

Annex 2



Performance Report as at September 2008

Natural England Balanced Scorecard

	Current Yr to date	Outlook to end of yr
One Organisation, One Purpose	AR	AR
Outcome 1 Healthy Natural Environment	AG	AR
Outcome 2 People Value and Conserve	G	AG
Outcome 3 Sustainable use	AR	AR
Outcome 4 Secure Environmental Future	AG	AG

	Current Yr to date	Outlook to end of yr
Creating Environmental Leadership	AG	AG
Authoritative Champion	AG	G
Strong Stakeholder Relationship	G	G
Advocating Natural Environment	AG	AG
Stakeholders Trust Evidence and Knowledge	AG	AG

	Current Yr to date	Outlook to end of yr
Delivering our Business	AR	AR
Business Processes	AG	AG
Resources and Efficiency	AG	G
Sustainability	AR	AG
Customer Services	AG	AR

	Current Yr to date	Outlook to end of yr
Building Capability	AG	AG
People Leadership	AG	AG
Strengthening Capability	AG	AG
Organisational Contract	G	G
Developing Skills	AG	AG

<p>Outcome 1 Healthy Natural Environment</p>	<p>AG</p>	<ul style="list-style-type: none"> • On track to deliver planned species recovery biodiversity target with challenges on habitats as dependency on classic scheme renewals and uptake of ELS and HLS with Biodiversity options • Still awaiting South Downs outcome; North West boundary reviews postponed to 2009/10. • First new-style AONB Management Agreements under negotiation to strengthen natural environment delivery. • SSSI delivery generally on track to date but back-end profiled; final 1% of 89% milestone high risk and condition assessment backlog ; plans being put in place to resolve. • Marine progress slow due to resource constraints. slower than expected progress with SACs and SPAs.
<p>Outcome 2 People Value and Conserve</p>	<p>G</p>	<ul style="list-style-type: none"> • Monitoring Engagement with the Natural Environment project on target to deliver first qualitative data in 09/10. • Three Natural Connections pilots scoped and selected for delivery in Q3 and 4 to inform our evidence base. • On target to meet our 08/09 milestones for expanding the health walk programme. • Over £500K worth of national and flagship applications to the Access to Nature Scheme. • Target already exceeded for increase in volunteer base and on track to establish five regional partnerships. • Work progressing well to publish Coastal Access Scheme if/when Marine Bill is introduced in December. • All regional maps produced in order to audit current spatial access provision across the country. • Scoping of National Trails review complete, ready for roll-out to stakeholder consultation in Q3. • Three Champion NNRs identified with work underway to develop business plans for visitor engagement at each.
<p>Outcome 3 Sustainable use</p>	<p>AR</p>	<ul style="list-style-type: none"> • Green Infrastructure standards for Ecotowns agreed and secured in Planning Position Statement • All regions engaged with regional government and RDAs on SNR, improving RDA focus on natural environment • 93% of Planning casework (10,000 items) completed in statutory deadlines (target 95%), and outcome monitoring pilots initiated in 4 regions • ELS Online tool for applications launched. ESRoP plan drafted, decisions on final scope with Defra in October • Catchment Sensitive Farming capital grant scheme exceeded target and budget allocation increased by Defra • Targeting maps prepared and issued – 113 areas identified with best potential for environmental benefit across multiple areas: wildlife, landscape, historic environment and access • Shortages in skills and resources to develop the environmental standards with marine industries and participate fully in marine spatial planning trials. • Lower than expected renewals of classic schemes and take up of HLS and ELS have given us cause for concern.
<p>Outcome 4 Secure Environmental Futures</p>	<p>AG</p>	<ul style="list-style-type: none"> • Good progress on the vision project including working with DCLG, Defra and Foresight to inform cross Department thinking on the future of land use • Established Natural England view on the CAP health Check. Joint working with Defra on the economic benefits of Environmental Stewardship. Producing an evidence action plan for EU budget review. • Statutory Guidance (s60 of the Bill) now being developed collaboratively with DEFRA: our recommendations to date have all been accepted. • Progress on development of evidence base slowed but will be addressed through appointment of a new PS Climate Change Evidence • First four CA pilots and "Land and marine managers as carbon managers" on track for publication at Nov 14 conference.

Creating Environmental Leadership Performance - Quarter 2 to September 2008

AG



<p>Authoritative Champion</p>	<p>AG</p>	<ul style="list-style-type: none"> Natural England received 3452 media mentions in Q2 despite the holiday period. Volumes are up 90% on the comparable period last year. Contract in place to provide quarterly analysis of media coverage. Reputation Tracker: fieldwork has taken place or is taking place to gather baseline data for MPs, customers (excluding land managers) and regional stakeholders, to present to December Board.
<p>Strong Stakeholder Relationships</p>	<p>G</p>	<ul style="list-style-type: none"> Initial results from 2008 Stakeholder Survey appear to paint a positive picture for our regional advocacy. We are ahead of profile on delivering our advocacy milestones (11 of 47 objectives for 08/09 already delivered). Some positive stakeholder engagement events held during the quarter, including an Executive-level workshop with NFU in July, a wind policy consultation workshop with 60 external stakeholders (which was well received and significantly increased the consultation response) and a high profile LBAP Conference (attended by 130 stakeholders and which successfully raised the profile of local delivery of biodiversity and the links to health). Two positive ministerial site visits, including a visit to two ES schemes in the Yorkshire Dales for Secretary of State Hilary Benn in August and Ben Bradshaw joining participants in a health walk in Tavistock in July 2008.
<p>Advocating Natural Environment</p>	<p>AG</p>	<ul style="list-style-type: none"> On track to deliver 08/09 milestones. September 2008 staff survey results reveal: <ul style="list-style-type: none"> 60% of staff are confident in advocating Natural England's core purpose to our stakeholders (08/09 milestone is 75%); an increase of 27% since the September 2007 staff survey; 32% of staff are familiar with Natural England's top five policy priorities (milestone is 50%) Scoping for a second phase of advocacy training underway and Project Manager appointed. Improvements to Cascade Briefing are receiving positive feedback in improving understanding of our policies.
<p>Stakeholders Trust Evidence and Knowledge</p>	<p>AG</p>	<ul style="list-style-type: none"> We have met our 08/09 milestone (70% of stakeholders agree that Natural England takes evidence-based decisions). 2008 Stakeholder Survey revealed that:- <ul style="list-style-type: none"> 71% say that we take evidence-based decisions. 75% say they trust what we say. 69% that we provide clear evidence on what is happening in our natural environment and on future threats. Natural England used as example of best practice in Government Knowledge Report. Corporate Directory maintained at 98% complete.

Delivering Our Business Performance - Quarter 2 to September 2008

AR

<p>Business Processes</p>	<p>AG</p>	<ul style="list-style-type: none"> • Teleconferencing and Webinar usage x10 increase in Q2, videoconferencing x34 increase. ICT Delivery Strategy project implemented. ICT system performance has been good across all desk top and customer facing systems, SLAs and customer service standards maintained. • Genesis releases delivered to plan. New cross checks module for classic schemes (CSS + ESA) implemented. Ownership of Genesis reviewed by Audit & Risk Committee and to be considered by Board in December • Bridge Project has addressed 3 key processes- cascade, procurement, Scheme of Delegation. • Risk management workshops delivered by health and safety specialists to regional and national teams. Health and safety staff now approved as IOSH trainers and developing course to suit Natural England specific needs.
<p>Resources and Efficiency</p>	<p>AG</p>	<ul style="list-style-type: none"> • Our budgets are currently on target - we are 0.5% underspent at the end of September against a target of 5%. • External funding targets agreed at £2m additional funding in 2008/09 .Initial revenue generation plans are in place in the regions. • On target to achieve £5m efficiency savings & £9m of productivity gains in 08/09 £7m of which through ISS. • Corporate Services review: induction completed for the first 5 business accountants, recruitment of Corporate Planning partners, implementation of CPMS and improved communications strategy with the business. • Annual report and accounts delivered early and to a high quality. • Strong collaboration secured and being implemented with WREN over its proposed Biodiversity Fund.
<p>Sustainability</p>	<p>AR</p>	<ul style="list-style-type: none"> • Development, consultation and publication of Green Travel Policy • Publication of Non-Executive and Executive Board and Executive Leadership Group carbon footprints. • Progress against 10% 2008/9 target now expected in October • Production of individual and team carbon footprints based on i-Expenses and GPC data • Closer working with Defra and a joint investment approach to reducing the carbon efficiency of our estate • Sustainability Network established and auditing for Office Sustainability Management Plans • Identification of the 'top 100' staff with the largest carbon footprints and support mechanism
<p>Customer Services</p>	<p>AG</p>	<ul style="list-style-type: none"> • Tactical Plans have been finalised across regional teams. Model will be rolled out during Q3 with full supporting guidance. • Advisory group established to develop our approach to Customer Account Management. The group has had a very successful first seminar, with planning for the second and third seminars well advanced. • Contract awarded to develop our approach to customer service standards. Interviews held with staff at all levels • ISS & the L&SMTs collected around 1,750 comments from our farm facing customers, which have been analysed and used as the basis for the preparation of a report, for presentation to the SoS. Issues have been identified where the standard of delivery to customers can be improved but the main message was the high regard the majority of farming customers have for our frontline staff and the service that they are delivering.

Building Capability Performance - Quarter 2 to September 2008

AG

<p>People Leadership</p>	<p>AG</p>	<ul style="list-style-type: none"> • Out and about sessions where Directors visit local teams are continuing. • September staff Survey results reveal improvement with 60% of staff believe that their team is well managed (target is 65%); an increase of 8% since the pulse survey • Twelve team leader workshops run, team leader role and expectations established. Development needs of team leaders from those workshops collated. • All ELG ran team events using MBTI. ELG leadership development session facilitated and actions agreed. • Manager workshops being held in October & November.
<p>Strengthening Capability</p>	<p>AG</p>	<ul style="list-style-type: none"> • Baseline determined, secondments Out are 19 (0.8%) and In 18 (0.75%). Movement across the staff framework amounts to 72 (3%) e.g. team leaders moving horizontally into senior specialist or delivery leader roles. • Workforce Strategy Principles and draft people plan endorsed by OD Strategy Group and strategy being developed which brings Diversity Action Plans, resource needs (skills and people) together into one document . • Diversity data survey was completed this quarter (62% response), strand champions are producing action plans by end of October, Ambassador network in place and teams have been asked to complete action plans by end of December.
<p>Organisational Contact</p>	<p>G</p>	<ul style="list-style-type: none"> • September staff Survey results reveal that Corporate plan targets have been achieved: <ul style="list-style-type: none"> -35% of staff have a strong sense of belonging to Natural England (target is 35%); an increase of 13% since the pulse survey. -83% of people understand how their work contributes to our objectives and targets (target is 82%) • Lessons learned exercise completed on VER/VES. • Relationship continues to be positive with Trade Unions with regular engagement at national level and developing liaison at team level. Recent study identified positive qualitative and financial benefits of partnership.
<p>Developing Skills</p>	<p>AG</p>	<ul style="list-style-type: none"> • Environmental Induction Leadership event held in August and programme planned until summer 2009. • E-learning induction tool scoped and development work started. • September staff survey results at 42% against target of 40% on skills developed this year that have helped staff deliver their personal performance agreements • Writing Skills programme scoped and out to tender. • Technical Development Framework and plan for rest of year produced and published. External advertisement for specialist to take this forward.

One Organisation, One Purpose

Regional Highlights – to September 2008

Outcome 1 Healthy Natural Environment

- **2nd Anniversary of Fire at Thursley National Nature Reserve:** On 14 July 2006 Natural England's National Nature Reserve at Thursley went up in flames. The 400 hectare site is home to some of England's rarest flora and fauna, including the iconic silver-studded blue butterfly. Yet only one year later one of the locations surveyed this July had 126 butterflies, an increase of over 100 since they were first surveyed after the fire. The combined efforts of fire fighters, the local community and our Reserve staff have saved Thursley NNR and its wildlife and rare habitats.
- The **Marine event in the South West** in August introduced people in the heart of Bristol to the fantastic wildlife and habitats in the seas around them. There was considerable media interest in marine protection too, with seahorses at Studland attracting particular attention. We published Natural England research reports on monitoring grey seals and on threats to and conservation of basking sharks.
- **Catchments/wetlands** The South West Wetlands Vision was launched this quarter and the region saw three recipients of Countdown 2010 Biodiversity grants focussed on wetland conservation (West Penwith in Cornwall, the Culm in Devon, and white-clawed crayfish at Bristol Zoo). We also entered into a Higher Level Scheme on the famous Harnham Water Meadows opposite Salisbury Cathedral.
- **The Thames Festival** - as part of the Marine Campaign London staff were instrumental in organising and staffing the two day event. Huge number of families (in excess of 2000) attended the Natural England marquee to learn about the marine environment. We were located in a prime spot opposite Tower Bridge and City Hall. Feedback was hugely positive from the general public.
- **Record numbers of little terns**, one of Britain's rarest seabirds with only 2000 breeding pairs in the UK, have fledged at Natural England's remote Scolt Head Island Nature Reserve near Brancaster, Norfolk. 160 pairs of adults nested and fledged 200 young in the reserve's best year since records began in 1923.
- The release of the **Wetland Vision for the East of England**, and the consequential press coverage, demonstrated the steps we are already taking to conserve, restore and create freshwater wetlands eg river Wensum SSSI project, Great Fen Project, river valleys in Suffolk and biodiversity mapping for the whole region.
- **Ice House restoration** underway at Croome Park. Natural England has granted over £46,000 to the National Trust through the Countryside Stewardship Scheme.
- East Midlands Region set up and hosted the first ever **Regional Landscape Partnership** meeting in Nottingham on 11 August. This was a very good example of Partner engagement and working where Natural England East Midlands staff displayed real and acknowledged leadership, to enable a cohesive approach from all contributing organisations in the Region. We have also set up a contract to develop a regional landscape character assessment-a key building block on which to take forward the future work and agenda of the new Regional Landscape Partnership.
- **At the Sheffield Fayre** - Children took part in Natural England led Marine workshops to make cuckoo wrasse kites, wolf fish doorguards and undersea dioramas whilst learning about the amazing flora and fauna to be found just off our coast. Around 2,000 people passed through the marquee and around 1500 items were made. Visitors left with a new sense of wonder at the richness of life to be found in the North Sea.
- In the North West agreement has been reached with the **Lake District National Park** to facilitate additional environmental work in the Lake District, that could deliver 20km of boundary restoration, 10 km of river bank restoration, 20 important archaeological sites protected, 5km of improved access for people with limited mobility, 10 new Access information points, 6 on-farm interpretive centres. The National Park Authority have agreed to dedicate 2.5 FTE of staff time over the next 18 months to facilitate around £1.3m in new agri-environment schemes.

One Organisation, One Purpose

Regional Highlights – to September 2008

Outcome 2 People Value and Conserve

- **Aston Rowant NNR** Sounds like summer event. Opened by the Regional Director opened this event, the public learnt about Natural England's management & community engagement work at the reserve, and enjoyed music inspired by nature, were able to make a natural musical instrument, took part in drumming workshops, tried out Gum Boot Dancing and listened to stories about the local area. The 400 attendees at this event contributed to the HLF funded community engagement project's target to engage the public. 2300 new visitors have used the site since the project started in 2006 - 50% of those from BME groups.
- Access to NNRs - the South West Region trialled an '**ecoteering pack**' aimed at helping families to discover Shapwick Heath NNR through an exciting active experience. This builds on an Education project based around the reserve that has so far seen over 50 volunteers visiting 50 Somerset schools, and attracted large numbers of pupils to the NNR. This autumn, children have enjoyed seeing otters and ospreys fishing on the open water.
- **Green Exercise** On 12th September HRH The Prince of Wales and The Duchess of Cornwall opened a pioneering integrated health centre in Cullompton, Devon. The centre is working in partnership with us to offer new remedies alongside mainstream health treatments: the practice which has already prescribed green exercise for around 60 patients.
- A successful **London WHI** network event was organised by our new WHI adviser to promote our role and services we provide, it was very well attended and well received by our partners.
- July saw the commencement of the digital recording of the **Peddars Way & Norfolk Coast Path National Trails**, using GIS systems. For the first time in the EoE region GPS and GIS technology is being used on these trails to both identify potential physical barriers on the route for people with restricted mobility and opportunities for improvements to the routes.
- **Walk to Water** in the West Midlands aims to get local residents to be more physically active in the outdoors to improve their health and fitness, and reconnect to the natural environment. The walk from the Haregate Estate to Tittesworth Water, a Severn Trent site and partner in the project enabled walkers to see the route improvements that had taken place, new kissing gates had replaced styles, numerous path improvements had taken place and benches – each containing a different health message - were strategically sited for the best views and to enable walkers to rest.
- In early July, the East Midlands region launched its **Green Exercise project in Mablethorpe**, East Lincolnshire. The launch event was held at Saltfleetby and Threddlethorpe NNR with more than 30 attendees, including local district and town council members. The project focuses on the hard to reach and most deprived parts of the Mablethorpe area , and is in partnership with local GPs and other health professionals. The project has a overall target of 700 new referrals per year.
- Work has started on a new dedicated circular disabled access route at **Hatfield Moor National Nature Reserve** in South Yorkshire. The route will be about one mile long and includes two bird hides and a dipping platform with access to heathland and woodland habitats. The route has been designed with help from local disabled groups.
- The **Mineral Valleys project** delivery phase now complete. This marks the successful completion of a 5 year project investing £5.2 million in environment led regeneration projects in the West of County Durham. Celebration events were held for partners and local people which highlighted successes with key projects varying from sustainable tourism to involving children in the natural environment. HLF, the key project funder has asked the project staff to share lessons learnt by making a follow up film.
- **Health walks in Middlesbrough** – This innovative project encourages people to discover short walks on their doorstep , and distributed an evaluation questionnaire to 2000 homes and via numerous community outlets. Over 150 returned forms have given opportunities for further follow up evaluation and monitoring. The project provides a novel mechanism to engage sedentary people with the natural environment using non-traditional countryside outlets

One Organisation, One Purpose

Regional Highlights – to September 2008

Outcome 3 Sustainable Use

- **A new approach to ES promotion** - The Surrey Hills AONB, working with the National Trust and other landowners, has proposed taking a multi-site landscape-scale approach to the Higher Level Environmental Stewardship scheme. The project, which covers land between Guildford and Dorking incorporating a number of sites owned by the National Trust and local landowners, as well as the White Down and Hackhurst Down SSSIs, is under consideration. Once completed, the project will be handled as a single entity and will involve the land being grazed by traditional breeds of cattle owned and managed by one farmer.
- East London, Kent and Essex Green Grids have all submitted business plans for the first round of **Thames Gateway Parklands projects**. CLG have asked that the Green Grids prepare business cases for projects to deliver the Parklands Vision - £35 million has been made available between now and 2011 for project delivery. This success has been driven through the Greening the Gateway Partnership which we lead and chair.
- **The East of England Regional Economic Strategy** was published on 9 September and we have seen considerable progress on the key issues we raised – the strategy now contains a wider set of environmental aspirations, reflected in the overall vision, and a stronger recognition of the importance of a high quality environment as a contributor to people's quality of life.
- One of the oldest examples of a traditional farm building in the West Midlands has been restored to its former glory thanks to more than £250,000 funding provided by Natural England. **Aylton Barn** dates back to about 1504. This makes the barn the oldest traditional farm building that Natural England has restored under Higher Level Stewardship and the first to be completed in the West Midlands region.
- **Sub National Review in the East Midlands** – the region has been working with East Midlands Development Agency to develop a project to strengthen the environmental indicators in their Index of Sustainable Economic Wellbeing. A scoping study with EMDA will consider current work on valuing environmental assets (including ecosystem services, green infrastructure valuations, etc) and examine to what extent such current thinking can be used to develop the environmental elements of the Index.
- **Secretary of State Hilary Benn** had a very successful visit to the Yorkshire Dales on Monday August 6th accompanied by the head of Defra's sponsorship Division and the Natural England Chair and RD. In the morning he looked at upland moorland management issues on a large grouse moor, and in the afternoon, the party visited Hazel Brow Farm which has diversified to provide environmental education facilities. The SoS spoke about the passion Natural England has and added "It's been a terrific opportunity to see the great work Natural England is doing and the huge benefits we all get from their work - whether it's farmers involved in agri-environment schemes, the public and their enjoyment of the countryside or local businesses and tourism - it all contributes to a thriving countryside and I'm very impressed".
- In the North West, the **Natural Economy North West Project** has worked with the North West Development Agency to publish research articulating the eleven categories of economic benefits of green infrastructure and the evidence that underpins this. The work will inform the evidence base for the Integrated Regional Strategy and the further development of sub-regional green infrastructure plans.

One Organisation, One Purpose

Regional Highlights – to September 2008

Outcome 4 Secure Environmental Futures

- **£85k Wetland Project** – South East Region is working with the Environment Agency, Wildlife Trust, Kent County Council and RSPB to decrease fragmentation of habitat and potential re-wetting of grassland and looking to deliver 200 hectares of coastal and floodplain grazing marsh.
- **Countdown 2010 - Kent's Chalk Living Landscape project**, where Kent Wildlife Trust has been awarded over £340,000 by Natural England to focus on priority chalk habitats on a landscape scale in tightly defined target areas on the North Downs; working towards Defra's guidance in Conserving biodiversity in a changing climate through habitat restoration and recreation.
- **Carbon capture** The Exmoor Mire Restoration Project has been blocking moorland ditches to hold back water and reduce erosion, storing more carbon on the moorlands as peat. This 3 year partnership project sees us line up Environmental Stewardship alongside Environment Agency (EA) South West Water (SWW) funding.
- **The London Region launched its Natural London Vision** at Roots and Shoots in Southwark 22nd Sept. We shared our vision for London which many stakeholders present had helped to shape, and the Vision press release was run in over 50 regional papers around the country. The event also included the photo exhibition and prize giving linked to our hugely successful photo competition. Run in conjunction with the London Paper, Nikon and structured around our Wild, Active and Future London themes. The competition received thousands of entries, secured coverage for our work in London in the London Paper (700,000k circulation) and was worth in excess of £40k in press coverage terms.
- We have been working with East Midlands Development Agency to develop a project which examines the extent to which the private sector would be prepared to '**pay**' for **ecosystem services**. In partnership with EMDA, and supported by our Evidence team, this will provide an excellent opportunity to engage across a wide range of organisations and to ensure there is better understanding of the role and importance of ecosystem services, particularly in relation to climate change adaptation. The scoping project will conclude at the end of March 2009.
- Yorks and Humber region have put in place a Project Manager to lead on practical application of **carbon management activity in the uplands**. In particular a grip blocking programme and other capital works utilising RDPE funding through the well-targeted establishment (or restoration) of semi-natural terrestrial, wetland and riparian habitat. We will work in partnership with a range of regional partners, including National Parks, EA, Yorkshire Water, RSPB and Yorkshire Forward.
- In Lancashire, breaching of the embankment at Hesketh Outmarsh West, to create 168 hectares of restored saltmarsh habitat has begun the biggest managed realignment project in the country. We are partners in the project with the EA/RSPB. The realignment forms part of the Ribble Coast and Wetlands Regional Park proposals. In part, the realignment is Habitats Regulations compensation for coast protection works in Morecambe Bay European marine site.
- **Wallington Climate Change Project** – the North East continues to have high levels of engagement with this project that demonstrates to land managers how to lower carbon emissions, this quarter the project hosted a visit from the National Trust Council