 4	Publish forward work programme for 2011 onwards		

<b>Objective:</b> MtC, efficiency and improvements deliverables
<b>Owner:</b> Martin Sykes
<b>Risk Register reference(s):</b>

	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	<ul style="list-style-type: none"> <li>Report 2007-08 MtC efficiency savings to senior officials and Ministers</li> <li>Commission 2008-09 MtC efficiency savings reporting round</li> </ul>		
Qtr 2	<ul style="list-style-type: none"> <li>Receive efficiency returns, undertake analysis &amp; prepare draft reports</li> </ul>		
Qtr 3	<ul style="list-style-type: none"> <li>Finalise efficiency reports &amp; present findings to senior officials &amp; Ministers</li> </ul>		
Qtr 4	<ul style="list-style-type: none"> <li>Cascade examples of efficiency best/ good practise across public sector</li> <li>Monitor Improvement Fund projects &amp; provide support through grant payments</li> </ul>	<ul style="list-style-type: none"> <li>Complete review of MtC Improvement Fund and publish findings</li> <li>Publish 2009-10 "Adding Value" good practice annual report</li> <li>Support remaining 13 Improvement Fund projects</li> </ul>	

<b>Objective:</b> Implement Procurement Construction Strategy for Welsh public sector			
<b>Owner:</b> Martin Sykes (Sioned Evans)			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	<ul style="list-style-type: none"> <li>Consult on Welsh Common Minimum Standards (WCMS)</li> </ul>	<ul style="list-style-type: none"> <li>WCMS consultation - June</li> </ul>	

	<ul style="list-style-type: none"> <li>• Collect and publish future investment plans</li> <li>• Establish collaborative construction networks</li> </ul>	<ul style="list-style-type: none"> <li>• Publish WAG investment plans - June</li> <li>• 1<sup>st</sup> North Wales meeting held by end of June</li> </ul>	
Qtr 2	<ul style="list-style-type: none"> <li>• Launch WCMS</li> <li>• Consult on single registration system</li> <li>• Develop standardised procurement documentation and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Identify early adopter to pilot WCMS</li> <li>• Finalise proposals for standardisation of PQQ and single registration</li> </ul>	
Qtr 3	<ul style="list-style-type: none"> <li>• Launch standard PQQ single registration system</li> <li>• Ensure Construction best practice adopted by 21<sup>st</sup> Century Schools Programme</li> </ul>	<ul style="list-style-type: none"> <li>• WAG, LG and NHS to agree to use standard PQQ</li> <li>• Single registration system adopted by buyers and suppliers</li> <li>• Collaborative network meetings held in all regions</li> <li>• Established as expert advisor to 21<sup>st</sup> Century Schools Programme</li> </ul>	
Qtr 4	<ul style="list-style-type: none"> <li>• Publish programme of opportunities for collaborative construction procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Investment database to comprise data from WAG, LG and NHS</li> <li>• 80% of Welsh public sector to provide investment plans</li> </ul>	

**THEME 3(c): Building Finance a Finance Community**

Build a community of senior finance professionals across Welsh public sector bodies

<b>Objective:</b> Establish a Welsh public sector benchmarking club.			
<b>Owner:</b> Helen Usher			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Agree indicators by end May Appoint steering group by end June	Indicators agreed Group appointed	
Qtr 2	Collect data by mid September Produce reports by end September	Number of organisations signed up Number of reports produced	
Qtr 3	Discuss best Practice at October conference	Session at conference (measure quality by feedback)	
Qtr 4	Discuss impact of benchmarking at Spring conference	Session at conference (measure quality by feedback)	

<b>Objective:</b> To involve Finance Professionals in the development of policy on Climate Change and so deliver energy efficiency and related efficiency savings.			
<b>Owner:</b> Helen Usher			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Agree terms of reference for group by end May Appoint working group by end June Working group outputs and timetable to be agreed by end of June (plan then to be updated)	ToR agreed Group appointed	

Qtr 2	First meeting by mid July	Meeting held	
Qtr 3	Discuss best Practice at October conference	Session at conference (measure quality by feedback)	
Qtr 4	Discuss impact of climate change policies Energy efficiency measures implemented	Session at conference (measure quality by feedback) Reported savings	

<b>Objective:</b> Develop a Finance Leadership Programme for Wales			
<b>Owner:</b> Helen Usher			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Agree scope of work by end May Appoint steering group by end June	Scope agreed Group appointed	
Qtr 2	Explore potential for ESF funding and submit bid if appropriate Group meet by mid July Develop basis for pilot scheme by end September	Bid developed  Number of organisations signed up Number of reports produced	
Qtr 3	Discuss pilot scheme at October conference Implement pilot scheme, starting October	Session at conference (measure quality by feedback) Number of applicants	
Qtr 4	Discuss outcome of pilot at Spring conference Amend programme as appropriate Plan for full implementation from April 2010	Session at conference (measure quality by feedback)	



<b>Objective:</b> To develop the Network through National conferences and regional meetings			
<b>Owner:</b> Helen Usher			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Run 1 regional meeting (accounts time, so no real demand for regional meetings in this quarter)	Number of meetings and attendees	
Qtr 2	Run 4 regional meetings	Number of meetings and attendees	
Qtr 3	Run a successful National Conference Run 4 regional meetings	Number of meetings and attendees Measure quality by feedback	
Qtr 4	Run a successful National Conference Run 4 regional meetings	Number of meetings and attendees Measure quality by feedback	

<b>Objective:</b> To improve communication within the network, and outside			
<b>Owner:</b> Helen Usher			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Set up a Network website Build a directory and circulate Consider internal WAG communication (Newspage, Seren)	Initial work complete by end June By end June Agree method by end June and then implement	
Qtr 2	Build interactivity into the website	By end September	
Qtr 3	Develop a quarterly newsletter	By end December	

	(subject to staffing constraints)		
Qtr 4			

**WELSH ASSEMBLY GOVERNMENT  
FINANCE DEPARTMENT BUSINESS PLAN, 2009/10**

**THEME 4: CORPORATE BUSINESS FUNCTIONS**

<b>Objective:</b> Migration to ownership of Finance functions to CSBU Finance			
<b>Owner:</b> Peter Ryland			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Structure and design of CSBU Finance team Bring existing CS finance staff into a virtual team as an interim measure	22 May  End of May	
Qtr 2	New team in place	End of September	
Qtr 3			
Qtr 4			

<b>Objective:</b> Migration of existing non Finance BU functions to the CSBU			
<b>Owner:</b> Peter Ryland			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Ensure Finance department representation at migration project meetings. Deliver against requirements of the Project for information etc	All key meetings to be attended.  All submissions requested delivered to timetable.	
Qtr 2	As for quarter 1	As for quarter 1	
Qtr 3	BU functions migrated to new	(Subject to success of wider	

	support group.	project)	
Qtr 4			

<b>Objective:</b> Discharge of BU functions in the period up to migration			
<b>Owner:</b> Peter Ryland			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Ensure enough DSE assessors for the Finance dept are in place Provide update to CGC on internal audit recommendations.	Enough staff identified to match H&S targets and Finance plan Papers out one week before meeting	
Qtr 2	Finance Business Continuity plan tested VW staff included in quarterly H&S inspections DSE inspections are up to date Confirm sufficient Welsh speakers in place Provide update to CGC on internal audit recommendations.	Exercise completed and lessons learned circulated All staff to be included from now on  For all staff Enough for the Finance department overall Papers out one week before meeting	
Qtr 3	Mandatory e-learning course	All staff to have completed by October	(May migrate to new BU)
Qtr 4	Finance Business Continuity plan tested	Exercise completed and lessons learned circulated	(May migrate to new BU)

<b>Objective:</b> Establish and support the new CS&A CGC			
<b>Owner:</b> Peter Ryland			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Set up first meeting of the CS CGC	Meeting in mid June; minutes circulated and confirmed within one week	
Qtr 2	Quarterly meetings	Papers out a week in advance; minutes out within a week of the meeting. Update to WAG CGC in accordance with timetable.	
Qtr 3	As quarter 2	As quarter 2	
Qtr 4	As quarter 2	As quarter 2	

**WELSH ASSEMBLY GOVERNMENT  
FINANCE DEPARTMENT BUSINESS PLAN, 2009/10**

**THEME 5: CORPORATE ASSURANCE**

<p><b>Objective:</b> To produce and deliver a risk based audit plan for 2009-10  <b>Owner:</b> Clare Collett  <b>Risk Register reference(s):</b></p>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	<p><b>2009-10 Audit Plan</b>            To develop a risk based audit plan for 2009-10 and present the plan to the Permanent Secretary's CGC for approval.</p> <p>To deliver the audit plan within required timescales and to required standards.</p>	<p><b>Target</b>            To submit the overall plan to Permanent Secretary's CGC in June.</p> <p>To submit the plan to each Director General CGC by their June meeting.</p> <p>To deliver audit work as per the plan for the quarter.</p>	
Qtr 2	<p><b>2009-10 Audit Plan</b>            To continually review and report to the CGC on changes made to the audit plan and progress made against the plan.</p>	<p><b>Target</b>            To produce regular update reports on changes made to the plan and the reasons for such changes.</p> <p>To deliver audit work as per the</p>	

		plan for the quarter.	
Qtr 3	<b>2009-10 Audit Plan</b> To continually review and report to the CGC on changes made to the audit plan and progress made against the plan.	<b>Target</b> To produce regular update reports on changes made to the plan and the reasons for such changes.  To deliver audit work as per the plan for the quarter.	
Qtr 4	<b>2009-10 Audit Plan</b> To continually review and report to the CGC on changes made to the audit plan and progress made against the plan.	<b>Target</b> To produce regular update reports on changes made to the plan and the reasons for such changes.  To deliver audit work as per the plan for the quarter.	

<b>Objective:</b> To provide an internal audit advisory service <b>Owner:</b> Head of CG&A <b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	<b>Advisory Service</b> To respond to requests for advice on risk and control issues.	<b>Target</b> To report to the CGC on requests for advice received each quarter including an analysis of the requests.	

		To respond to requests for advice within 5 working days.	
Qtr 2	<b>Advisory Service</b> To respond to requests for advice on risk and control issues.	<b>Target</b> To report to the CGC on requests for advice received each quarter including an analysis of the requests. To respond to requests for advice within 5 working days	
Qtr 3	<b>Advisory Service</b> To respond to requests for advice on risk and control issues.	<b>Target</b> To report to the CGC on requests for advice received each quarter including an analysis of the requests. To respond to requests for advice within 5 working days	
Qtr 4	<b>Advisory Service</b> To respond to requests for advice on risk and control issues.	<b>Target</b> To report to the CGC on requests for advice received each quarter including an analysis of the requests. To respond to requests for advice within 5 working days	



<b>Objective:</b> Deliver Annual Assurance Reports to the Perm Sec & DG Corporate Governance Committees			
<b>Owner:</b> Head of CG&A			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	<p><b>HIA Annual Report 2008-09</b> Deliver HIA Annual Assurance Report for the period 1 April 2008 to 31 March 2009 to Permanent Secretary's Corporate Governance Committee.</p> <p><b>AAO Annual Reports 2008-09</b> Deliver AAO Annual Assurance Report (or equivalent) for the period 1 April 2008 to 31 March 2009 to AAO's Corporate Governance Committees.</p>	<p><b>Target</b> Annual Assurance Reports for 2008-09 to be delivered to the June meetings of the CGC's.</p>	
Qtr 2	None		
Qtr 3	None		
Qtr 4	None		

<b>Objective:</b> Effective support to the Perm Sec & DG CGC's throughout the year			
<b>Owner:</b> Head of CG&A			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	<p><b>Permanent Secretary's Corporate Governance Committee</b> To prepare quarterly update reports</p>	<p><b>Target</b> To prepare papers by due date and attend all seven CGC</p>	

	<p>and attend CGC meetings.</p> <p><b>Director General CGCs</b> To prepare quarterly update reports and attend all Director General CGCs.</p>	meetings each quarter.	
Qtr 2	<p><b>Permanent Secretary's Corporate Governance Committee</b> To prepare quarterly update reports and attend CGC meetings.</p> <p><b>Director General CGCs</b> To prepare quarterly update reports and attend all Director General CGCs.</p>	<p><b>Target</b> To prepare papers by due date and attend all seven CGC meetings each quarter.</p>	
Qtr 3	<p><b>Permanent Secretary's Corporate Governance Committee</b> To prepare quarterly update reports and attend CGC meetings.</p> <p><b>Director General CGCs</b> To prepare quarterly update reports and attend all Director General CGCs.</p>	<p><b>Target</b> To prepare papers by due date and attend all seven CGC meetings each quarter.</p>	
Qtr 4	<p><b>Permanent Secretary's Corporate Governance Committee</b></p>	<p><b>Target</b> To prepare papers by due date</p>	

	To prepare quarterly update reports and attend CGC meetings.  <b>Director General CGCs</b> To prepare quarterly update reports and attend all Director General CGCs.	and attend all seven CGC meetings each quarter.	
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<b>Objective:</b> Opinions to Other Government Bodies are delivered			
<b>Owner:</b> David Keith			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1			
Qtr 2			
Qtr 3	<b>Article 280 Questionnaire</b> Deliver to HM Treasury the return from Wales required under Article 280 (5) of the EC Treaty.	<b>Target</b> Return required by HM Treasury by 31 December 2009 to meet EC deadline.	
Qtr 4	<b>Annual Summary Report</b> Deliver to HM Treasury the return from Wales required under Article 53 (b) of EC Regulation 1995/2006	<b>Target</b> Report required by HM Treasury by 31 January 2010 for collation into UK wide report to meet EC deadline of 15 February 2010.	

<b>Objective:</b> To manage the implementation of the automated audit package			
<b>Owner:</b> Mike Parfitt			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1			
Qtr 2	<b>Galileo</b> To get the new IT platform for the division fully operational.	<b>Target</b> 30 September 2009	
Qtr 3			
Qtr 4			

<b>Objective:</b> To recruit a fraud team			
<b>Owner:</b> Head of CG&A			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1			
Qtr 2	<b>Fraud Branch</b> To recruit and get operational the new Fraud Branch for the division	<b>Target</b> 30 September 2009	
Qtr 3			
Qtr 4			

<b>Objective:</b> To undertake a recruitment exercise to appoint additional HEO auditors			
<b>Owner:</b> Head of CG&A			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1			
Qtr 2	<b>HEO Recruitment</b> To recruit and start all the HEO qualified auditors the division requires.	<b>Target</b> 30 September 2009	
Qtr 3			
Qtr 4			

<b>Objective:</b> To manage the procurement of the IT Audit Support Contract			
<b>Owner:</b> Mike Parfitt			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	<b>Outsourced IT Contract</b> To tender and award the IT contract.	<b>Target</b> To ensure the IT contract has been properly let by 30 June 2009.	
Qtr 2	<b>Outsourced IT Contract</b> To ensure the newly awarded IT contract is fully operational.	<b>Target</b> 30 September 2009	
Qtr 3			
Qtr 4			

<b>Objective:</b> To ensure that information on the National Fraud Initiative is submitted to WAO on a timely basis			
<b>Owner:</b> Mike Parfitt			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	<b>National Fraud Initiative</b> To ensure our report on this scheme is submitted to Wales Audit Office in the required timeframe.	<b>Target</b> 30 June 2009	
Qtr 2			
Qtr 3			
Qtr 4			

<b>Objective:</b> Opinions to EC are delivered			
<b>Owner:</b> David Keith			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	None		
Qtr 2	None		
Qtr 3	<b>Annual Control Report</b> Deliver to the European Commission the annual control report required under Article 62 of Regulation 1083/2006.	<b>Target</b> Report delivered by SFC system by 31 December 2009.	
Qtr 4	None		

<b>Objective:</b> To provide an effective framework for the organisation's CGC's including best practice on corporate governance			
<b>Risk Owner:</b> Martin Veale			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	<b>CGC Handbook</b> To develop a revised CGC Handbook	<b>Target</b> 30 June 2009	
Qtr 2			
Qtr 3			
Qtr 4	<b>Corporate Governance Advice</b> To revise the existing corporate governance advice in the Assembly Government and produce 'A Rough Guide to Corporate Governance'.  To develop a suite of corporate governance training with the National School of Government.	<b>Target</b> 31 March 2010	

<b>Objective:</b> Develop the organisation's grant management process			
<b>Owner:</b> Martin Veale			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1			
Qtr 2			
Qtr 3	<b>Grant Management</b> To provide advice and restart the community of best practice.	<b>Target</b> 31 December 2009	
Qtr 4			

<b>Objective:</b> Develop the organisation's risk management process			
<b>Owner:</b> Martin Veale			
<b>Risk Register reference(s):</b>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1			
Qtr 2	<b>Risk Management</b> To rewrite the Risk Essentials handbook, the Assembly Governments guide to risk management.	<b>Target</b> 30 September 2009	



**WELSH ASSEMBLY GOVERNMENT  
FINANCE DEPARTMENT BUSINESS PLAN, 2009/10**

**THEME 6: PROCUREMENT**

<p><b>Objective:</b> delivering best practice procurement policy  <b>Owner:</b> Martin Sykes (Kerry Wilson)  <b>Risk Register reference(s):</b></p>			
	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	<ul style="list-style-type: none"> <li>PSD Paper on 'barriers to procurement opportunity' report</li> <li>Complete analysis of procurement expenditure and report key outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Agreement for recommended action plan</li> <li>Provide update on headline data information to public sector and Ministers</li> </ul>	
Qtr 2	<ul style="list-style-type: none"> <li>Complete business case for step up in procurement skills base across Wales</li> <li>Complete scoping of Community Benefits project and integration with 'Can Do' Toolkit</li> </ul>	<ul style="list-style-type: none"> <li>Progress to raising skills levels in procurement across Wales. Targets to be developed as part of business case.</li> <li>Promote &amp; deliver a minimum of 4 awareness workshops across Wales</li> </ul>	
Qtr 3	<ul style="list-style-type: none"> <li>Award all Wales training partner contract</li> </ul>	<ul style="list-style-type: none"> <li>Progress to raising skills levels in procurement across Wales. Targets to be developed as part of business case.</li> </ul>	
Qtr 4	<ul style="list-style-type: none"> <li>Progress WAG SPAF project</li> </ul>	WAG to achieve level 5 by 2010	

**Objective:** Internal procurement deliverables – implement / support a series of projects improve procurement across WAG, addressing skills, process, sustainable procurement, and use of e-tools.

**Owner:** Martin Sykes (Alison Standfast, Alan James)

**Risk Register reference(s):**

	Delivery milestones	Performance indicator & target	Progress report
Qtr 1	Complete CPS re-organisation	Recruitment process complete, all staff with clear roles and including new E2EP requirements	
Qtr 2	Go-live E2EP TP	New CPS processes for contract data management and reporting complete Category User guides complete	
Qtr 3	Launch Passport Scheme xchangewales implementation plan	Policy agreed, roles mapped, training material complete Signed off and ready for implementation	
Qtr 4	SPAF 2009 actions Benefits	SPAF actions agreed in Qtr 2 complete Procurement related benefits realised across WAG (value to be confirmed).	

**WELSH ASSEMBLY GOVERNMENT  
 FINANCE DEPARTMENT BUSINESS PLAN, 2009/10  
 ANNEX E – RISK MATRIX (format of register to be completed and reviewed at least quarterly)**

**Completed by  
 and date:**

Scores shown in italics refer to the previous update (if amended)

<b>Risk Identification and Assessment</b>	<b>Proposed Action to Manage Risk</b>
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Ref	Risk Description	Current controls in place	I	L	O	Response	Owner	Action Required	Time scale	Date of last review

## HEALTH AND SOCIAL SERVICES DIRECTORATE GENERAL DELIVERY PLAN

### 1. INTRODUCTION

The Health and Social Services Directorate General is responsible for many areas relating to the health and wellbeing of the people of Wales, including:

- Improving health and the quality of life of the people of Wales
- Reducing health inequalities in Wales in terms of personal health and access to services
- Providing guidance on Health, Social Care and Well-being Strategies in order to deliver integrated health and social care services
- Implementing the Quality Improvement Plan for Wales in order to ensure safe, sustainable and accessible services
- Implementing policies which better reflect the needs of older people
- Implementing policies which safeguard the needs of children

This Plan is designed to identify the main priorities for the Health and Social Services Directorate General (HSSDG) for the period 2008 to 2011, with a particular emphasis on 2009-10. Much of the activity during this period will be focused on delivering the Assembly Government's One Wales commitments, but this Plan covers the full range of HSSDG's business, including statutory duties and contributions to other Assembly Government priorities. The Plan should provide a context to the work of everyone within HSSDG. Directorate and team/branch plans will explain in more detail the work of each Directorate and team/branch. The Plan is also consistent with the published One Wales Delivery Plan.

## 2. RECONFIGURATION

<b>OW07 - Agree and implement new approach to NHS Reconfiguration</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
2.1	<p>Future of NHS organisations.</p> <p>Carry through effective restructuring of NHS Wales to eliminate the remnants of the market system.</p>	<p>Shadow Boards in place – <b>1 June 2009.</b></p> <p>Seven Local Health Boards fully operational – <b>1 October 2009.</b></p> <p>Public Health Wales from <b>1 October 2009.</b></p>	HSS Director General	Paul Williams	
<b>OW07 - Agree and implement new approach to NHS Reconfiguration</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
2.2	<p>NHS Reconfiguration.</p> <p>Ensure robust governance arrangements for Project.</p> <p>Provide assurance through series of Gateway Reviews.</p>	<p>Programme Office established <b>August 2008.</b></p> <p>OGC Gateway Review 0 completed <b>February 2009.</b></p> <p>OGC Gateway Review 1 <b>September 2009.</b></p>	HSS Director General	Paul Williams	
2.3	Gwent Clinical Futures - Proposal review.	<p>Location decided (and announced by the Minister) for the Specialist and Critical Care Centre which is the next part of the broader Clinical futures Programme to be addressed.</p> <p>Gwent LHB formulating their detailed response to the Minister's OBC queries and are also giving consideration to how best to phase this development.</p> <p>Initial response to the phasing proposal due by end of <b>October</b></p>	Strategy	Simon Dean	

		<b>2009.</b>			
<b>2.4</b>	Bevan Commission - to describe what world class is in Wales.	Now meeting regularly.	Strategy	Simon Dean	
<b>2.5</b>	Ensure that services are modernised to deliver sustainable high quality care.	<b>Ongoing.</b> Monitored and managed through performance reporting at: <ul style="list-style-type: none"> <li>• Chief Executive's monthly meeting;</li> <li>• National Advisory Board;</li> <li>• National Delivery Group; and NLIAH improvement programmes.</li> </ul>	Strategy	Simon Dean	
<b>OW09 - Public consultation, development of evidence base for contentious proposals</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
<b>2.8</b>	Public Engagement/Consultation Guidance.	New guidance to be developed once CHC arrangements are finalised.	Strategy	Simon Dean	
<b>2.9</b>	Governance Design.	The Governance e-manual launched on <b>1 October 2009</b> .  Further work on Value Standard Behaviour being undertaken in <b>November 2009</b> .	QSSID	Wendy Chatham	
<b>OW10 - Revisit and revise proposals which reconfigure individual services through single site solutions</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
<b>2.10</b>	Consultation In the light of recent public exercises, the development of a more appropriate public consultation and communications strategy.	Revised interim guidance issued.	Strategy	Simon Dean	
<b>OW11 - Reform NHS LHBs to improve accountability (see also OW7)</b>					

<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
2.11	Implementation of Chairs appraisal process 2008-09.	<p><b>June 2008</b> Policy Guidance developed &amp; Ministerial Approval received.</p> <p><b>August 2008</b> Guidance issued &amp; Chairs objectives received by ROs.</p> <p><b>November 2008</b> 2007-08 and 2008-09 half year self reports received and RD discussions held.</p> <p><b>March 2009</b> Summary reports prepared.</p> <p><b>June 2009</b> End of year meetings with Chairs.</p>	Workforce & Organisational Dev't	Sheelagh Lloyd Jones	
<b>OW12 - Pre-publication scrutiny of consultation documents on health reconfiguration</b>					
<b>No Objectives linked to this at present</b>					
<b>OW13 - Move to end the internal market</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
2.12	<p>Commissioning/Planning System development.</p> <p>Development of a robust planning and delivery system.</p> <p>This has now formed part of the Future of NHS Organisations.</p>	<p>National commissioning project closed <b>May 2008</b>.</p> <p>New planning group now operating.</p>	Strategy	Simon Dean	
<b>OW36 - Rural health plan, ensuring health needs of rural communities are met</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
2.13	Development of Rural health	Consultation to finish on draft plan	Strategy	Simon Dean	

	<p>services Plan.</p>	<p>– <b>August 2009.</b></p> <p>Steering Group to consider consultation findings and redraft document to take account findings <b>October 2009.</b></p> <p>Ministerial approval <b>Oct/Nov 2009.</b></p> <p>Final document launch <b>December 2009.</b></p> <p>Implementation Group to be formed <b>Jan 2010.</b></p>			
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2.14	Provision of advice (following the Powys review) by Royal Colleges on suitable models of GP practice in the community - linking to the rural health service strategy and the post graduate dean's work.	Dr Chris Jones Review is now complete. Programme management arrangements for implementation of strategy being developed.	Community, Primary Care & Health Service Policy	Peter Lawler	Complete
<b>OW14 - Eliminate use of private sector hospitals in NHS Wales by 2011</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
2.15	Improve the efficiency and productivity of NHS Wales.	Efficiency and productivity measures set for NHS Wales, linked to the work being undertaken by Mckinsey.	SD&PM	Richard Bowen	
2.15.1	Implementation and achievement of the efficiency and productivity measures for 2009-10.	Continued reduction on patient numbers going through Second Offer scheme for 2009-10.  Linked to work noted under 5.11 with Finance Department.			
<b>OW14 - Eliminate use of private sector hospitals in NHS Wales by 2011</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
2.15.2	Efficiency and Productivity - Development of Phase 4 of National Efficiency and Productivity programme for 2010-11.	<b>Sept 2009</b> - Design framework.  <b>Dec 2009</b> - Ministerial approval. - Issue ML.  <b>June 2010</b> Finalise web indicators (on-line reporting tool) for 2010-11.	SD&PM	Richard Bowen	
2.15.3	Review of short stay surgery.	<b>October 2009</b> Consider outcome of NHS consultation exercise.	SD&PM	Richard Bowen	

		<b>December 2009</b> Review and development of a range of short stay surgery targets and inclusion of outpatient activity recording for 2010-11.			
<b>DP3 - Maintain Financial Control and Balance</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
2.16	Review of NHS financial regime for new organisations.	Additional Products to be delivered by <b>31 March 2010</b> .	Resources	Chris Hurst	
2.17	Renal Resource Mapping.	To carry out work to ring-fence renal funding for 2010-11 onwards. To be completed by <b>November 2009</b> .	Resources	Chris Hurst	

### 3. CARE PROCESSES

<b>OW19 - To provide a minimum of one school nurse per secondary school for the end of the Assembly Term</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
3.1	To meet One Wales commitment "to provide a minimum of one school nurse per secondary school for the end of the Assembly term".	<ul style="list-style-type: none"> <li>- Complete consultation <b>Jan 2009</b>.</li> <li>- Launch Policy document <b>May/June 2009</b>.</li> <li>- Local delivery plans developed <b>Oct 2009</b>.</li> <li>- National delivery plan <b>end 2009</b>.</li> </ul>	Workforce & Organisational Dev't	Sheelagh Lloyd Jones	

<b>OW20 - Pilot investment in new multi-purpose wellbeing centres</b>					
<b>3.2</b>	Pilot Investment in New Multi purpose well being centres.	NHS Wales to discuss with partners on land acquisition to provide development of Well being Centres.  Pilot at Merthyr Health Park OBC. Outline Business Case to be received <b>Nov 2009</b> .  Pilot at CRI completed by <b>Mar 2010</b> . <b>Strategic Outline Case received for main scheme.</b> <b>New Health Board to take forward.</b>	Community, Primary Care & Health Service Policy	Peter Lawler	
<b>OW21 - Extra funding for palliative care</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
<b>3.3</b>	Palliative Care - To establish effective planning and delivery of Palliative Care.	<b>2009-10</b> Establish 3 year Funding Agreements for voluntary hospices <b>from 2009-10</b> within one month of receiving formal advice from Implementation Board.	Community, Primary Care & Health Service Policy	Peter Lawler	
<b>OW22 - New priority for mental health, including child and adolescent mental health services</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
<b>3.4</b>	Improve and develop adult mental health services in Wales through implementing AOF targets for adult mental health services.	<b>By April 2010</b> formally agree each LHB's mental health Local Delivery Plan setting out its strategic vision for mental health services and how they will implement key priorities around care planning, crisis resolution services, dementia, improving access to psychological therapies, improving physical health care of	Community, Primary Care & Health Service Policy	Peter Lawler	

		<p>people with mental illness and ensuring psychiatric units are providing services in a therapeutic and fit for purpose environment.</p> <p><b>By April 2010</b> Develop and draft new guidance on CPA and the role of Community Mental Health Teams involving a full range of stakeholders in developing the guidance.</p> <p><b>By April 2010 ensure work on</b> Mental Health intelligent targets – group chaired by Mary Burrows – is incorporated into new policy guidance.</p> <p>Targets being developed for Dementia, Eating Disorders, Depression and First Episode Psychosis.</p>			
3.5	Improve dementia services in Wales.	<p><b>By April 2010</b> Following Ministerial approval publish a Dementia Action Plan for Wales incorporating responses following the consultation and consultation events that took place on the Action Plan which ended on <b>11 September 2009</b>.</p>	Community, Primary Care & Health Service Policy	Peter Lawler	
<b>OW22 - New priority for mental health, including child and adolescent mental health services</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
3.6	Improve Eating Disorder services in Wales.	<p><b>By March 2010</b> Establish a new specialist community eating disorder service in Wales following issue of the Eating Disorders Framework for</p>	Community, Primary Care & Health Service Policy	Peter Lawler	

		Wales document and the proposed model of care.			
		Minister has announced funding of £0.5m for 2009-10 and £1m recurring for adult Eating Disorder services.			
<b>OW22 - New priority for mental health, including child and adolescent mental health services</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
<b>3.8</b>	Improve CAMHS Services in Wales: 1. Annual Operating Framework target 2008-09 for CAMHS. 2. Management of CAMHS commissioning networks. 3. Review of CAMHS services in Wales. 4. CAMHS mapping exercise.	Reporting against framework target to be implemented by <b>31 October 2008</b> .  Framework Target to be achieved by <b>31 March 2009</b> .  Quarterly meetings of CAMHS commissioning networks.  Results of 2007-08 NHS mapping to be analysed - <b>October 2008</b> .  New mapping process across all agencies to be developed by <b>28 February 2009</b> .  Reporting on the AOF target will be implemented from <b>November 2008</b> .  The 2008-09 CAMHS targets are being repeated for 2009-10.  Commissioning Networks operating plans to extend membership beyond the NHS.  Results of 1 <sup>st</sup> year's mapping received and analysis completed.	Children's Health and Social Services	Keith Ingham	

		<p>Results passed to WAO to inform the review.</p> <p>Work in hand with Durham University to develop scope of mapping to include Local Authorities.</p> <p>Results from the 2008-09 mapping expected in <b>late Autumn 2009.</b></p>			
3.9	<p>Identify the number of inpatients under the age of 18 who were treated in adult mental health units for the last year.</p>	<p>Durham University carried out study in Autumn mapping all provision in the subject area to be completed by <b>28 February 2009.</b></p> <p>All inpatient episodes of under 18s in adult wards are now treated as exception reports and information has now been collated.</p> <p>The CAMHS mapping is to be extended to map all in and outpatient episodes, and episodes of CAMHS patients treated on non-CAMHS paediatric units. Reports from Durham University expected in the <b>Autumn.</b></p>	<p>Children's Health and Social Services</p>	<p>Keith Ingham</p>	
3.11	<p>Develop an Autism Strategy for Adults &amp; Children in Wales.</p>	<p>Appoint Implementation Manager.</p> <p>Issue letter to LAs detailing funding arrangements and actions to be achieved <b>by 31 March 2009.</b></p> <p>Establish Adult Task group comprising stakeholders from the public, private and voluntary sector.</p>	<p>Children's Health and Social services Older People and Long Term Care Policy</p>	<p>Keith Ingham/</p>	

<b>OW24 – Improved provision for long term conditions such as stroke and diabetes</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
3.13	To achieve 2015 policy aims for Stroke Services.	Oversee assessment of March 2009 target with report to Minister by <b>end October 2009</b> .	Community, Primary Care & Health Service Policy	Peter Lawler	
<b>OW25 – Refocus provision of dental services to provide new public health focus: build up community dental service, more salaried dentists</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
3.16	Review of the dental contract with particular reference to public health aspects and consolidating and developing Community Dental Service (CDS).	The UDA/new models of dental care sub-group report accepted.  Minister has asked Group to proceed with pilots process and consider the recent review of NHS dentistry in England undertaken by Professor Jimmy Steele by <b>June 2010</b> .  Orthodontic sub-group established to look at provision in Wales - chaired by Professor Stephen Richmond, Professor of Orthodontics at Cardiff University School of Dentistry. Group to report to the Minister by <b>June 2010</b> .	Community, Primary Care & Health Service Policy	Peter Lawler	
3.17	Dental services – re-define policy for the delivery of dental services with a public health focus.	National Oral Health Improvement Programme <i>Designed to Smile</i> operating in 2 pilot areas. Evaluation report will be produced covering the initial three year cycle of the programme by <b>April 2011</b> .	Community, Primary Care & Health Service Policy	Peter Lawler	
<b>Social Care for Adults Improve Social Services that promote independence, protection, fairness and affordability</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
3.18	Paying for Care – hold an	Consultation on Paying for Care	Older People and	Steve Milsom	

	engagement and consultation exercise, and then publish a Green Paper for Wales.	<b>November 2008.</b> WAG to publish a Green Paper on Paying for Care in <b>November 2009.</b>	Long Term Care Policy		
<b>3.19</b>	Introduce National Framework and Guidance on the Provision of Continuing Healthcare.	Consultation completed on a National Framework for CHC in Wales – <b>May 2008</b>  Following consultation revised framework produced – <b>Summer 2008.</b>  Wales Strategic Group to produce further consultation paper on future options for CHC <b>by December 2009.</b>	Older People and Long Term Care Policy	Steve Milsom	
<b>3.20</b>	Protect vulnerable people and raise the quality of service they receive and Promoting Independence.	2008-09 Report to Minister on <b>6 monthly</b> basis.	Older People and Long Term Care Policy	Steve Milsom	
<b>3.21</b>	Review of Regulations and National Minimum Standards for Care Homes and Domiciliary Care Agencies.	Advice to Minister on scope, process and timing of Review by <b>December 2009.</b>  Arrangements to undertake Review in place and commenced <b>during 2010.</b>	Older People and Long Term Care Policy	Steve Milsom	
<b>OW44 - Introduce new, not for profit, nursing homes</b>					
THIS IS A HOUSING DIVISION LEAD IE ENCOURAGE HOUSING ASSOCIATION INVOLVEMENT IN CARE. DHSS HAS ONLY AN ADVISORY ROLE					
<b>3.22</b>	Not for Profit Nursing Homes.	Workshop providing partnerships in Ceredigion and Powys with an opportunity to outline their proposals in more detail – <b>October 2009.</b>  Further advice to Ministers on steps required to develop resources together with timescales – <b>Nov 2009.</b>	Director of Social Services Wales	Rob Pickford	



**DP1 - Implementing more effective models for managing chronic disease in Wales**

<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
3.15	Chronic Conditions Management - delivery of Service Improvement Plan (2008-2011).	<p>Support LHBs to achieve anticipated outcomes from expenditure plans against allocation of Chronic Conditions Management transitional funds (2009-10).</p> <p>Approve research and evaluation programme for CCM (<b>October 2009</b>).</p> <p>Review expenditure through audit visits to all LHBs and monitoring reports <b>by Jan 2010</b>.</p> <p>Approve CCM transitional funding for all LHBs for the financial year 2010-11 (<b>April 2010</b>).</p> <p>Revise performance management and benchmarking mechanisms for CCM Local Action Plans; Local Delivery Plans and Expenditure Plans and monitor quarterly (<b>November 2009</b>).</p> <p>Develop and publish CCM generic care pathway (<b>March 2010</b>).</p>	Strategy	Simon Dean	
3.23	Chronic Conditions Management Demonstrator Programme.	<p>Ensure the core programme is implemented through the National Demonstrator Steering Group – <b>ongoing to March 2011</b>.</p> <p>Facilitate and support links between WAG, NLIAH and the Demonstrators – <b>ongoing to</b></p>	Strategy	Simon Dean	

		<b>March 2011.</b> Report on progress with programme delivery to EDT and the Minister on an ongoing basis – <b>up to March 2011.</b>			
<b>3.24</b>	Maximise voluntary sector's contribution to H&S Care.  Designed to Add Value – a third dimension.	<b>2009-12 onwards</b> – implement manage and monitor.	Strategy	Simon Dean	
<b>3.25</b>	Chronic Conditions Management - Implementation of the Service Development & Commissioning Directives.	Report results of NLI AH audit of progress to the Minister <b>by November 2009.</b>  Repeat NLI AH audit of progress in <b>September 2010.</b>  National CCM Demonstrators to report on work undertaken, on completion of the programme in <b>March 2011.</b>	Strategy	Simon Dean	
<b>3.26</b>	Implementation of <i>Improving Health and Wellbeing in Wales: A Framework for Supported Self Care.</i>	Publish the document – <b>November 2009.</b>  Establish the Self Care Advisory Board, chaired by Prof Mansel Aylward – <b>November 2009.</b>	Strategy	Simon Dean	
<b>DP2 - Delivering Unscheduled Care Services (DECS)</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
<b>3.27</b>	Implementation of a national approach / framework for unscheduled care.	<b>2009 - 2011</b> - National checklist of operational best practice to be produced.  - Revisit the service models across Wales.	SD&PM	Richard Bowen	

		<ul style="list-style-type: none"> <li>- Programmed spot checks linked to performance remit /quarterly reviews.</li> <li>- Develop intelligent targets for USC.</li> </ul>			
3.28	<i>Fulfilled Lives, Supportive Communities:</i> Guidance on the Role and Accountabilities of the Director of Social Services.	<p>Event to help local authorities CEO's and Directors of Social Services embed the Guidance within their organisations – <b>19 October 2009.</b></p> <p>Responses to the Director's letter – <b>due 30 Oct 2009.</b></p>	Director of Social Services Wales	Rob Pickford	
3.29	<i>Fulfilled Lives, Supportive Communities:</i> Prepare Framework for Services for Older People.	<p>Finalise Framework - <b>Oct 2009.</b></p> <p>Stage information events - <b>Sept - Dec 2009.</b></p> <p>Steering Group meetings - <b>Nov 2009 and Jan 2010.</b></p> <p>Issue framework and initiate local planning process – <b>Jan 2010.</b></p> <p>Draw upon good practice from across Wales – <b>May 2009 – Jan 2010.</b></p>	Director of Social Services Wales	Rob Pickford	
<b>DP2 - Delivering Unscheduled Care Services (DECS)</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
3.30	Category C Policy Review – Ambulance Services.	<p><b>October 2009</b> - Telephony model roll out as part of pan flu contingency plans.</p> <p><b>November 2009</b> - Submission to Minister.</p> <p><b>January 2010</b> - Implement policy.</p>	SD&PM	Richard Bowen	

<b>DP- Delivering Health Service in Residential Care</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
3.31	Task and Finish Group to Consider Health Services in Residential Care.	Establish Task and Finish Group and report <b>by March 2010</b> .	Community, Primary Care & Health Service Policy	Peter Lawler	

#### 4. IMPROVING PATIENT EXPERIENCE

<b>OW30 - Reduce waiting times to 26 weeks from referral to treatment including therapies and diagnostic tests</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
4.1	Waiting Times - Reduce maximum waiting times to 26 weeks from primary care referral to start of treatment by December 2009.	<b>December 2009</b> - Management of organisational delivery plans.  - Establish robust programme monitoring and management regimes.	SD&PM	Richard Bowen	
<b>OW30 - Reduce waiting times to 26 weeks from referral to treatment including therapies and diagnostic tests</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
<b>OW33 - Continue to provide free prescriptions in Wales</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
4.3	Free Prescriptions.	Regulations due to come into force <b>22 October 2009</b> , to enable refunds for prescription charges incurred by Welsh patients attending English hospitals and broaden the list of medical conditions which entitle cancer sufferers to receive exemption by <b>May 2009</b> .  Implement cross-border refund system and change to exemption criteria <b>by Autumn 2009</b> .	Community, Primary Care & Health Service Policy	Peter Lawler	

<b>OW34a - Introduce a charter for patients' rights</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
4.4	Charter of patients Rights.	Work to be taken forward following establishment of new CHCs.	QSSID	Wendy Chatham	
<b>OW34b – Introduce legislation on NHS redress</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
4.5	Redress - Measure on redress.	<p>Development of detail around arrangements through Putting Things Right Project <b>July 2008</b>.</p> <p>NHS Redress Measure completed passage through Assembly and received Royal assent <b>Sept 2008</b>.</p> <p>Final reports from Project Board received <b>Dec 2008</b>.</p> <p>Develop draft regulations for consultation by <b>Oct/Nov 2009</b>.</p>	QSSID	Wendy Chatham	
<b>Improving Patient Experience – Ministerial Priorities</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
4.6	<p>Amendments to the Private and Voluntary Healthcare Regulations (Wales) (2002) relating to independent hospitals who provide care to people with learning disabilities.</p> <p>Proposed introduction of regulatory fees for the private and voluntary healthcare sector in Wales.</p> <p>Alignment of Healthcare</p>	<p>Amendments have been consulted on. The Statutory Instrument anticipated to be laid in <b>October 2009</b>.</p> <p>Consultation commenced <b>1 September 2009</b>.</p> <p>Consultation on aligned</p>	QSSID	Wendy Chatham	

	Standards and the National Minimum Standards covering the private and voluntary healthcare sector in Wales.	Healthcare Standards anticipated <b>October 2009</b> .			
4.7	Mystery Patient.	Task on hold until funding can be identified.	QSSID	Wendy Chatham	
4.8	Spiritual Care.	A public consultation on draft guidance and standards to be launched in <b>November 2009</b> .  Subject to the outcome of the consultation, guidance and standards to be in place by <b>April 2010</b> .	QSSID	Wendy Chatham	
<b><i>Improving Patient Experience – Ministerial Priorities</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	
4.9	Elimination of mixed sex wards.	Implementation is through the fundamentals of care / Empowering Ward Sisters. To be led by Nursing Division.	QSSID	Wendy Chatham	
4.10	Community Health Councils (CHCs) reform programme.	By the <b>end of Oct 2009</b> the Minister intends to announce her decision on future CHC arrangements following the two public consultations and the submission of the CHCs' own proposals for joint-working.	QSSID	Wendy Chatham	
4.11	To support the NHS to be proactive in strengthening Welsh Language provision in the Service.	2009-10  Provide training for the LHB Welsh Language Officers / Units – <b>ongoing</b> .  Ministerial Task Group work programme priorities include commission research from patients' perspective - <b>ongoing</b> .	Office of Director General	John Palmer	

		<p>Champions and Co-ordinators network meetings 2010-11. Welsh Language Unit to provide leadership and direction to the service and support.</p> <p>NHS Reform – the new Governance Framework is to include guidance on Welsh Language provision.</p> <p>WL Taskgroup to issue guidance on leadership and infrastructure needed to strengthen provision in the new organisations.</p>			
<b>OW39 - Introduce reform to charges for hospital parking, and access to phones and TVs</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
4.13	Improve Access to Telephones and Televisions During Hospital Stays.	Advice drafted and submitted to Minister for consideration.	Information Management	Gwyn Thomas	
4.14	Improve Continuing Health Care.	<p>Strategy Group to produce a sustainable ongoing approach to Continuing Health Care in Wales – <b>Autumn 2009</b>.</p> <p>Further briefing submitted on the results of the evaluation exercise of CHC bids– <b>Feb 2010</b>.</p>	Director of Social Services Wales	Rob Pickford	

## 5. RESOURCES – WORKFORCE AND FINANCE

<b>OW43 - Ensure that there is a strong emphasis on work-based training for care staff, and build on existing workforce plans</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
5.1	To build on existing workforce plans to include all care staff,	Care Council for Wales developing a workforce action	Director of Social Services Wales/	Sheelagh Lloyd Jones	

	with a strong emphasis on work based training to enable individuals to gain qualifications on the basis of their practical skills and to develop those skills.	<p>plan to meet FLSC by <b>Sept 2008</b>.</p> <p>Social care sub group of workforce planning project to be established by <b>Autumn 2008</b>.</p> <p>CSSIW undertaking a review of the Social Care Workforce Development Programme by <b>December 2008</b>.</p> <p>Continue to implement and monitor workforce action plan – <b>ongoing</b>.</p> <p>CSSIW continues to provide match funding for social care training and is reviewing utilisation of grant.</p> <p><i>Matters for Change</i> will be considered <b>during 2009-10</b>.</p>	Strategy/CSSIW		
<b>DP3 - Maintain Financial Control and Balance</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
5.3	Children's hospital and its capital and revenue consequences.	<p>Cardiff and Vale LHB are continuing with the detailed planning of this scheme.</p> <p>Enabling works (consisting of decant activity and preparatory demolition) have already commenced and the detailed OBC is expected to be presented to WAG in <b>November 2009</b>.</p>	Strategy	Simon Dean	
5.4	To develop a ten year investment programme for the Primary Care Estate.	<p>No milestone agreed. Plan developed and in place since <b>August 2008</b>.</p> <p>Review completed end <b>February 2009</b>.</p>	Strategy	Simon Dean	



		Meeting taking place with LHBs to go through Plan – <b>ongoing.</b>			
<b>DP4 - Changes to GMS Contract</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
5.7	Welsh GMS enhanced services.	2009-10 Following 2009 negotiating round on GMS contract, to draft and introduce amending legislation for GMS contract <b>by March 2010.</b>  2010-11 Following 2010 negotiating round to draft and implement amending legislation for GMS contract <b>by March 2011.</b>	Community, Primary Care & Health Service Policy	Peter Lawler	
5.8	Delivery of GOS in Wales.	Draft and introduce amending legislation re increase in fees by <b>31 March 2010</b> and again in <b>March 2011.</b>  Draft and introduce amendments to the regulations re listing requirements for ophthalmic practitioners <b>by June 2010.</b>	Community, Primary Care & Health Service Policy	Peter Lawler	
<b>DP4 - Changes to GMS Contract</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
5.9	Review of Pharmacy Contract.	Final report expected from the Pharmacy Task and Finish Group by <b>December 2009.</b>	Community, Primary Care & Health Service Policy	Peter Lawler	
<b>DP - Staff Safety</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
5.10	Ensure safety of NHS staff.	Empowering Ward Sisters Ministerial Task Force to develop standardised incident recording	Chief Nursing Officer	Denise Richards	

		system and guidance for the NHS to work with the police to deal with the perpetrators and victim support – report <b>July 2008</b> .			
		Costings to be calculated & cash identified to support implementation – <b>ongoing</b> .			
<b>OW15 - Ensure that any use of NHS facilities for private purposes is appropriately remunerated</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
5.11	Use of NHS facilities for private purposes, to be appropriately remunerated.	Options paper to be drafted by end of <b>November 2009</b> .	Resources	Chris Hurst	
<b>OW17 - End competitive tendering for NHS cleaning contracts</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
5.12	Hospital Cleanliness - To ensure the highest standards of cleaning are maintained throughout all hospitals within the NHS in Wales. This will be delivered with the Department for Public Health and Health Professionals.	<b>End of 2008</b> – implementation plan to be developed by the Empowering Ward Sister/Charge Nurse Ministerial Task & Finish Group steering group.	Chief Nursing Officer	Denise Richards  Work now being led by Rosemary Kennedy as part of Free to Lead Free to Care Initiative.	
5.14	<i>Fulfilled Lives, Supportive Communities</i> : Prepare Commissioning Guidance.	Issue Guidance for consultation – <b>Aug 2009</b> .  Consider Consultation responses – <b>Dec 2009</b> .  Issue Final Guidance – <b>Jan 2010</b> .	Director of Social Services Wales	Rob Pickford	

## 6. QUALITY AND PERFORMANCE

<b>Managing / Delivering the Performance of NHS Wales</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	

6.1	AOF 2008-09 Manage end of year assessment.	<b>October 2009</b> End of year positions agreed.	SDPM	Richard Bowen	
6.2.1	Annual Operating Framework – Delivery of AOF 2009-10.	<b>Ongoing</b> monitoring  <b>October 2009</b> Mid year performance reviews.  <b>March 2010</b> Agree end of year process and timetable.  Undertake end of year reviews.	SD&PM	Richard Bowen	
6.2.2	Annual Operating Framework - Development of AOF 20010-11.	<b>Nov 2009</b> Agreement of draft targets / requirements - Ministerial approval.  <b>Dec 2009</b> Issue AOF.  <b>Jan - March 2010</b> Service delivery plans to be received and agreed by WAG.	SD&PM	Richard Bowen	
6.3	Development of Performance Management Framework for NHS Wales post reform.	<b>October 2009</b> Monthly meetings arranged with new organisations.	SD&PM	Richard Bowen	
<b>Managing / Delivering the Performance of NHS Wales</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
6.5	Design Programme Management System for DHSS Programmes.	<b>October 2009</b> Final agreement on revised paper Develop implementation plan.  <b>March 2010</b> PMS in place.	SD&PM	Richard Bowen	
6.6	Development of Intelligent Targets for Wales (2010-11).	<b>Sept 2009</b> Consultation following pilots.	SD&PM	Richard Bowen	

		<p><b>Nov 2009</b> Submission to Minister.</p> <p><b>Dec 2009</b> Consider inclusion in AOF 2010-11.</p>			
<b><i>Managing / Delivering the Performance of NHS Wales</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	
6.7.2	Establish robust data collection for Handover arrival screens in A&E.	<p><b>October 2009</b> Final implementation of national action plans. Resolve outstanding technical issues.</p> <p><b>December 2009</b> Achieve 95% operational standard. Switch to electronic reporting system only.</p>	SD&PM	Richard Bowen	
6.8.1	Patient Transport.	<p><u>Non-emergency patient transport services (PTS)</u></p> <p><b>June 2008</b> Establish Review Group &amp; agree ToR.</p> <p><b>September 2008</b> Seek views of NHS on current &amp; future service.</p> <p><b>October 2008</b> Seek views of patients. Patient Satisfaction Questionnaire to be developed and issued.</p> <p><b>December 2008</b> Focus groups established to test patient views.</p> <p><b>February 2009</b></p>	Office of Director General	John Palmer	

		Analysis and appraisal of evidence. Agree options for provision of services in the future.  <b>April 2009</b> Submit report to the Minister.			
<b><i>Managing / Delivering the Performance of NHS Wales</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	
6.9	Improve capital provision of Ambulance stations.	<b>October 2008</b> The Estates SOC was submitted for Ministerial approval.  <b>December 2008</b> Minister authorised WAST to develop an OBC in respect of the proposed joint development at Wrexham.	Strategy	Simon Dean	
<b><i>DP6 - Delayed Transfers of Care (DToC)</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	
6.10	<b>Delayed Transfers of Care (DToC)</b> Continue to exert downward pressure on DToCs through policy development and other measures: <ul style="list-style-type: none"> <li>• Ensure WAO Review is taken into account by relevant localities;</li> <li>• Support implementation of the recommendations of the Independent Review;</li> <li>• Support implementation of</li> </ul>	Establish internal stakeholder group to further address DToCs.  <b>Sep 2008</b> Develop further actions plan to reduce DToCs across Wales and in certain poor performing areas with milestones for implementation of recommendations:  Immediate actions for all LHBs by <b>March 2009</b> .	Older People and Long Term Care Policy	Steve Milsom	

	the recommendations of the Audit Committee.	<p>Immediate actions for poor performers <b>by March 2009.</b></p> <p>Immediate policy actions by WAG by <b>March 2009.</b></p> <p>Longer term policy actions for WAG 2009-10.</p>			
<b><i>DP7 - Implementing national standards of care for the following services; cancer, cardiac, children, older people, renal and diabetes</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	
6.11	Children & Young People's Specialist Services project - launch of standards.	Launch of the final documents by <b>December 2009.</b>	Children's Health and Social Services	Keith Ingham	
<b><i>DP7 - Implementing national standards of care for the following services; cancer, cardiac, children, older people, renal and diabetes</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	
6.12	Quality Improvement Plan - Ensure delivery of actions as set out in the Healthcare QulP	<p>To set in place mechanisms necessary to deliver all QulP actions.</p> <p>Launch of Pt Safety Campaign (Save 1,000 Lives) – <b>April 2008.</b></p> <p>Second NHS-wide assessment against Healthcare Standards completed – <b>September 2008.</b></p> <p>Develop (and publish) proposals for next stage of improvement ("QulP 2") – Timescale to be confirmed.</p>	QSSID	Wendy Chatham	

6.13	Children's Commissioning Support Resource (CCSR) - continued implementation and development. This supports the commissioning strand of Fulfilled Lives, Supportive Communities in respect of Children's Social Services. Commissioning work being taken forward through SSIA.	System moved to "steady state" in <b>April 2008</b> .  Arrangements made to vest the system in the ownership of LGDU.	Children's Health and Social Services	Keith Ingham	
6.14	Review of policy on Incontinence supplies.	<b>1 September 2009</b> , Ministerial agreement was given to fund a project to co-ordinate continence supplies in Wales.  <b>By end of December 2009</b> Project Officer will be appointed to undertake this task.	Children's Health and Social Services	Keith Ingham	
6.15	ChildLine / NSPCC funding.	Memorandum of Understanding in place - <b>March 2009</b> - to govern a transfer of funds from DCSF to devolved administrations.  Ministerial agreement to funding and funding mechanism obtained - <b>March 2009</b> .  Arrangements being put in place for transfer of funds in Winter Supplementary exercise – <b>December 2009</b> .  Grant being administered to NSPCC/Childline - <b>quarterly</b> basis.	Children's Health and Social Services	Keith Ingham	
<b>DP8 - Informing Healthcare</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
6.16	Implement new governance framework for information programmes.	<b>March 2010</b> Production of Governance Proposals covering Corporate, Information, clinical and technical	Information Management	Gwyn Thomas	

		design, patient safety, programme management and service management.			
6.17	<p><i>My Health Online</i>, providing patients with on-line access to ordering repeat prescriptions and booking appointments.</p> <p><i>Individual Health Record</i> – providing clinicians with access to the GP record in Out of Hours and Medical Assessment Unit.</p> <p><i>Welsh Clinical Portal (Single Record)</i> – providing clinicians with access to patient information from within LHB systems, including ordering and receiving test results.</p>	<p><b>May 2009.</b> Outline Business Case for national rollout submitted. Plan to progress when case approved.</p> <p><i>Individual Health Record</i> – Procurement of supplier for national roll out <b>Dec 2009.</b> Demonstrator implementation in one Health Board March 2010.</p> <p><i>Welsh Clinical Portal (Single Record)</i> Completion of pilot project in early adopter site in Hywel Dda - <b>Dec 2009.</b></p> <p>WCP Implementation plans agreed with all Health Boards <b>2010.</b></p>	Information Management	Gwyn Thomas	
<b>DP8 - Informing Healthcare</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
6.18	Establish provision for alternative to the Exeter/NHIAS computer systems before contract ends in 2013.	<p><u>Contractor Payments</u> <b>May 2010</b> Draft Service Specification and Full Business Case.</p> <p><u>Screening Services</u> <b>July 2010</b> Receive finalised and confirmed delivery plan and cost estimate from Connecting for Health Develop business case to implement solution.</p>	Information Management	Gwyn Thomas	
6.19	Broadband Aggregation – PSBA Migration for GPs.	<b>June 2009.</b> Migrated 655 GP sites.	Information Management	Gwyn Thomas	Complete
6.20	Midwifery Data Set.	<b>February 2010</b>	Information	Gwyn Thomas	



		Submission to be drafted for the Minister on implementation costs and further development.	Management		
<b>DP – Pandemic Flu</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
6.21	Pandemic Flu - Ensure appropriate guidance is issued to NHS Wales to deal with a potential outbreak of pandemic flu.	<b>2008-2009</b> Agreement of approach to setting up / operation of pandemic flu line for providing public information and triage for anti-virals.	PHPD (overall)	Tony Jewell	
6.22	Swansea Children's Social Services Intervention Board.	Next meeting of Board – <b>7 &amp; 8 Oct 2009.</b>  Board to report to Deputy Minister for Social Services – <b>Oct 2009.</b>  CSSIW inspection of Swansea Authority's Child and Family Services Department – <b>January 2010.</b>	Director of Social Services Wales	Rob Pickford	

## 7. LEGISLATION

<b>OW29 - Bring forward legislation on vulnerable children and child poverty</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
7.1	Implement the Safeguarding Vulnerable Groups Act.	Awareness raising with wide range of employers in statutory and non statutory sectors.  Contribute to setting up of the Vetting and Barring Board.  Regulations to be made on an England and Wales basis/or a Wales only from <b>October 2008.</b>  Transitional arrangements to	Children's Health and Social Services	Keith Ingham	

		allow Independent Safeguarding Authority to take over decision making from Ministers prepared to enable handover - <b>January 2009.</b>			
		Proposed phased Go-live from <b>Oct 2009.</b>			
<b>OW29 - Bring forward legislation on vulnerable children and child poverty</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
7.2	Child Care Proceedings - Promote the delivery of the recommendations in the Child Care Proceedings Review.	<p><b>2008-09</b> Arrangements implemented <b>1 April 2008.</b></p> <p><b>2009-10</b> Quarterly Ministerial Group meetings to monitor implementation and review change programme across family justice system.</p> <p>Contribute to Ministry of Justice review of care proceedings costs. Review report anticipated <b>November 2009.</b></p>	Children's Health and Social Services	Keith Ingham	
7.3	Implementation of Children and Adoption Act 2006 – Private Law, new arrangements for contact.	<p><b>2008-09</b> Legislation implemented December 2008.</p> <p><b>Autumn 2009</b> - Government response to Health Wellbeing &amp; Local Government Inquiry into CAFCASS Cymru.</p> <p><b>Spring 2010</b> Judiciary led review of private law programme –pilot phase will complete with implementation anticipated 2010-11.</p>	Children's Health and Social Services	Keith Ingham	

		<p><b>March 2010</b> Contribute to SJLG DG development of domestic abuse services across Wales to encompass family justice system.</p>			
7.4	Development of proposals for an all-Wales procedure for the conduct of child death reviews into all unexpected child deaths. Links to CEMACH report on child deaths and to suicide strategy.	<p>The pilot study was launched in <b>June 2009</b>.</p> <p>Study completed <b>July 2010</b>.</p> <p>A final report will be available in the <b>Autumn 2010</b>.</p>	Children's Health and Social Services	Keith Ingham	
7.5	Develop and agree with the Home Office the policy and arrangements for the dispersal of unaccompanied asylum-seeking children in Wales.	<p><b>2009 at earliest</b> To work with elected members and LAs on options/business case to develop a specialist UASC authority in Wales with a consortium of LAs.</p> <p><b>Feb 2009</b> WLGA/LA to advise if they are to become specialist authority within next 2-3 years and begin preparation of business case.</p> <p><b>March 2009</b> Wales Minister's to write to HO to advise Welsh position.</p> <p><b>Sept 2009</b> HO extended option to fund LA to become UASC to <b>Sep 2009</b> – invited business case bids.</p> <p><b>April /Aug 2009</b> WLGA/ WAG series meeting with LA to look at business / service issue for UASC.</p> <p><b>Sept 2009</b></p>	Children's Health and Social Services	Keith Ingham	

		<p>WAG undertook audit of USAC in Wales and published report - Numbers are steady no marked increases in UASC population.</p> <p><b>Nov 2009</b> Key meeting with HOM on next steps of reform programme. Following with Minister will be update on Wales position / implications.</p>			
<b>7.6</b> <b>Xref</b> <b>7.1</b>	Review of regulations covering Criminal Records Bureau checks in regulated settings (children's homes, adoption services, etc).	<p><b>Sept 2009</b> Commence review.</p> <p><b>July 2009</b> Make Regulations.</p> <p><b>October 2009</b> Regulations take effect.</p>	Children's Health and Social Services	Keith Ingham	
<b><i>OW29 - Bring forward legislation on vulnerable children and child poverty</i></b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
7.7	Support the task group on Disabled Children, set up by the Minister for Children.	<p>2008-11 Rolling programme for 3 years: Papers for monthly meetings and contribution to CYP cabinet committee papers as required.</p> <p>The Task Group has agreed to develop a work plan which will ensure that its work links with key activities and national policies. A report on Phase 1 of the wheelchair review is expected by <b>the end of 2009.</b></p> <p>Group continues to meet regularly. Funding for respite/short breaks confirmed in draft budget.</p>	Children's Health and Social Services	Keith Ingham	

**OW41 - Seek further powers to legislate for vulnerable children, looked after children, and child poverty**

<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
7.8	<p>Develop a WAG strategy for children in need and looked after children, supported by the legislative competence order on Vulnerable Children (One Wales) and the Children &amp; Young Person's Act 2008.</p> <p>Measure 1 - Family Support Services.</p> <p>Measure 2 - Reform &amp; consolidation of legislation for the welfare of all children and young people in Wales and to reform the law in respect of vulnerable children.</p>	<p>Measure 1 - Family Support Services. Measure to be introduced in NAFW late Jan 2009 and come into force <b>by Spring 2010</b>.</p> <p>Consultation on strategy to agree outline implementation plan for VC provisions in the 2008 Act.</p> <p>Interface with England on joint commencement of certain provisions. Implementation started from <b>April 2009</b>.</p> <p>Resources for Act to be secured before full implementation – bid to go in 2010-11 CSR.</p> <p>Measure 2 - Reform and consolidation of legislation for the welfare of all children and young people in Wales and to reform the law in respect of vulnerable children.</p> <p><b>June 2009</b> Minister agreed that consolidation measure longer term aim is to consolidate core secondary legislation on care as part of the 2008 Act implementation.</p> <p>Consolidated Regs with new powers will be consulted on in <b>Summer 2010</b>.</p> <p>Children and families measure at</p>	Children's Health and Social Services	Keith Ingham	

		<p>stage 3 of the legislative process commenced. Measure on target to b come into effect from <b>early 2010</b>.</p> <p>Delivery / implementation of IFST 3 pioneers selected <b>August 2009</b>.</p> <p>IFST preparation with pioneer have commenced – key workshop <b>12-13 Oct 2009</b> and every 6 weeks thereafter .</p> <p>Schedule implantation by spring 2010 following laying of Regs in <b>March / April 2010</b>.</p> <p>Guidance, Regs and tools to be developed over following 4-6 months.</p> <p>Full delivery project with identified products established.</p> <p>Minister agreed (<b>July 2009</b>) to phase implementation of 2008 Act. Early provisions have been implemented.</p> <p><b>Aug – Oct 2009</b> consultation on IRM.</p> <p><b>October 2009</b> – tender on IRM for adoption and foster services.</p> <p>Remainder of provision to be consulted over 2009 – 2011.</p> <p>WAG circular issued <b>August 2009</b> to make extra £0.5m available to LA's and advise £2m</p>			
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		in special grant for 2008 Act including respite breaks to transfer to Revenue Support Grant in 2010.			
<b>OW42 - Review Carers' Strategy, and prepare legislation on rights of carers</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
7.9	Review Carers' Strategy, prepare legislation on rights of carers.	Introduce LCO in <b>Autumn 2008</b> .  Bring forward Assembly Measure <b>2009-10</b> .	Older People and Long Term Care Policy	Steve Milsom	
<b>OW23 - Seek legislative competence in relation to mental health</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
7.10	Vulnerable People - Protect vulnerable people and raise the quality of service they receive and Promoting Independence.	<b>2008-09</b> Report to Minister from the Project Board by <b>1 November 2008</b> and then at least every 6 months.	Older People and Long Term Care Policy	Steve Milsom	
7.11	Mental Health legislative competency.	Welsh Affairs Committee consideration ( <b>Spring 2009</b> ).  Plenary debate ( <b>October 2009</b> ).  Parliamentary debates ( <b>November 2009</b> ).  Privy Council approval ( <b>Dec 2009 or Feb 2010</b> ).  Royal Assent ( <b>Dec 2009 or Feb 2010</b> ) – and legislative competence will have been achieved at this time.	Community Primary Care & Health Services Policy Directorate.	Peter Lawler	
7.12	Mental Health Measure.	Secure policy objectives ( <b>May 2009</b> ).  Policy and legal instructions completed ( <b>September 2009</b> ).	Community Primary Care & Health Services Policy Directorate.	Peter Lawler	

		<p>Measure drafted (<b>December 2009</b>).</p> <p>CCL clearance achieved (<b>Jan 2010</b>).</p> <p>Presiding Officer clearance achieved (<b>Feb 2010</b>).</p> <p>Measure introduced (<b>Mar 2010</b>).</p> <p>Targets and milestones relating to legislative passage to be added nearer time, together with implementation milestones once policy implications established.</p>			
<b><i>OW40 – Seek powers, then legislate to create more level playing field for charges for domiciliary care service</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	
7.13	<p>Charging – Fairer Charging for non-residential social care.</p> <p>Achieve legislative competence for the Assembly in the area of charging for non-residential social care and commence work on proposals for a subsequent Assembly Measure as set out in ‘One Wales’.</p>	<p>Approval by both Houses of Parliament.</p> <p><b>April 2008</b> – Issue Assembly Government response to findings of pre-legislative scrutiny.</p> <p><b>May 2008</b> – draft Order laid and debated before the Assembly.</p> <p><b>June 2008</b> – draft Order laid &amp; debated before the House of Lords and Commons.</p> <p><b>July 2008</b> – Privy Council approval.</p> <p><b>February 2009</b> - Public consultation on options for a future Measure.</p> <p><b>June 2009</b> - Introduction of</p>	Older People and Long Term Care Policy	Steve Milsom	



		Measure for Scrutiny.			
<b><i>DP – LCO for National Information Governance Board</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	
7.14	Consider legislative competence for National Information Governance Board.	<b>March 2010</b> - Constitutional affairs guidance.  <b>2010-11</b> - Draft submission to Minister. - Consultation. - Final draft. - Submission to Minister.	Information Management	Gwyn Thomas	

## 8. DEPARTMENTAL BUSINESS AND CROSS CUTTING ISSUES

<b><i>DP9 - Restructure of the Department</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	
8.2	To undertake a project to restructure HSSDG to ensure it functions support the new structure of the NHS in Wales.	Consultation phase 1:  Outline discussions with staff – <b>August / Sept 2009.</b>  Consultation phase 2:  Following 3 EDT Timeouts in October 2009, full structure to be consulted on – <b>November 2009 to January 2010.</b>  Implementation phase 3 – <b>January to April 2010.</b>	Office of the Director General	John Palmer	
<b><i>DP10 - Support the Minister to deliver her agenda including responding to correspondence within deadline</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	
8.3	To ensure all correspondence is responded to within deadline.	Fortnightly meetings held with Primary drafters to ensure that correspondence is effectively managed – <b>ongoing.</b>  Regular monitoring of DoFM and HSS DG statistics to identify	Office of the Director General	John Palmer	

		trends and concerns.  New CABs database to be set up by <b>Autumn 2009</b> .			
<b><i>DP10 - Support the Minister to deliver her agenda including responding to correspondence within deadline</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	
<b>8.4</b>	To maintain an effective working relationship between the DG and the Ministers office.	2 members of staff liaising between the Ministers office and the DG.  Regular visits to take place between private office and DG staff. CCT staff working in harness with correspondence clerks during the transition to the new database and in the weeks after its implementation.	Office of the Director General	John Palmer	
<b><i>DP11 - Management of DHSS budget</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	
<b>8.5</b>	Management of DRC budget to ensure the DG lives within a set limit.	Structures for 2008-09 to be agreed by Directors by <b>May 2008</b> .  Regular monitoring of forecast against outturn will be discussed at Executive Team.	Resources	Chris Hurst	
		Facilitate the gateway process to control vacancies during 2009-10.	Office of the Director General	John Palmer	
<b><i>DP11 - Management of DHSS budget</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	
<b>8.6</b>	Implement procedures to control and monitor the number of Inward Secondees in the DG.	To undertake regular meetings with Directorates to ascertain future secondment requirements and report these to the Gateway.	Office of the Director General / HR	John Palmer Julie Rogers	

		To implement robust procedures for appointing secondees.	Office of the Director General / HR	John Palmer Julie Rogers	
<b>DP11 - Management of DHSS budget</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
8.7	<b>Monitor Programme expenditure &amp; Maintain Financial Control and Balance</b> in the challenging financial climate facing the NHS and to ensure that the service delivers robust plans linked to the modernisation agenda to improve future financial performance.	Financial plans to be submitted by NHS organisations with monitoring returns <b>monthly</b> .  Mid Year Review. <b>October/November 2009</b> .  <b>July 2009</b> 2009-10 AOFs approved.	Resources	Chris Hurst	
8.8	<b>Delivery of (IDEAS) Objectives:</b> Ensure that DHSS plays a key role in contributing to the IDEAS programme throughout 2009-10.  This will be achieved through ensuring delivery against required IDEAS objectives and milestones by the delegated Business Improvement Lead and the SAP Key User for DHSS.	<b>Core Financial Improvements (CFI):</b> Improve financial management by providing consistent, timely and reliable financial information by using SAP finance system and standardising processes and procedures.  DHSS RD continues to contribute to the CF1 Workstream through involvement in the SAP key user network.  <b>End to End Procurement (E2E):</b> Implementation of new procurement system. Deadline has now been moved. Confirmation of new date expected in <b>July 2009</b> .  DHSS RD has been fully involved with system testing and final design workshops to date and is	Resources	Chris Hurst	

		involved in user testing and training.			
<b>DP11 - Management of DHSS budget</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
8.9	Review of Capital Charges Regime.	Estimates provided to Finance. Completion of discussions between Finance and HMT, with non fixation of HSSDG 2009-10 allocation.	Resources	Chris Hurst	
8.10	NHS Assets (including disposals).	Advice submitted to the Minister (SF/EH/0062/08; MB/EH/0798/08). Action agreed with Minister and David Goldstone on potential disposals within the next 5 years.	Strategy	Simon Dean	
8.11	Capital Investment Programme (CIP) approval.	Advice submitted to the Minister's office (MB/EH/0869/08 and MB/EH/1141/08). The AWCP continues to be updated on a regular basis reflecting Ministerial priorities and available capital. All schemes are submitted to the Minister for her consideration to approve.	Strategy	Simon Dean	
<b>DP12 - Business Planning</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
8.13	Delivery of Business Planning process across the Department to ensure objectives and risks are strategic, relevant, measurable and regularly reviewed.	Maintenance of a Departmental Business plan, which has strategic objectives and is updated regularly - <b>ongoing</b> .  Executive summary reviewed on a monthly basis at Executive Directors Team Meetings - <b>ongoing</b> .  Maintenance of the DSS DG part	Office of the Director General	John Palmer	

		of the One Wales document including briefing the Minister on updates - <b>ongoing</b> .			
		Monthly updates of departmental Risk Register from <b>November 2008</b> .			
		IDEAS: Alignment of the delivery plan with IDEAS business planning tool <b>Sept - Dec 2009</b> .			
<b>DP13 - Implementation of Statutory and Governance procedures</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
<b>8.14</b>	Ensure that the DG is compliant with Health and Safety with Welsh Assembly Government HSE and legal requirements.	Production of annual report on compliance to the EDT by <b>March 2010</b> .  Implementation of full departmental compliance re H&S by <b>October 2009</b> .	Office of the Director General	John Palmer	
<b>8.15</b>	Ensure the department is compliant with WAG governance procedures and supported by appropriate administrative processes.	Monitor the implementation of Audit recommendations <b>quarterly</b> .  Undertake ongoing compliance testing and the annual statement of Internal Control.  CGC Meetings take place <b>quarterly</b> .  Key management information to be reviewed at EDT Meetings on a <b>monthly</b> basis.  Maintain Snowdrop/Business Directory – for staff data analysis – <b>ongoing</b> .  Performance Moderation <b>Oct</b>	Office of the Director General	John Palmer	

		<p><b>2009 and April 2010.</b></p> <p>SIC completion <b>March 2010.</b></p>			
<b><i>DP13 - Implementation of Statutory and Governance procedures</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	
<b>8.16</b>	Ensure the Department maintains up to date information on Snowdrop and U-Access.	<p>Structure updated for whole of the DG.</p> <p>Monthly structure charts to go to Directorates monthly for checking.</p> <p>Recording of Welsh language skills on database.</p> <p>To regularly appraise Business Managers of the importance of notifying the BU of Snowdrop changes at quarterly Operations Team / Business Manager liaison meetings.</p> <p>All DG staff to input details of their roles and responsibilities to DoB via U-Access.</p> <p>Input structures and posts from Departmental Reform on the HR system by <b>March / April 2010.</b></p>	Office of the Director General	John Palmer	
<b>8.17</b>	Ensure the DG delivers the requirements of the Knowledge & Information Management (KIM) strategy.	<p>Preparation for ERDMS.</p> <p>Business Directory (to be updated by end of <b>Jan 2010</b>).</p> <p>P Drive alignment.</p> <p>Work with Business Managers to</p>	Office of the Director General	John Palmer	

		ensure workstreams are undertaken on time as and when targets are set.			
8.18	Ensure there are robust Business Continuity procedures in place.	Maintain and update quarterly the BCP.  Successful participation in two desk based emergency scenario exercises annually. Took place in <b>February &amp; April 2009</b> .  Dissemination of lessons learned from exercises.	Office of the Director General	John Palmer	
<b>DP14 –</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
8.19	To support the DG to implement Welsh Language Scheme and strengthen our ability to operate bilingually in line with agreed policy.	<b>2009-10</b> Develop and monitor DG Welsh Language Action Plan to ensure mainstreaming into all policies and activities within the DG.  To ensure Policy Teams are able to operate bilingually.  To ensure all Directors consider the linguistic needs of their teams during reorganisation.  To update the DG's skills survey following reorganisation.	Office of the Director General	John Palmer	
8.20	Add significant value to the Department through effective and efficient management of its organisational development and learning resources.	Evaluate 2008-09 L&D activities and publish Learning Report – <b>May 2009</b> .  Run Training Needs Analysis and produce 2009-10 Learning Plan – <b>June 2009</b> .  Maintain Investors in People	Workforce & Organisational Dev't	Sheelagh Lloyd Jones	

		status – <b>June 2009.</b>  Deliver 2009-10 Learning Plan to within £5K of allocated budget – <b>April 2010.</b>  Record Return on Investment of at least 200% – <b>April 2010.</b>			
<b>DP14 –</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
<b>8.21</b>	Sustainable Development.	Aligning DHSS so policy and planning fit in with new Sustainable Development Scheme.	Strategy	Simon Dean	
<b>8.22</b>	Wales Spatial Plan.	Align NHS capital planning with Spatial Plan.	Strategy	Simon Dean	
<b>8.23</b>	To manage the pre-legislative, parliamentary and post-enactment processes for Wales-only Bills and provisions in government Bills in parliament affecting Wales in the Health, Social Services and related fields.	Manage Legislation Programme Board – <b>ongoing.</b>  <u>Health Bill 2009:</u> Contribute to management of Wales-only provisions and E&W aspects and contribute to parliamentary stages and consideration of amendments through Lords stages ( <b>January – Summer 2009</b> ) and Commons stages thereafter.  Royal Assent expected <b>Autumn 2009.</b>  <u>Coroners and Justice Bill 2009:</u> Contribute to parliamentary process through commons stages ( <b>January – Summer 2009</b> ) and Lords stages thereafter including consideration of amendments after introduction Royal Assent expected late <b>Autumn 2009.</b>	Office of the Director General	John Palmer	



		<p><u>Autism (Private Member's) Bill 2009:</u> Monitor progress on Bill through public bill committee stages in commons and contribute to development of policy on bill contents, with particular reference to provisions that may affect Wales.</p> <p><u>Government programme:</u> Liaise with central departments over future programme and help secure WAG legislative opportunities.</p>			
<b>DP14 –</b>					
<b>Ref</b>	<b>Task Title</b>	<b>Targets / Milestones 2008-11</b>	<b>Lead Directorate</b>	<b>Lead Official</b>	
8.24	Equality and Diversity in the DG. To meet statutory requirements, increase staff awareness and knowledge of Equality and Diversity to ensure compliance with Equality and Human Rights Legislation.	<p>2008-09</p> <p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• Impact Assessments undertaken on new strategies, policies and guidance.</li> <li>• Support effective consultation undertaken on work areas.</li> <li>• Launch of the Single Equality Scheme.</li> <li>• Develop single equality action plan Steering Group.</li> <li>• Continuation of Lunch and Learn events.</li> <li>• Continued development of Equality desktop guidance (DTG).</li> <li>• Provide advice to Divisions as required and support for Ministerial correspondence and OAQ's.</li> </ul>	Office of the Director General	John Palmer	

		<b>Due Monthly</b> Regularly update Equality Intranet site.			
<b><i>DP15 – Sexual Assault Resource Centres</i></b>					
<b>8.25</b>	Sexual Assault Resource Centres.	Issue Draft Service Specification for consultation – <b>Winter 2009.</b>	Director of Social Services Wales	Rob Pickford	

**9. ANNEXE**

<b><i>OW08 - A moratorium on changes at community hospital level, already agreed changes at DGH level not implemented until associated community services are in place</i></b>					
<b><i>Ref</i></b>	<b><i>Task Title</i></b>	<b><i>Targets / Milestones 2008-11</i></b>	<b><i>Lead Directorate</i></b>	<b><i>Lead Official</i></b>	<b><i>Current Position</i></b>
<b>No Objectives linked to this at present</b>					