

## 2018/19 Business Plan Dashboard

### Champion the Welsh environment & the sustainable use of natural resources (SMNR)

	Units	2016/17	2017/18	2018/19			
				Q1	>Q2	>Q3	>Q4
Page 2	Working with others to develop a shared 2050 vision for Wales' natural environment	Y/N		See detail	Green	Green	
Page 3	Working with others to develop our Area Statements	milestones		Green	Green	Amber	
Page 4	Deliver the Carbon Positive Enabling Plan and reduce our carbon footprint	mixed		Green	Green	Amber/Green	
Page 5	Quality of our evidence base	Y/N		See detail	Green	On hold	
Page 6	Collaborative working through projects	Y/N	Amber	See detail	Green	Green	
Page 7	Collaborative working through our SMNR funding and other support to external organisations	milestones		Green	Green	Green	

### Ensure land and water use in Wales is managed sustainably and in an integrated way

	Units	2016/17	2017/18	2018/19			
				Q1	>Q2	>Q3	>Q4
Page 8	Implement river basin management plans	Y/N		Green, Y	Amber	Red / Amber	
Page 9	Sustainably managed timber to market (incl. long term timber contracts)	m3	Green, 880,600m3	Green, 743,737m3	Green, 234,000m3	Green, 566,000m3	Amber/Green, 787,000m3
Page 10	Land is restocked for sustainable forest management (including PAWS and timber production) [MP]	ha		Amber	Green, 556.7	Green, 556.7	Amber
Page 11	Retain forest certification against UKWAS	Y/N		Green, Y	Green Y	Green	
Page 12	Permitting process (% on time, and develop for quality)	%		Green, 96%	Green, 94%	Green	
Page 13	High public interest sites (long-term development) [MP]	N/A		See detail	See detail	See detail	
Page 14	Reservoir programme	%		Red/Amber, 79%	Red/Amber, 79%	Red/Amber, 82%	

### Improve resilience and quality of ecosystems

	Units	2016/17	2017/18	2018/19			
				Q1	>Q2	>Q3	>Q4
Page 15	Implementing 'Vital nature' - Restoring, creating and improving habitat and enhancing biodiversity	milestones		Green	Green	Amber	Amber
Page 16	Build ecosystem resilience by improving the conservation status of the features on protected sites working with our partners [MP]	actions %		Red, 67%	Green, 24%	Green 34%	Amber/Green
Page 17	River restoration plans and fisheries connectivity and habitat	# plans		Green, 4	See detail	Red, 5	
Page 18	Monitoring and addressing tree and plant health issues	mixed		Amber	Red	Red	

### Reduce the risk to people & communities from environmental hazards like flooding & pollution

	Units	2016/17	2017/18	2018/19			
				Q1	>Q2	>Q3	>Q4
Page 19	Effective and efficient incident management response	mixed		Red/Amber	Red/Amber	Red	
Page 20	99% of NRW flood risk management assets in high risk locations are maintained in target operating condition	%	Amber, 98.2%	Amber, 97.5%	Amber, 97.4%	Amber, 97.8%	Amber, 97.7%
Page 21	Flood Risk Management Capital Programme	properties #		Green, 749	Green, 0	Amber, 0	Amber, 246
Page 22	Tackling environmental crime to the threat to SMNR	Y / N		Amber	Green, Y	Green	Green
Page 23	Impact of industry and waste sites	mixed		Green	Green	Amber	Red

### Help people live healthier and more fulfilled lives

	Units	2016/17	2017/18	2018/19			
				Q1	>Q2	>Q3	>Q4
Page 24	Develop joint measures with Sport Wales and Public Health Wales	Y/N		See detail	Green	Green	
Page 25	Development and launch of our Cyfle placement scheme by March 2019	Y/N		Amber	Green, Y	Green	
Page 26	Promoting outdoor recreation leading to increase Wales Coast Path (WCP) and National Trail visitor numbers	mixed		Green	Green	Green	Amber
Page 27	Air quality action [MP]	mixed		Green	Green	Green	

### Promote successful and responsible business, using natural resources without damaging them

	Units	2016/17	2017/18	2018/19			
				Q1	>Q2	>Q3	>Q4
Page 28	Commercial income (supporting SMNR; long-term development)	£m		Green, 9.4	Green	Green	
Page 29	Renewable energy programme	MW		Green	Green, 288.3	Green, 345.3	Green, 345.3
Page 30	Planning consultation (response & quality/satisfaction)	Y/N		Green, 97%	Green, Y	Green	Green

### Develop NRW into an excellent organisation delivering first class customer service

	Units	2016/17	2017/18	2018/19			
				Q1	>Q2	>Q3	>Q4
Page 31	Embedding SMNR through training, policies, guidance & streamlining processes [MP]	mixed		Green	Green	Amber	Amber/Green
Page 32	Implement our new organisation design	Y/N		Amber	Amber, N	Green	Amber
Page 33	Customer satisfaction	Y/N		Amber	See detail	Green	Green
Page 34	Independent Review of Timber Contracting	Y/N		Green, Y	Amber	Green	
Page 35	Improve our organisation as a place to work	Y/N		Amber	Green, Y	Amber	Amber
Page 36	Wellbeing Health and Safety incident reporting	LTIs	4	8	Green, 2	Amber / Green, 3	Amber, 4

[MP]= Ministerial priority from our 2018/19 remit letter. Note: Performance positions for previous years reflect the final position at the end of each year, not quarterly positions.

Target – Working with others to develop a shared 2050 vision for Wales’ natural environment

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

This is a new piece of work for us identified as we were developing our Corporate Plan, making sure we had clearly articulated our long term vision and strategic plans – up to 2050. The shared vision will help drive the shift towards the sustainable management of natural resources everyone in Wales needs to make to ensure that Wales thrives and is handed over in a better state than it is at present to future generations.

In preparing it we will follow the five ways of working – and will explain how we have considered these, and also the nine SMNR principles.

As overarching, high level documents, we need to express the vision in the terms of the Well-being of the Future Generations Act (Wales) 2015, while at the same time ensure we are fulfilling our purpose as defined by the Environment Act (Wales) 2016

**Why is this activity important?**

Although we have long term operational plans, and short and medium term strategic plans (our business plan and corporate plan), we have identified that we do not have a shared long term vision for the natural environment articulated in a single document and from which we can derive our long term strategy/plan. This vision needs to be shared and co-produced with other stakeholders, it needs to be flexible and needs particularly to link clearly with Welsh Government’s Natural Resources Policy. It will set out the ‘where we want to get to’ and will help define what achievement of our Well-being Objectives will look like in the long term. The long term vision and long term strategy/plan will also complement the Performance Framework which looks at indicators, corporate performance measures and business plan targets (i.e. long, medium and short term performance). This work is likely to take longer than a single year to complete, however it is likely to be completed within the lifespan of our Corporate Plan to 2022.

**What’s been done?**

A scoping meeting for selected staff was set up for 8<sup>th</sup> August to define what the format of the vision will be and the process we will follow to produce it including who to engage with and how we will engage with them. On September 20<sup>th</sup> we ran a workshop with NRW Board members to collect ideas and information with a view to planning our next steps, and on 9<sup>th</sup> October we met with the Protected Areas Committee of the NRW Board to discuss the fundamental changes that need to be articulated in a shared vision.

**What’s happening next?** We are gradually progressing our approach and project plan. Engagement and involvement work with stakeholders and staff can begin following finalisation of our project plan. We will not have a finished product for several years - and the process we go through is as, if not more, important than the final products.

Leadership contact/s: Howard Davies

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Developing a shared 2050 vision</b>						Green	Green	
Plan to develop scope						July		
Initial meeting to develop scope and process; work with NRW Board						August		
Begin roll out of engagement work staff/stakeholders								TBC
Review and provide short progress report								TBC

Key: Green = On target. Red = Off target. Overall target performance assessment reflects the lowest performance colouring of those due in the quarter. Target lines showing TBC will be updated following the Q2 report

## Well-being objective – Champion the Welsh environment and the sustainable management of Wales’ natural resources

### Target – Working with others to develop our Area Statements

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

This work is a key requirement of the environment act and we must apply the SMNR principles in developing area statements. We have been working on visuals showing Area Statements in relation to our ways of working – in other words how we will work through area statements to inform and shape policy. This requires a twin-track approach, working at both a national level and a local level – and continually sharing information between those processes.

#### Why is this activity important?

Area Statements are a statutory product within the Environment (Wales) Act. They will help to facilitate the implementation of the Natural Resource Policy priorities at an appropriate spatial scale. They will provide an evidence base and a series of other products and tools, developed in collaboration with stakeholders, to help embed sustainable management into our plans and processes, as well as seeking to tackle the environmental challenges that we face in Wales.

#### What’s been done?

Work in the third quarter has been about consolidating our governance and decision making with respect to Area statements with help from internal audit. The emerging themes continue to evolve, and we are asking for sign off their suitability for sharing externally to help continue and frame discussions with stakeholders. This has delayed the expected timetable a little, but we expect to catch up in 2019. Programme support has been helping to refine the milestones and review points that we will use to be able to track the programme over the next year. These review points are now driving the programme. Opportunities for external scrutiny are being established through a critical friends group. The New Year’s stakeholder update will focus on these emerging themes, and how we want to work with stakeholders to refine them. Corporate style branding for area statement documentation has been finalised.

**What’s happening next?** National stakeholder engagement opportunities are now being planned to discuss the emerging themes and to help us refine them to complement local engagement. Work to internally align messages and support for place-based working is ongoing. Drop-in sessions are being arranged internally so that all Groups can contribute to this discussion.

**Leadership contact/s: Ruth Jenkins**

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Working with others to develop our Area Statements	milestones				Green	Green	Amber	
Provide stakeholders what we want to investigate, challenge and change through the area statements process	milestones					On track	Delayed	complete
Develop collaborative approaches	milestones					start	continue	Continue
National stakeholder updates	milestones				send out	send out	Not sent	send out x2
Develop visualisation tools	milestones					complete		

*Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported milestone position will be reflected as the overall position for this measure*

## Well-being objective – Champion the Welsh environment and the sustainable management of Wales’ resources

**Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\***

Addressing climate change impacts and decarbonisation is crucial to achieving the objectives of the Well-being of Future Generations Act and Environment Act. NRW’s work on Carbon Positive is shaped by the Acts and helps NRW deliver against them:

- Contributing to achieving emissions reductions for Welsh public sector to meet the current 2016-2020 Carbon Budget.
- Showing leadership in public sector.
- Supporting SMNR and delivery of Well-being Goals by optimising multiple benefits, e.g. improved air quality, reduced flood risk, community benefits.
- Stimulate move to a low carbon resource efficient economy by working with our suppliers.

Delivery under this target also helps meet NRW Well-being objective to be an excellent organisation by being an exemplar in decarbonisation.

*Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Overall measure status reflects the lowest performance status of the four target lines.*

### Target – Deliver the Carbon Positive Enabling Plan and reduce our carbon footprint

**Why is this activity important?** Our Carbon Positive Enabling Plan will set out a strategic plan for decarbonisation in NRW moving forward; helping us meet or commitments to take positive action on climate change and optimising multiple benefits (outlined below and left). Carbon Positive showcased as leading example of decarbonisation in Wales’ public sector; action demonstrates progress to decarbonise NRW and maximises positive impact of our experience through knowledge sharing and informing WG/others on the transition to a carbon neutral public sector by 2030 (set by the Cabinet Secretary in 2017). Environment Act requirement: the achievement of an overall 80% reduction in greenhouse gas emissions by 2050. Well-being of Future Generations Act sets seven Well-being Goals that include the development of a low carbon economy. NRW Environmental Policy commitment: Mitigate the impact of climate change by minimising the greenhouse gas emissions from all our operations and activities. ISO14001 certification requirement: To enhance environmental performance.

**What’s been done?** Carbon Positive – twelve project materials have been published on the NRW website including the technical report “Calculating NRW’s net carbon status”, detailing the approach taken to estimate the organisation’s emissions and sequestration. Three commissioned evidence reports supporting our emissions calculation and mitigation work have also been published on the website, including assessments of NRW peatland and woodland greenhouse gas emissions and a strategic fleet carbon review. We now have two new Carbon Positive team members in post. We are delivering a series of decarbonisation projects relating to EV charging infrastructure, peatland restoration and self-supply renewable energy. Environmental Management System (EMS) - good progress is being made on carbon emission reductions. We monitor and report our organisations’ carbon emissions annually. The EMS team managed WG Invest to Save funding to install solar PV panels, LED lighting, and biomass boilers.

**What’s happening next?** Our Enabling Plan, setting out NRW’s decarbonisation ambition will be presented to the NRM board this month. The two new advisors are focussing on developing our Action Plan and progressing electric vehicle infrastructure and renewable energy self-supply feasibility studies on the NRW estate. We are finalising our mitigation technical report. We will continue to work with Welsh Government to inform emissions reporting in the public sector, supporting the transition to a carbon neutral public sector by 2030.

**Leadership contact/s: Ruth Jenkins and Paul Subacchi**

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	Q3	Q4
<b>Enabling Plan and reduce footprint</b>					Green	Green	Amber/Green	
Carbon Positive Project completion/materials	No. of Project materials produced		2 - Summary Report and Infographic	12	4	8 (t=8)	12 (t=12)	12
Develop Carbon Positive Enabling Plan	Yes/No			N	N (in progress)	N (drafted)	Y (final draft)	N
Decarbonisation Projects	No. of projects delivered	20		3	0	0	0	3
NRW carbon footprint (for occupied buildings and business travel)	tCO <sub>2</sub> e	3,975 (target: 4,410)	3,458 (target: 3,776)	Target = 3,285	846 (T=821)	1,571 (T=1,642)	2,480 (T=2,464)	(T=3,285)

Target – Quality of our evidence base

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

While NRW has always worked closely with the Welsh universities, we are now more deliberately and formally applying the principles of collaboration and co-production through the development and initiation of the Joint Wales Higher Education Institution Evidence and Research Platform, whose staff will be based in our offices.

**Why is this activity important?** As an evidence-based organisation, NRW has a responsibility to ensure that our evidence base is up-to-date, based on high quality data, and used consistently across the organisation. Failure to do so at a strategic level could result in a loss of confidence in our decision-making from Welsh Government, our partner organisations in Wales and the people of Wales.

**What’s been done?** In 2016/17 an audit was carried out of the Quality Assurance process applied to the Evidence Reports series and related reports. Its recommendations are being carried out through Organisational Design and smaller projects. A joint platform has been developed with WG, the Centre for Ecology and Hydrology, and the Welsh universities. Two university staff have been recruited and are based in NRW offices with the aim of facilitating closer collaboration on evidence, more access to informal peer review, and other evidence opportunities. The Platform has begun working; it will be formally launched in June 2019. NRW’s adherence to the Code of Practice for Official Statistics was reviewed in 2016/17 following the appointment of a Senior Statistician. NRW’s Innovation Group, sponsored by Tim Jones, is providing a forum to present opportunities for NRW to take advantage of technological and methodological developments quicker and more effectively. The Innovation Group has been expanded to include representation from Enabling Services. The quarter two Innovation Group meeting was held at Swansea University. An initial high-level draft of an Evidence Strategy was to be prepared, with the intention of a first draft in Winter 2018; however, the new Board requested in December 2018 that an external Evidence Advisory Committee (EAC) be set up. This body will have influence over the overall strategy, components of which can be developed in the meantime for their consideration. This target has been marked as “on hold”, although the changing landscape since its creation justifies this delay.

**What’s happening next?** A new Strategic Evidence Group is being planned as part of Organisational Design, which will have responsibility for co-ordinating evidence projects across NRW and ensuring quality, consistency and compatibility with the ways of working. NRW’s formal adoption of further Codes of Practice (principally UK Government’s Joint Code of Practice for Research and the Code of Practice for Social Research) is also planned. Access to DEFRA’s Network of Experts is currently being negotiated.

Leadership contact/s: Mike Evans

Key: Green = milestone met, Red = milestone missed. Overall performance reflects the lowest performance colouring of the quarterly milestones due

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Quality of our evidence base</b>						Green	On hold	
High-level draft of evidence strategy developed, including how we increase quality of our evidence base. [On hold while EAC is established]							x	
Formally adopting the codes of practice and standards relevant to evidence								x
Strengthening of Innovation Group by promoting across NRW and widening membership						x		
Access to DEFRA Network of Experts								x

Target – Collaborative working through projects

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

Collaborative working has previously been part of NRW’s work. The Well-being of Future Generations Act provides an opportunity to further develop this way of working through numerous projects.

**Why is this activity important?**

Collaborative projects are an important way that we and our partners and stakeholders can achieve greater delivery across all our remit.

**What’s been done?**

We have many collaborative projects across our Operational Delivery, including the following 50 odd large projects and initiatives listed below. We have others running in parallel or coming on stream:

Cwm Idwal Partnership – Education and community engagement phase, Uwch Conwy catchment, Cemaes Bay Bathing Water project, Rhyl Bathing Water project, Upper Clwyd natural flood risk management (Cadwyn Clwyd), Barrog (Elwy) natural flood risk management, Dwr Ial (CCGRT), Elwy woodland restoration, Clocaenog Wind Farm community project fund - Collaboration with Innogy will lead to a suite of collaborative community projects, Clocaenog Red Squirrel project, Newtown Going for Green, Summit to Sea, Alternative mitigation on the Wye and Usk, Nant Alan Riparian Habitat Improvement, Severn Uplands Barriers to Migration Project, Slow the Flow Severn Rivers Trust, Welsh Bogs LIFE projects in Snowdonia National Park, Teifi river restoration (Afonydd Cymru), Climate change risk assessment in Ceredigion (PSB), Suite of collaborative projects for PSB priorities in North Wales – defined in Q2., Farming Connect Reducing Agricultural Pollution Project 5. (Gele, Pulford, Wygyr, Tan ‘Rallt and Anglesey Groundwater body), Darron LIFE project Gwynedd, Planning Development Joint Improvement Project with North Wales Planning Officers Group, River Dee pesticides, St Asaph Flood Alleviation Scheme, Dee Coastliners LIFW, Dee LIFE Restoration, Sands of Life LIFE.Garw Valley, Llynfi Woodland Scheme, Pen y Cymoedd, Valleys Landscape Park, Bike Park Wales, Taf Bargoed NFM, Mynydd Ton Peat Bog Restoration, Healthy Hill-sides, Nant Cregan, Ffrwdwyllt, Building Resilience in Catchments (BRiCs), Mwche Habitat Creation, Tywi Forest Peat Restoration, Taclo’r Tywi, Dynamic Dunes Living Levels, SE Wales Resilient Uplands, Black Mountains Land Use Partnership, Cwmcarn Forest Drive, Wentwood Forest, Talybont catchment project, Breathing Life into Salmon Spawning and Stephenson Street Newport Flood Alleviation Scheme.

Of 37 projects assessed this period, 35 are currently on target.

**What’s happening next?**

We are assessing progress against the end of year 2018/19 targets for each project and initiative, with a tolerance of one month for being on or off target and aiming to have 50 projects on target.

**Leadership contact/s: Richard Ninnes & Bill Purvis**

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Collaborative working through projects</b>						Green	Green	
Our collaboration projects are on target					N/A	100%	95%	

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

Target – Collaborative working through our SMNR funding and other support to external organisations

**Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\***

We must take account of the sustainable development principle (shown within the Well-being of Future Generations Act [here](#)). To promote and engage in collaboration and co-operation is also one of the nine principles of sustainable management of natural resources (shown within the Environment Wales Act [here](#)) that legally we must apply in the exercise of our NRW functions.

What has changed in our approach is:

- Setting out how the application of a commissioning model can be applied for Area placed-based operations and at an All-Wales level to better identify and capture the priorities that NRW, in providing leadership to the environment sector, can best support.
- Extending how NRW might improve its support for and collaboration with other partner organisations. This includes support to a wider range of organisations, including new ones. It also involves new forms of support.

**Why is this activity important?**

The Environment Act and Wellbeing of Future Generations Act form part of a radical new legislative and policy framework in Wales that aims to be transformational, catalysing long-term change. It demands novel forms of collaboration and co-production. This activity aims to embody the above through:

- Setting out how the application of a commissioning model can be applied for Area placed-based operations and at an All-Wales level to better identify and capture the priorities that NRW, in providing leadership to the environment sector, can best support.
- Extending how NRW might improve its support for and collaboration with other partner organisations in order to help maximise the effectiveness of its work. This includes support to a wider range of organisations, including new ones. It also involves new forms of support (e.g. in this round, access to NRW land and also to data) and not merely to funding provision (as was the case in the past).

**What’s been done?** The financial assessments and selection for the SMNR Open Call were completed in June 2018. Of the final 73 applications received a total of 64 were approved. In December 2018 a task and finish group was established to review funding processes in relation to lessons learnt and new ways of working. Letters to remaining ‘amber’ projects have now been approved and issued by lead officers and the finance grants team, meaning 100% of offer letters are now issued.

**What’s happening next?** A review of the last round through circulation of a survey to internal members of staff and external applicants. Preparation of a lessons learnt document that is to go to Directors and to the Board. Commence collaborative development of a new area statement based approach informed by lessons learnt. The task and finish group will set out revised processes informed by lessons learnt, new ways of working and Grants Centre of Excellence mechanisms.

Leadership contact/s: Ruth Jenkins

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Collaborative working through our funding / other support approach</b>	milestones				Green			
Target milestones related to our SMNR funding / support approach	milestones				1	2&3	4&5	5
Completed milestones related to our SMNR funding / support approach	milestones				1			

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

# Well-being objective – Ensure land and water in Wales is managed sustainably and in an integrated way

## Target – Planning and delivering our River Basin Management Plans

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

We will include relevant information for both acts in our statutory consultations and make the links between River Basin Management Planning and Area Statements.

Meeting WFD good status is one of the Well being indicators.

WFD is a framework Directive and we already follow many SMNR principles.

The targeted water body programme was agreed prior to the new legislation being published. However, in choosing the targeted waterbodies for the third cycle (2021-2027) we plan to follow SMNR principles.

We promote and engage in collaboration and co-operation through our statutory consultations and our work with external stakeholders. We propose to replace the Liaison Panels with a Wales Water Management Forum which will widen the water stakeholder representation.

We have employed a WFD Advisor: SMNR policy post to help us make the links between WFD and the new legislation.

*Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Performance assessment for this measure relates to the action completion element only*

### Why is this activity important?

We are required to produce River Basin Management Plans (RBMP) under the Water Framework Directive on six-year cycles. As part of this there are statutory consultations we must publish by specified timeframes. In the RBMPs published in 2015 we made national and local commitments to improve the quality of our waters. We undertake investigations to identify the reasons for not achieving good which is one of the objectives under the Directive.

### What's been done?

For the local measures we have not been able to complete the target by December 2018 due to resource issues in Operations. We have achieved 73% out of the 90% target. Progress with the National measures, including any additional new measures, was formally reported to Europe in December 2018. The majority of national measures (86%) have been made operational with some having been completed. The local and national measures form part of the commitment made by NRW in the statutory RBMPs. For our investigations programme we have completed 29%, although there have been some changes to the total programme due to a quality assurance exercise. In addition, there has been work in other waterbodies to prevent deterioration, make improvements at an element level, address local high-profile issues, work on other water quality statutory drivers and to support partnership working which is not reflected in the figures.

### What's happening next?

Since the last reporting the 2018 interim cycle, two classifications for freshwater has been published. New failures may require investigations which have not been accounted for in the total below. Assessment of the data will be undertaken by the next reporting round which will affect the size of the investigations programme. The marine classification is due in the winter.

	Units	2016/17	2017/18	2018/19	Leadership contact/s: Ruth Jenkins			
					2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Planning and delivering our RBMPs</b>	Y / N				Green, Y	Amber	Red/Amber	
Local measures made operational	% local measures	52% (of 3-year programme)	72% (of 3-year programme)	90% by Dec		Amber	Red/Amber	
National measures made operational	% national measures			100% by Dec		Amber	100% by Dec	
WFD investigations to be completed	% investigations		18.5%	50% by March		Amber	Red/Amber	50% by March
Publish our consultation for our 2021-2027 RMBP	Yes / No			Publish by June	Complete			



# Well-being objective – Ensure land and water in Wales is managed sustainably and in an integrated way

## Target – 850,000m3 sustainably managed timber offered to market

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

The delivery of the Timber Marketing Plan is aligned to the requirements of the Well-being of Future Generations Act and the Environment (Wales) Act.

Continual consultation and partnership working with customers, contractors and third-party interests on the WGWE is a key part of this delivering this target.

### Why is this activity important?

Making timber available to the market is important to ensure that we:

- Deliver the sustainable management of natural resources, in accordance with the requirements of the Environment (Wales) Act, and in doing so contribute to the delivery of well-being goals in accordance with the Wellbeing of Future Generations Act.
- Provide an income source for NRW.
- Support the timber industry supply chain and associated businesses and employment.
- Meet the requirements of the UK Forest Standard (UKFS) and UK Woodland Assurance Standard (UKWAS) in order to retain our FSC / PEFC certification

### What's been done?

Existing Standing Sale and Roadside contractual commitments for 18/19 have been fully allocated and the remaining 80% of the volume will be marketed through electronic tenders. Three of six major E-sales events have been held at the advertised times with continued strong demand and high prices. There have been two additional e-sales events. One to sell timber produced from the BETWS project. One to sell timber newly infected with Phytophthora Ramorum which are subject to plant health notices and partly worked coupes remaining from the closure of the LTC contracts. The intended offer of a Long-Term Contract opportunity in the area around Lake Vyrnwy will not be offered. Alternative short-term contract volume has been substituted into the Sales Plan

### What's happening next?

There are three remaining scheduled e-sales events in October, December and February. We continue to develop sales programmes, in line with budgets and FSC certification requirements including working towards offering long term contract opportunities to deliver an increase in thinning linked to deliver policy priorities.

Leadership contact/s: Richard Siddons

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>850,000m3 sustainably managed timber offered to market</b>	<b>1000m3</b>			<b>850</b>	454	566	787	850
Timber offered to market (target) across the 6 planned e-sales	1000m3			674	225	337	561	674
Timber made available to market (actual)					234	386	434	

Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

# Well-being objective – Ensure land and water in Wales is managed sustainably and in an integrated way

## Target – Land is restocked for sustainable forest management (including PAWS and timber production)

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

Building resilience across ecosystems through the restoration of our ancient woodland sites and connections between these;

Preventative action by reducing impact of disease through changing species and increased species diversity post P.ramorum); Scale of diversity has also changed with guidance and support to look at a forest scale approach not just at a small coupe scale.

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Overall measure status reflects the lowest performance status of the two 'land restocked' target lines that are being performance assessed

### Why is this activity important?

Restocking after tree felling is important to ensure that we:

- Deliver the sustainable management of natural resources, in accordance with the requirements of the Environment (Wales) Act, and in doing so contribute to the delivery of well-being goals in accordance with the Wellbeing of Future Generations Act.
- Support delivery of the Woodland for Wales Strategy by maintaining woodland cover on the Welsh Government's Woodland Estate
- Meet the requirements of the UK Forest Standard (UKFS) and UK Woodland Assurance Standard (UKWAS) and retain our FSC / PEFC certification

**What's been done? Quantitative progress:** Monitoring of our land-bank (felled area available for restocking) and developing programmes of work through the Land service plan and annual budgeting to bring this into sustainable limits.

Quarter one: Land bank is assessed in June and the planting season starts around October, therefore reporting will start quarter three. Although we appear to have got off to a good start in 2018/19, this is due to the completion of planting on sites that were prepared for planting in 2017/18, but which could not be completed before the end of March due to prolonged cold weather.

Quarter two: Delays in awarding ground preparation and planting contracts in 2018/19, may make it very difficult to deliver the 1800 ha's needed, to reduce the land bank to below 4% by 2020/21, hence a future amber rating is likely.

Quarter three: Tree planting contracts awarded mid-February. The planting season will carry-over into 2019/20 and it is unlikely that more than 1500 ha's will be completed by the end of March 2019. Depending on how much can be planted in April and May, it may be that the land-bank remains above 4% until 2021/22.

**Qualitative progress:** We have implemented the Good Practice Guide to Improving the tree species diversity of Welsh woodlands by increasing our species diversity and the resilience of our woodlands. Implemented Operational Guidance Note 18 – managing our ancient woodlands to continue restoration of our Plantations on ancient woodlands sites. Both these are in line with Woodlands for Wales Strategy and support the well-being goals by improving resilience of our woodlands for multiple benefits.

### What's happening next?

Continue to develop programmes in line with budgets to reduce the land bank and ensure the WGWE is managed sustainably.

Leadership contact/s: Peter Garson

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Land is restocked for sustainable forest management</b>	ha	1,222	1,318	1,800	556.7	556.7	731.4	
Land available for restocking (the 'Landbank')	ha	4,524	5,270	4,955	4955	4955	4955	
Land restocked	ha	1,222	1,318	1,800		556.7	731.4	
• Core restocking programme	ha	774	674	1,000	359.2 t=335	359.2 t=335	506.8 t=500	t=1,000
• P. ramorum restocking programme	ha	448	644	800	197.5 t=198	197.5 t=198	224.6 t=250	t=800
Landbank reduces to less than 4% by 2021	% of total productive forest area	4.58%	5.33%	4.75%	4.75%	4.75%	4.75%	

# Well-being objective – Ensure land and water use in Wales is managed sustainably and in an integrated way

## Target - Retain forest certification against UKWAS

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

Our certification as a measure of sustainable forest management is compatible with delivery of both Acts. Certification is built on a principle of management planning and we have adapted our approach to objective setting in line with the guidance being developed for Sustainable Management of Natural Resources to ensure that we are considering our wider objectives towards meeting our well-being goals.

### Why is this activity important?

The Forest Stewardship Council® (FSC®) and The Programme for the Endorsement of Forest Certification (PEFC) provide international forest management standards including economic, social and environmental criteria. The UK Woodland Assurance Standard (UKWAS) is both the FSC-UK and the PEFC-UK endorsed forest management standard for the UK. Following surveillance audit 03 (2017) 4 major Corrective Actions Required (CARs), 4 new minor CARs and 13 new observations were identified. NRW's Land Management Teams are working to address any outstanding CAR's and Observations ahead of the next Audit in Autumn 2018 in order to retain the UKWAS certification.

### What's been done?

We have closed out the 4 major CARS and are continuing to work on the action plan to close out the minor CARs and observations. We have implemented a process on internal audits with the aim of addressing any non-conformances prior to the external audits and improve awareness. These are shared with the external auditor and are helping to demonstrate how seriously NRW takes its forest certification. All CARS confirmed as closed on 13<sup>th</sup> Sept 2018.

### What's happening next?

The 2018 audit report indicates seven new CARS and 15 new observations. Several of these are around Health & safety and action has already been taken to close these out with through Senior Officer checks and internal audit checks. Several of these actions sit with the our Heads of Place via delivery of our Land Service plan.

	Units	2016/17	2017/18	2018/19	Leadership contact/s: Ruth Jenkins			
					2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Retain forest certification against UKWAS</b>	Yes / No	Yes	Yes	yes	Green, Yes	Green, Yes	Green, yes	TBC
Retain forest certification against UKWAS (target): Fully closing out all corrective action requests * note that where actions are shown as closed this will not be finally confirmed until post external audit in Sept 2018	No of actions	4	6	7 (new)	4	8	8	TBC
Retain forest certification against UKWAS (actual): Corrective action requests fully closed out	No of actions	4	6	7 (new)	4	8	8	TBC

Key: Green = Yes. Red = No

# Well-being objective – Ensure land and water in Wales is managed sustainably and in an integrated way

## Target – Permitting Process - % on time and develop for quality

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

We need to work with Policy colleagues following the publication of the Statutory Guidance from WG which will help us to understand how we need to adapt the determination process so that it considers existing EU and UK legislation in conjunction with the WFG and EAW Act requirements.

*Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).*

### Why is this activity important?

Determining applications within statutory deadlines shows that we can meet the needs of customers, supporting businesses, whilst ensuring the protection of the environment, habitats and people. The Permitting Service will focus on improvement projects driven by the needs of the customer, legislation changes and inefficient processes.

### What's been done?

Forestry - Excellent meeting with representatives of Confor to provide update on the progress of the Forest Management Plan. Species - Bat workers evidence logbook introduced for new applicants to ensure adequate experience following meeting with Wales Bat Trainers representatives. Regulated Industry – New processes established for the assessment and determination of applications for Medium Combustion Plant and Specified Generators following recent legislative changes. Water Quality - Following a lengthy schedule five request, a trade discharge permit relating to Forest Holidays has been withdrawn. Waste - The waste permitting team proposed applying a charge for waste recovery plans submitted and changing the criteria of what constitutes an 'administrative variation'. These proposals have been included in the 2019/20 fees and charges consultation that is currently being assessed. Marine - Continuous liaison with the Marine Management Organisation is still very fruitful as we share best practice, templates and methodologies. Water Resources - Following recent, time consuming, issues with Welsh Government and the sign off of NRW own Hydropower Licences we instigated a meeting with Welsh Government Representatives.

### What's happening next?

Work with Policy colleagues to trial the application of SMNR within the EPR permitting process. Review of SLA's to consider where they can be improved following process efficiencies, to show our commitment to determining applications to better meet customers' expectations. Online Public Register expected to be available for customers during February 2019.

Key: Green = On target.  
Amber /

	Units	2016/17	2017/18	2018/19	Leadership contact/s: Isobel Moore			
					2018/19			
					Q1	>Q2	>Q3	>Q4
Determine 95% of permit applications within statutory (or service level) deadlines	%	96	95	96	Green, 96%	Green, 94%	Green 97%	
Permit applications processed	#	3932	4126	3111	1045	872	1194	
Permit applications processed to deadline	#	3760	3908	2984	1005	815	1164	
Number of Continuous Improvement projects initiated by the Permitting Service	#			9	9	10	10	

## Target – High Public Interest Sites

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

We remain in dialogue with the WFG Commissioners office in relation to our approach to HPI sites. A further meeting is scheduled for 7<sup>th</sup> August where we will review draft templates that reflect the involvement and collaboration that is already built into the permitting process.

### **Why is this activity important?**

NRW staff are required to identify permits applications, planning applications and our own activities e.g. flood schemes, felling, which may attract high public interest. We can then consider the necessary technical & legal advice and resources that will be required to support our communication and engagement with the local community.

### **What's been done?**

**Kronospan:** The permit application has now been Duly Made and we have completed the initial consultation phase. The public drop in session, held on 19<sup>th</sup> September was well attended with over 60 members of the public coming along to have their say. Because of the complexity of the current variation, a paper outlining our intended staged permitting approach has been produced and shared with the operator, WG, Wrexham CBC and the public. **Wylfa Newydd:** Public consultation closed on 7<sup>th</sup> September. Determination of the EPR permit applications and marine licence is ongoing. Pre-application advice has been provided for the Water Resources licence. **Hinkley Sediment Disposal:** The disposal operation commenced on 10<sup>th</sup> September 2018 and has now completed, this was communicated to AM/MP/Local Authorities. We continue to respond to media, correspondence and FOI requests. We tracked the Injunction proceedings brought against EDF.

**Roath Flood Alleviation Scheme:** Following protests from local residents the final phase of works to reduce the risk of flooding in this community has been placed on hold while discussions with the action group are held to agree a way forward. **Dinas Powys Flood Alleviation Scheme:** A detailed appraisal to develop options to reduce flooding to the community of Dinas Powys is underway. The potential preferred option based on early plans and outline design work has the potential to impact an area of ancient woodland, this could therefore present a conflict between our aspirations to reduce flood risk and our role in protecting the Welsh environment. **Llanfair Talhaiarn Flood Alleviation Scheme:** Construction work is due to commence in the community to reduce the risk of flooding however works will now have to be phased into two elements which will leave an existing trash screen, due to be replaced, in place until next year. This will prolong the disturbance period for the community and leave operational issues in clearing the trash screen in place over a further winter period.

### **What's happening next?**

**Kronospan:** The initial consultation is open until 19<sup>th</sup> October. We will then start stage 1 determination of the application in line with our standard procedures **Wylfa Newydd:** Assessment of the consultation responses and ongoing determination of the applications. **Hinkley Sediment Disposal:** We will need to consider and respond to the Direction from the Cabinet Secretary regarding further public engagement and communication. **Shooting ravens:** Species permitting provided all the documentation requested and assisted in media responses.

**Roath Flood Alleviation Scheme:** We are continuing to work with the action group to discuss their issues, we have addressed challenges over the hydrological assessment and have responded to the scrutiny of our options appraisal work. Discussions remain ongoing leading to a significant risk in works being able to proceed further than the current phase. **Dinas Powys Flood Alleviation Scheme:** The appraisal work is being finalised with options being considered shared with the community and other stakeholders, we are looking to ensure the business case appraisal is robust as possible with all potential options investigated, issues and risks identified, and any impacts mitigated against to the best of our ability. **Llanfair Talhaiarn Flood Alleviation Scheme:** The community have been informed of the latest progress and the likely impacts on the length of construction programme. Operational issues are acknowledged, and an interim operational plan put in place to continue managing the existing asset in the meantime before it is replaced as part of the second phase of these works.

Target – Reservoir Programme

**Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\***

The measure here focuses on dam safety; specifically, our obligations under the Reservoirs Act 1975 and our work to protect the safety of people, property and environment downstream of our reservoirs. As such, we are addressing the Wellbeing of Future Generations Act goal of developing a *resilient Wales* as the core principal. Behind the KPI lie activities such as emergency planning, provision of flood mapping, access opportunities and other information to inform the public and our professional partners highlighting our reservoirs as places which enhance a *healthier Wales*, and recognition of reservoirs’ *cultural impact and contribution to Wales’ communities* through sensitive use and development. In ensuring the safety of our reservoirs, consideration is given to interconnected topics such as water supply, flood alleviation, recreation, biodiversity, etc. which increasingly involve local communities and public bodies; reflecting the SMNR approach.

**Why is this activity important?**

The purpose of the Reservoirs Act 1975 is to protect people and property from the uncontrolled release of water from large, raised reservoirs and the potentially catastrophic consequences that can arise. NRW need to ensure that the reservoirs on our land that fall under the Act are constructed, supervised, inspected, maintained, altered and removed under the guidance of qualified civil engineers. NRW manage and maintain 40 reservoirs under the Act and is delivering a programme of work to ensure that all these reservoirs become compliant with the Act. The measure is the % of NRW reservoirs that are compliant with the Reservoirs Act, with a target of 100% as all of reservoirs should be compliant with the statutory requirements.

**What’s been done?**

- The breaches predominantly refer to a lack of surveillance visits. Whilst one site resolved this during the period, another was reported to be in breach. Remote monitoring is being installed to assist prioritisation of staff visits.
- Pont-y-Cerbyd FSA where Measures in the Interest of Safety (MITIOS) are overdue is now close to completion and the engineer’s certification is expected during quarter four resulting in return to compliance.
- Crafnant Loop FSA has two overdue MITIOS and there has been a delay with procurement of a suitable consultant. Completion and certification expected during quarter four.
- Workshops have been held to evaluate the purpose and need of four reservoirs, to establish whether MITIOS should be carried out or if the reservoirs should be decommissioned altogether; these workshops are run with the SMNR principles at the heart. Where there is no reasonable use of a reservoir, decommissioning removes many underlying liabilities, but can be costly.

**What’s happening next?**

- A programme is in place to address all MITIOS including non-statutory items to reduce future liability.
- New guidance as to expected draw-down rates means a substantial amount of investigation and physical works will be needed to meet the standards. We expect this to be made mandatory at the next inspections.
- A major, c£6.5M, programme of works at Llyn Tegid will last several years; the scale of the project means it is inevitable that the MITIOS deadline will be missed and non-compliance is likely.
- End of quarter four coincides with our duty to report to the Minister on steps we have taken to comply with the Reservoirs Act.

Leadership contact/s: **Jeremy Parr, Lyndsey Rawlinson**

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Reservoir Programme</b>					Red / Amber	Red / Amber	Red / Amber	
NRW reservoirs compliant with Reservoirs Act	%			100	Red/Amber, 79%(t=100%)	Red/Amber, 79%(t=100%)	Red/Amber, 82%(t=100%)	(t=100%)

## Well-being objective - Improve resilience and quality of ecosystems

### Target - Implementing 'Vital nature' - Restoring, creating and improving habitat and enhancing biodiversity

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

At the heart of Wales' new legal framework is the recognition that everyone's wellbeing - economic, social, cultural and environmental - depends on healthy and resilient ecosystems, which in turn depend on biodiversity. While past efforts have been vital in limiting the damage, the Wellbeing of Future Generations (Wales) Act 2015, and the Environment (Wales) Act 2016 give us both an opportunity and a legal imperative to shift the focus away from managing the symptoms to tackling root causes.

A key aim of Vital nature is to deliver a step change in the way we work, to embed maintaining and enhancing biodiversity and building ecosystem resilience into all the functions of our organisation so they are considered at all stages of decision-making, planning and project delivery.

*Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target*

#### Why is this activity important?

Biodiversity continues to decline. The extent of some habitats has declined significantly and connectivity between habitats has reduced. Ecosystem condition, based on designated site features, is mixed, but 55% of species and 75% habitat features on Natura 2000 sites have been found to be in unfavourable condition. SoNaRR has identified that currently no ecosystem in Wales has been assessed as having good resilience and many will not be adaptable enough to be deal with pressures including climate change and the impact of invasive non-native species (INNS). Everyone's wellbeing - economic, social, cultural and environmental - depends on healthy and resilient ecosystems, which in turn depends on biodiversity. Unless we can halt and reverse this decline and build the resilience of ecosystems, our well-being and the well-being of future generations will suffer.

#### What's been done?

We have developed Vital nature: Making the connections between biodiversity and the people and places of Wales, our Strategic Steer for Biodiversity. It represents a statement of our priorities, our intended direction of travel and ways of working to help maintain and enhance biodiversity and build ecosystem resilience. Through a series of goals and high-level commitments establishes a high-level framework to drive forward action in line with the Nature Recovery Action Plan (NRAP).

Highlights of achievements from the third quarter:

- Since the publication of Vital Nature in July 2018 we have been working to embed and promote it across NRW and build it into place-based objectives and work programmes.
- Work is underway through internal and externally focused T&F groups and is currently focused on multi-sector guidance on ecosystem resilience delivery and assessment and descriptions of habitat restoration and creation.
- Delivery of the recommendations from the NRW biosecurity audit including the development of a biosecurity policy and implementing biosecurity training for NRW staff.

#### What's happening next?

We will continue to work to implement Vital nature. This includes developing the tools to be able to drive forward and measure habitat creation and restoration across the organisation and with partners, deliver the recommendations from the NRW biosecurity audit including ensuring staff have access to clear, relevant up to date guidance to improve biosecurity across NRW's activities.

Leadership contact/s: Ruth Jenkins & Martin Evans

	Units	2016/17	2017/18	2018/19			
				Q1	>Q2	>Q3	>Q4
Implementing 'Vital nature' - Restoring, creating and improving habitat and enhancing biodiversity	milestones				Amber	Amber	
Launch Vital Nature	(Q1)			Green			
Build prioritised action into developing service delivery plans	(Q2)				Amber	Green	
Review the extent of and opportunities for habitat restoration, creation and condition improvement across NRW's activities	(Q3)					Amber	
Deliver NRW biosecurity training and produce biosecurity guidance	(Q4)						

## Well-being objective - Improve resilience and quality of ecosystems

### Target - Build ecosystem resilience by improving the conservation status of the features on protected sites working with our partners

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

Collaboration with owners, occupiers and stakeholders continues to be integral and essential to delivery of measures to achieve favourable conservation status and ecosystem resilience in the long term. Through the cycle of State of Natural Resources Reporting, Area Statements and Commissioning, we are communicating the challenges of achieving ecosystem resilience on protected sites and we are engaging with all stakeholders to deliver priority measures.

We are transforming our designated sites ICT systems to support collaboration with organisational stakeholders more efficiently.

We are exploring ways of bringing in additional financial resources to tackle the challenges, for example bringing in external funding with applications to EU LIFE fund and Heritage Lottery Fund, and innovative approaches such as PES and Green Marketplace initiative.

**Why is this activity important?** SoNaRR has identified that currently no ecosystem in Wales has been assessed as having good resilience and many will not be adaptable enough to be deal with climate change and other pressures. Overall, biodiversity is declining, the extent of some habitats has declined significantly and connectivity between habitats has reduced. Ecosystem condition – based on features - is mixed, but 55% of species and 75% habitat features on Natura 2000 sites have been found to be in unfavourable condition.

Protected sites on land, inland waters and the sea are key for delivering SMNR and an essential mechanism for maintaining biodiversity and building ecosystem resilience. We need to make ecosystems more resilient. We want our protected sites to function as core areas of a resilient ecological network, in which habitats and wildlife populations can thrive and expand, recolonising areas from which they have been lost, and contributing to ecosystem services well beyond the protected site boundaries.

**What's been done?** Highlights of achievements from the third quarter:

- Project manager and two site officers for the Sands of LIFE Project now in post. The project's aim is to deliver practical habitat restoration on 4 Special Area of Conservation sand dune systems across Wales. The £4 million project spans over 4 years and is being funded by EU LIFE and the Welsh Government Green Infrastructure Capital Grant scheme. It aims to improve a total of 2400 ha of dune or 62% of the Welsh sand dune habitat. Recruitment of the Communications officer is delayed until Organisational Design is completed.
- Enforcement and remediation of hydromorphological damage to a river SSSI & SAC: In March 2016 it was discovered that a large amount of waste soil and stones from a construction activity was being deposited directly into the River Usk Special Area of Conservation. Approximately 150m of bank was affected by an estimated 200 tonnes of material, including large boulders. The mechanism for enforcement was the use of a remediation notice under the Environmental Damage Regulations 2009. Following the issue of two notices the remediation was carried out to a satisfactory extent in autumn 2018.
- The annual work programme of actions to improve the conservation status of features on protected sites has been developed. 49% of actions were reported as underway or complete as of 7<sup>th</sup> January 2019.

**What's happening next?** Key tasks 4th quarter: Development of proposed SSSI policy and procedure following change in Welsh Government Planning Policy (PPW10). Submission of bid for LIFE funding, River Dee Project. Exploring strategic funding options to deliver future action on sites. Work to transform the Sites Actions database from its current legacy platform to a new ICT solution.

**Leadership contact/s: Ruth Jenkins & Martyn Evans**

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Build ecosystem resilience by...	%				24%	34%	49%	
Annual work programme of actions underway or complete	%				24%, t=20%	34%, t=30%	49%, t=50%	t=80%

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).



## Well-being objective – Improve resilience and quality of our ecosystems

### Target – River restoration plans and fisheries connectivity and habitat

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

The requirement for this work was identified due to the poor and declining status of salmon stocks, and many sea trout stocks across Wales.

Recent observations of very poor spawning success across most of Wales has added significantly to concerns.

Therefore, the nature of this work is unchanged but the emphasis has increased as we try to address all constraints to the recovery of fish stocks.

**Why is this activity important?** Salmon and trout are iconic species across Wales but their populations are performing very poorly due to a combination of environmental conditions at sea (where marine mortality is the highest on record) and in freshwater (where there are concerns around agricultural pollution, predation, and climate warming). Restoring rivers to optimum environmental condition in order to maximise the productivity and resilience of our fish populations is essential, not least for securing WFD and HD outcomes but also because marine challenges cannot easily be resolved. River Restoration Plans encompass a range of factors that comprise river quality – physical habitat constraints comprising barriers of various kinds that disrupt connectivity, and damaged riparian and in-channel habitats. This work will itemise and summarise work required to address physical constraints to fish populations. This will include barriers to migration, poor riparian zone and instream habitat quality, river bank protection, poorly designed culverts, acidified waters etc. They will collate existing evidence from all potential sources and supplement this with new catchment evidence to compile comprehensive reports (noting that some areas may be subject to ongoing NRM team actions). These will be used to inform future funding bids by appropriate bodies to undertake practical restoration work.

#### What's been done?

These fisheries habitat plans are focussing on constraints to fish migration and to fish habitats. A total of 5 have now been commissioned:

- Teifi – commissioned in 2017/18, the draft final report has been reviewed and will be completed soon. This has been the first such plan and it has taken time to get it right. It includes a 'top 10 options' list of interventions.
- Draft plans for the Tywi, Mawddach and Clwyd have been received and are under review.
- A plan for the Eastern Cleddau has been commissioned and work is in progress. Plans for the Western Cleddau, and the Seiont, Gwyrfai and Llyfni are about to be commissioned this year for delivery early next business year.
- We have fallen short on scheduled delivery because of other business priorities.

#### What's happening next?

We will have 9 completed plans by Q2 of 2019/20 and will be agreeing priorities for 4 more.

Leadership contact/s: Ruth Jenkins

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>River restoration plans and fisheries connectivity and habitat</b>	<b># plans</b>				Green, 4		Red, 5	
River restoration plans commissioned	#		1	8	a=4 / t=4		t=4	
Key interventions undertaken	#						x	x

## Well-being objective – Improve resilience and quality of our ecosystems

### Target – Monitoring and addressing tree and plant health issues

Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\*

NRW continues to regulate the disease as in the manner noted in [Welsh Government's Phytophthora ramorum in Wales - Disease Management Strategy](https://beta.gov.wales/phytophthora-ramorum-disease-management-strategy).

Key: Green = On target.  
Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

#### Why is this activity important?

*P ramorum* is the most serious tree disease problem to have affected forests in Wales. Over the past few years it has spread very rapidly and is now causing very serious economic, social and environmental impacts<sup>1</sup>. The control measures through the Statutory Notice is a legal requirement under the Plant Health (Forestry) Order 2005 and the European Directive 2000/29/EC (which identifies required measures for the protection of plants from harmful pests and diseases by preventing their introduction or spread within the EU). Statutory Plant Health Notices (SPHNs) are an important tool for tackling *P ramorum*.

#### What's been done?

NRW, and previously Forestry Commission, have been managing the disease using Statutory Notices since 2010. To date over 8,000 ha of larch on the Welsh Government Woodland Estate (WGWE) have been placed under some form of Statutory Notice. So far in 2018/19, we have issued 50% of SPHNs within 30 days, and are not meeting our 90% target. This is due to the significant increase in spread of the disease, resource constraints, and a change in how we assess applications. We do not expect to be able to meet our 90% target for issuing SPHNs this year.

#### What's happening next?

NRW will continue to regulate the disease as in the manner noted in Welsh Government's *Phytophthora ramorum* in Wales - Disease Management Strategy. The significant increase in the spread of the disease is likely to require a change in Wales' approach to address it effectively. We expect to discuss this further with Welsh Government in the next quarter.

Leadership contact/s: Isobel Moore

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Monitoring and addressing tree and plant health issues</b>					Amber	Red	Red	
Issuing Statutory Plant Health Notices (SPHNs)	%	80%/80%	96%/97%					
<ul style="list-style-type: none"> <li>Target for SPHNs issued within 30 days of disease confirmation</li> </ul>	%	90	90	90	60% (t=90%)	50% (t=90%)	52%/44% (t=90%)	
<ul style="list-style-type: none"> <li>Report for all of Wales and WGWE:</li> <li>Total area under SPHNs</li> <li>Total number of SPHNs</li> <li>% of larch under SPHN</li> </ul>	Ha No %				10,101/7,837 833/571 42/69	10,935/8,356 901/619 45/72	11409/8514 970/671 46/75	

<sup>1</sup> <https://beta.gov.wales/phytophthora-ramorum-disease-management-strategy>

## Well-being objective – Reduce the risk to people & communities from environmental hazards like flooding & pollution

### Target – Effective and efficient incident management response

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

We continue to deliver against the principles of the Well-being of Future Generations Act and are using them to improve and develop our approach to Incident Management. We are now meeting our goals through:

taking an **integrated approach** and **working collaboratively** to mitigate or reduce the likelihood of incidents occurring and using evidence to inform both our ways of working and those of others.

(Collaborative working is also a key principle of the Sustainable Management of Natural Resources under the Environment (Wales) Act.) **Preventing** environmental damage (or the severity of any environmental incident that does occur) by taking timely action, mitigating and reducing the impact of incidents through learning and improving our response.

**Protecting** the environment from environmental damage from Incidents in line with NRW's Well-being objective:

*Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Overall performance for this measure reflects the lowest reported position of any of the three parts*

#### **Why is this activity important?**

Timely and effective response to reports of incidents helps us to mitigate and reduce the impact to communities and the environment of incidents that do occur. Complete and accurate records are used in the prosecution and enforcement actions resulting from incidents. Good record keeping, and timely closedown of incident reports improves our evidence base, which is used to drive day job activities and influence ways of working.

#### **What's been done?**

Monthly Wales Incident Recording System (WIRS) reports are provided to teams across Wales which gives performance statistics and information, informing them of their progress and highlighting areas to improve. The Incident Management Business Board (IMBB) reviews WIRS statistics and identifies actions to take to improve performance. A discussion was had at the December IMBB meeting to further look at what could be done to help improve our performance. Issues and actions to resolve them are also routinely discussed between the Head of Service and Heads of Place. Offers of support have been made to all teams that have an incident response role, to highlight the performance targets and address any issues they may have been having.

#### **What's happening next?**

Joint working across Wales between EPP and Ops has continued, together with the supply of WIRS Reports and the raw WIRS data to Operations Teams (monthly) to better target where improvements need to be made. Area Incident Management Leads will continue to raise reporting performance issues with their teams, targeting teams and team members depending on their individual performance. Performance is due to be reviewed next at the February Incident Management Board Meeting (and then at every subsequent IMBB meeting). Detailed drill down into the data for teams across North Wales and South West Wales are going to be carried out to look at some specific incident reports and why the closure stats are not improving as much as we would expect. We will look at this targeted effort to see if it significantly improves performance and then share the information and lessons learnt with teams across Wales. There is a risk that the information in WIRS under reports the response being undertaken by our teams, but without the evidence, we are not able to demonstrate this. More work is required to improve the reporting culture. This has been a challenging quarter with resources being diverted to help with the new Organisation Design, responding to numerous incidents as well as undertaking routine activity. A paper has been prepared for the NRW Board which goes into further detail about the actions taken to date and what is planned over the next few months. The Incidents and Emergencies Team have also identified issues in the WIRS system that will be earmarked for addressing in the next WIRS update (WIRS 3) which will help improve our performance and the use of the WIRS system in particular.

**Leadership contacts: Jeremy Parr & Lyndsey Rawlinson**

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Effective and efficient incident response management</b>					Red / Amber	Red / Amber	Red	
Incident Assessment (within 1 hour)					41% (t=65%)	50% t=75%	56% t=85%	t=95%
Response to 'High category' incidents					55% (t=65%)	55% t=75%	55% t=85%	t=95%
Incident Closure					49% (t=60%)	50% t=70%	58% t=80%	t=90%

## Well-being objective – Reduce the risk to people & communities from environmental hazards like flooding & pollution

### Target – Flood Asset Condition

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

The purpose of flood risk management work is the **prevention** of the damaging effects of flooding to the people, economy and environment of Wales. Our routine and capital maintenance works are delivered so that the required standard of protection is maintained in the **long term** while keeping whole life costs to a minimum.

We have recently been working in collaboration with the 22 Local Authorities in creating a central national asset database for Wales. This has meant key asset information from all Risk Management Authorities in Wales is being stored in a consistent way. We now **collaborate** more closely with other asset owners, such as Network Rail, in delivering flood risk maintenance work and asset fixes. Our asset maintenance programmes are delivered in close conjunction with colleagues in other NRW functions. The recently development of the asset database, AMX, has meant that asset defect scheduling will be carried out in a more efficiently in the future. We are continuing to address locations where we can no longer economically justify continuing maintaining assets. As part of this process we **involve** the landowners affected in communicating the reasons for withdrawing maintenance and how they themselves can continue to maintain the asset in the future.

#### Why is this activity important?

The impacts of flooding can be severe and varied. As well as the immediate risk to life, the health impacts of those affected can be serious and long lasting. The impacts to the economy of Wales can also be considerable and far reaching. NRW owns and maintains over 3900 flood risk assets in providing an agreed standard of protection to 73,000 properties in Wales. As well as reducing the risk to life and providing protection to property and vital infrastructure, they also provide protection to a several nationally and internationally designated sites **such as** SSSIs, SACs and SPAs.

#### What's been done?

The last quarter saw more asset fixes being carried out than was forecast, with an additional three repairs being carried out. These include long standing failing assets at Crindau, Newport that have now been passed. Area asset and operational teams are addressing damaged assets through both revenue and capital projects.

#### What's happening next?

We will continue to monitor the performance of the asset stock and keep in regular contact with our area colleagues on progress. We will endeavour to deliver the remaining 12 asset fixes planned for Q4, but this may be impacted by needing to divert resources towards more critical repairs following Storm Callum. In addition to repairing defects, there are several maintenance related projects that are on-going that will improve the process of repairing failing assets. Work is progressing on creating a risk-based allocation of the maintenance budget that will focus our resources in high flood risk areas. Also, there are planned improvements in the use of the defect and reporting modules of the asset management system, AMX, that will help the process of repairing assets become more efficient.

Leadership contact/s: Jeremy Parr

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
99% of NRW flood risk management assets in high risk locations are maintained in target operating condition	%	Amber 98.2%	Amber 97.5%		Amber 97.4%	Amber 97.8%	Amber 97.7%	
Number of asset fixes planned	Number				13	12	8	12
Number of asset fixes delivered	Number				5	23	11	
Asset inspections that have been carried out to time. (Red=<80% to time, Amber 80% to 90% to time, Green >90% to time)	%				94%	97%	95%	

Key: Green = 99% and above at target condition. Amber= Between 95% and 99% at target condition. Red = <95% at target condition

## Well-being objective – Reduce the risk to people & communities from environmental hazards like flooding & pollution

### Target – Flood Risk Management Capital Programme

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

We continue to deliver against the principles of the well-being act and are using them to improve and develop. We are now meeting our goals through:

looking at the **long term** – our Medium-Term Plan covers the next ten years, allowing the business to plan risk management and investment decisions.

taking an **integrated approach** and **working collaboratively** – projects within the programme are delivered through an integrated model, where teams across the business plan, scrutinise and deliver key FRM activities.

**preventing** issues from occurring – delivering significant NRW projects, reducing the risk of flooding to high risk communities.

We are also integrating the well-being objectives into our work. Natural Flood Risk Management is now at the forefront of our optioneering work, collaborating with internal teams to scope potential flood reducing options, linking to a 'Healthier Wales' and 'Resilient Wales'. Collaborating with organisations such as Cadw and the Woodland Trust on some of our major construction schemes, helping to create 'a Wales of vibrant culture and thriving Welsh Language'. Collaborating with WG and Local Authorities on the use of the Communities at Risk Register to prioritise flood defence work throughout Wales, ensuring 'a more equal Wales', where FRM can help deprived communities and to not show prejudice in favour of any social group or class, whilst also helping communities function and to maintain 'a Wales of cohesive communities'.

**Why is this activity important?** In Wales there are over 200,000 properties at risk of flooding from rivers or the sea, with 73,000 properties currently benefiting from defences. These properties are protected by over 500km of flood defences made up of 4000 NRW owned assets. Prioritised on a risk basis the FRM Capital Programme invests around £20m per year to maintain and improve our existing flood risk. FRM are also committed to investigating solutions to reduce the risk of flooding to properties still at risk through the construction of new defences.

**What's been done?** Projects at Pontarddulais and Friog Cliffs are expected to complete construction later this year, whilst the St Asaph scheme was officially opened by the Minister for Environment in July. Our major construction scheme at Roath has been paused as we work with the campaign group for a favourable solution. Our other large construction project at Crindau has finished the majority of work with only three contested pockets of land left to finish, it is hoped that agreements can be reached, and this work finalised in 19/20. Appraisal and design work supporting future construction schemes are continuing. In addition to this, work continues on the development of the Wales NaFRA project. We are progressing the work above in conjunction with over 200 other projects undertaking maintenance repairs and refurbishment of flood defence assets; mapping & modelling studies; natural flood management implementation; and improving the resilience our flood warning network. **What's**

**happening next?** By continually reviewing the highest risk locations throughout Wales and the standard of protection that we provide, FRM continue to develop and update our Medium-Term Plan. This outlines our future needs and where we will need to invest. Large scale schemes take significant planning, and the development of future projects are already underway to ensure we meet future year targets through schemes such as Dinas Powys, Llyn Tegid (Bala), Ammanford and Treforest. Delivering this years targeted outcome of 500 properties is still progressing through the completion of projects at Pontarddulais and Llanfair Talhaiarn. The completion of work at Roath remains at risk whilst the project remains on hold however there is a chance part of the project may be claimed this year and the target met. The work on the Cadaxton Outfall has been delayed until next year. There is therefore a risk that this year's target may not be met.

**Leadership contact/s: Jeremy Parr**

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Reduce flood risk to at least 500 properties</b>	# properties	1078	1282		Green, 0	Amber, 0	Amber, 246	
Reduce flood risk to properties – target	# properties			657	0	0	246	657
Reduce flood risk to properties – actual	# properties				0	0	0	
Number of properties benefitting from a sustained level of flood protection as a result of our capital maintenance work – actual	# properties							

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

## Well-being objective – Reduce the risk to people & communities from environmental hazards like flooding & pollution

### Target – Tackling environmental crime to the threat to sustainable management of natural resources

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

We have recognised that criminals are moving waste across borders to be deposited illegally in Wales. This has led us to change our approach to tackling illegal waste activities.

Adapting to the scale of this challenge we have sought to collaborate more closely with the other UK and Irish Environmental Agencies. We have been working collaboratively to review the evidence available. This evidence has been combined to help better understand the threat of cross border waste crime. A UK and Ireland report will be completed in Q1, 2018. The report will enable us to jointly prioritise action and work more closely with partners both strategically and operationally.

This initiative is a step that will help us to better protect our natural resources from illegal waste activities and ensure our communities are not blighted by illegal waste dumps.

#### Why is this activity important?

The over exploitation of fish and shellfish stocks, illegal dumping of waste, illegal felling, the deliberate damage of habitats, illegal abstraction and water pollution are some of the threats to the sustainable management of our natural resources. Left unchecked these types of activities can cause immediate and lasting damage that can impact the opportunities available to current and future generations. Taking appropriate action ensures a level playing field for legitimate operators, supporting jobs and the economy as well as protecting our natural environment for the future.

#### What's been done?

We have developed processes to ensure that all Wales enforcement priorities are understood and resourced. This has resulted in officers from across Wales being brigaded to support complex investigations. A governance process has been designed and agreed and the final model is now being developed to take NRW into a post OD future. It has been decided to change the approach to training officers in investigative processes and the joint project between our regulatory partners and ourselves has been replaced with an internal project to achieve a short-term fix and then development to a permanent solution, the establishment of that baseline in investigation time to develop improvement is likely to extend into 2019-20. We have now delivered the results of the intelligence improvement workshops held and it has formed a critical part of the enforcement governance protocols and subsequent model. It will assist in the development of the regulatory governance model. Common classification still forms a part of the conversation and a model called MoRIE has been adapted for NRW use but is yet to be piloted.

**What's happening next?** We are committed to improving our evidence and fully utilising it in our decision making. By maximising our use of intelligence and other information sources we can seek to identify upstream interventions that help prevent illegal activity. We will also create place-based information products that help inform our understanding of risks and priorities locally.

Leadership contact/s: Martin Cox

	Units	2016/17	2017/18	2018/19	2018/19			
					Q 1	>Q2	>Q3	>Q4
<b>Improving NRW's ability to detect and tackle environmental crime</b>	Y / N				G	Green	Green	
Ensure our enforcement priorities are understood and that processes enable these priorities to be resourced across our teams (review Q2 & Q4)	Y/N					Y		x
Work to support the development of more streamlined and targeted investigation processes, piloting this approach on selected cases. (Q4)	Y/N					amber		x
Work to establish a baseline measure of the length of time taken to complete investigations (report at Q4) to support work on the streamlining of future investigations.	Y/N					amber		x
Share our enforcement priorities with key enforcement partners to inform a UK strategic assessment (Q1)	Y/N				Y			

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

## Well-being objective – Reduce the risk to people & communities from environmental hazards like flooding & pollution

### Target – Impact of industry and waste sites

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

Our approach has not changed as permits for industrial sites aim to achieve integrated pollution prevention and control and have the underlying principles of using the best available techniques to minimise potential impact. They include requirements to audit and minimise energy and water use, and to use materials which have the least environmental impact. Permits for waste activities must ensure that the relevant objectives of the Waste Framework Directive (i.e. that waste management is carried out without endangering human health or harming the environment and, in particular: without risk to water, air, soil, plants or animals; without causing nuisance through noise or odours; and without adversely affecting the countryside or places of special interest) are met and also that the waste hierarchy is followed. Effective regulation of permitted sites therefore already embodies SMNR as it aims to achieve continuous improvement and prevention at source

#### Why is this activity important?

Poor performance at permitted sites has the potential for impacts on the environment, communities, reputation of a sector and legitimate business. Poor performers are resource intensive in terms of our regulatory effort and are considered to pose a greater risk of incidents that can also consume a large amount of our resources.

To reduce the environmental and operational resource impact from serious fires at waste sites, all relevant permits will have conditions added requiring the operator to produce and implement a fire prevention and mitigation plan. COMAH sites present the biggest risk to delivery of SMNR; any major accidents at these sites will have catastrophic consequences for the wellbeing of people and the protection of the environment. We will be categorising our COMAH sites in accordance with flood risk to enable us to prioritise site inspections.

#### What's been done?

Priorities for operational work are directed by the respective regulatory steers 2018/19 (Industry and Waste), endorsed by our Regulatory Business Board (RBB). Poorly performing industry and waste sites have plans in place to address specific problems at the sites. Enforcement notices have been issued to two industry sites where serious non-compliance has been identified with the potential to cause significant pollution. A detailed investigation into the oil release to Milford Haven water way is ongoing. Significant investment is planned at a number of sites which should be evident in improved performance in 2019. The permit variation project to insert the fire conditions into relevant permits is continuing.

#### What's happening next?

We will continue to focus resources and take a robust approach to poor performing and high-risk fire sites. Site inspection and audit work will be prioritised based on risk, with plans put in place to ensure follow up work is completed. The focus on assessing and ensuring operators have a Fire Prevention and Mitigation Plan (FPMP) in place will continue throughout 2019.

Leadership contact/s: Isobel Moore

	Units	2016	2017	2018	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Impact of industry and waste sites</b>					Green	Amber	Red	
Poorly performing permitted <b>waste</b> sites	bands DEF	31	27	< 27	14*	23*	31*	
Poorly performing permitted <b>industry</b> sites	bands DEF	11	8	< 8	6*	9*	12*	
High fire risk sites with Fire Prevention and Mitigation plans in place	Number		66 of 127	Report in Q4				x
COMAH sites categorised for flood risk	Number			All sites end Q4	0	0	0	x

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Lowest performance colouring of the two poorly performing site lines and COMAH sites line will be the colour reflected for the overall measure

\*Figures reported are from January to December 2018 as regulatory compliance reporting is based on calendar year.

## Well-being objective – Help people live healthier and more fulfilled lives

### Target – Develop Joint Measures with Sport Wales and Public Health Wales

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

This is the first time a natural resources body has been involved at the forefront of national physical activity strategic planning – previously it has fallen to Public Health Wales (PHW) and Sport Wales (SW) alone. This is a different approach to physical activity development and we aim to challenge previous ways of working.

Previous NRW planning has reacted to strategic direction, now we are setting it. As such, we will develop our internal offer in collaboration and will seek to integrate with PHW and SW and through broader partnership locally, such as Public Service Boards.

We have a role to play in involving our broader natural resources partners to learn lessons and also deliver tangible long-term actions.

#### **Why is this activity important?**

Many people in Wales are not physically active enough to protect their health. Each year physical inactivity costs £51 million to the Wales NHS and £314 million to the overall economy in Wales. The number of people who are overweight or obese is rising, resulting in increasing costs to the health system and the economy. If this rising trend continues, it is estimated that by 2050, the cost to the NHS in Wales will be £465 million per year, with a cost to society and the economy of £2.4 billion. Physical activity features prominently in Prosperity for All under Healthy and Active. Ministers have tasked Public Health Wales (PHW), Sport Wales and NRW to collaborate closely to address levels of physical activity in Wales. NRW is playing an active role, not only in the provision of access and recreation opportunities, but also the promotion of the wide range of opportunities that Natural Resources and the environment provide.

#### **What's been done?**

- CEOs and senior officers from each organisation met with Ministers on 22<sup>nd</sup> October to discuss progress. Ministers were in satisfied with progress.
- Groups taking forward the Priority areas of action (1. Delivery of the Healthy and Active Fund; 2. Communications and unifying brand; 3. Create a physical activity observatory for Wales; 4. Educational settings) have had initial meetings to agree scope and areas of focus for the remainder of 2018-19 and develop indicative longer-term actions.
- The Management group continue to meet monthly to progress work.

#### **What's happening next?**

- The Management Group are now progressing discussions regarding the longer-term view and planning for future focus.
- Work is also being carried out in regard to Governance linked to the Healthy Weight: Healthy Wales Strategy.
- It has also been agreed that any 'launch' event will now take place in summer 2019 and not in Q4 of this year.

Leadership contact/s: Ruth Jenkins

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Develop Joint Measures with Sport Wales and PHW</b>	Y/N				N/A	Green	Green	
Workshop to begin developing measures in July	Y/N					x		
Plan to deliver available in August	Y/N						x	
Reporting back to Ministers in Sept/Oct	Y/N						x	
Launch in Q4	Y/N							x

Key: Green = On target. Red = Off target. Lowest reported milestone position will be reflected as the overall position for this measure



## Well-being objective – Help people live healthier and more fulfilled lives

### Target – Development and launch of our Placement Policy and Procedure by March 2019

**Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

This is a new area of work so there is no approach to change, however through the development phase we have ensured that the SMNR principles and Well-being Objectives have been considered, for example:

- Placements make a significant contribution to the success of our business whilst also giving people the opportunity to gain valuable skills and share expertise and advice.
- Through placements, we will be able to champion the Welsh environment, promote the work of NRW and the importance of sustainable management of natural resources, strengthen sector skills and build community resilience.
- Placements will help us to deliver our purpose and priority work and provide research and evidence to develop SMNR solutions.
- Placements will be offered across Wales, with opportunities being fair and equal for all. They will provide paid work, training, learning and development opportunities, leading to improved chances of employment.
- Placements will provide people with opportunities to access and engage with the natural environment and improve their health and well-being.
- The Policy and Procedure are being developed through collaboration; internally with task and finish groups and externally by learning from best practice of other organisations

**Why is this activity important?** A Placement Policy and Procedure is currently under development to provide NRW with a new framework for the recruitment, co-ordination, support and management of all placements. The Policy and Procedure will ensure a high quality, easy to use, cost-effective and consistent service for both staff and placement participants, with clear governance and guidance. Previously a range of placements have been offered throughout the organisation but due to legacy arrangements continuing there has not been a consistent approach. The placements to be offered through the Policy and Procedure are: Apprenticeships, Higher Education Placements, Work Placements, Student Work Experience Placements, Research Placements and NRW Volunteer Placements. Opportunities will be pro-actively identified to align placements with business need and ensure they are mutually beneficial to NRW and participants and will be recruited fairly and openly.

**What’s been done?** Q3 Milestones 6-8: A full internal consultation on the new Placement Policy, Procedure and associated documents was carried out in October 2018. All staff were invited to respond, as well as task and finish groups and trade unions.

Following revision based on the consultation responses, final legal sign off was obtained from solicitors. The final draft Placement Policy, Procedure and associated documents were presented and approved in November 2018. With further resource committed to implement and embed the Policy and Procedure, the handover to Education and Skills, and therefore also the project evaluation, has been postponed to quarter four.

**What’s happening next?** Quarter four Milestones 9-12:

9. Project evaluation – handover meeting planned for March 2019, project evaluation to follow.
10. Manage transition phase – develop and implement transition plan to manage transition of all existing placements to new ways of working by April 2019.
11. Launch and promote scheme – communication plan and key messages to be developed with Comms Team.
12. Placement Policy and Procedure available for teams to identify and advertise placement opportunities – on target for April 2019.

Leadership contact/s: Ruth Jenkins

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Development and launch of our Cyfle placement scheme by March 2019</b>	Y/N				Green	Green	Green	
Milestones planned for completion	Y/N			1 – 12	1 – 3	4 – 5	6 – 9	10 – 12
Milestones completed	Y/N				1 – 3	4 – 5	6 – 8	

Key: For milestones - Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Year end status based on delivery of Cyfle placement scheme by March 2019 At year end, Green = launch with no issues. Amber/green would be launching with some issues

## Well-being objective – Help people live healthier and more fulfilled lives

### Target – Promoting outdoor recreation leading to increase Wales Coast Path (WCP) and National Trail visitor numbers

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

Collaboration is at the heart of delivering the WCP. In the case of WCP promotion, the development and steering of the strategy and associated action plan is carried out with a national WCP Promotion Partnership that includes local authorities, Visit Wales/Welsh Government and national stakeholders. With funding from EU RTEF monies we are working in partnership with Pembrokeshire Coast NPA on strategic projects to promote the Path. As well as being consistent with sustainable principles and ways of working this work supports delivering of wellbeing objectives in relation to 'helping people live healthier and more fulfilled lives' and 'promoting successful and responsible business'.

#### Why is this activity important?

Since its launch in 2012 the Wales Coast Path (WCP) has become successfully established as a significant recreational asset with associated economic, health and wellbeing benefits to the people of Wales and its visitors. To sustain and increase the benefits of the WCP and National Trails we work with partners to manage a high-quality path and to effectively promote the Path and Trails to the people of Wales and its visitors.

#### What's been done?

The WCP promotion strategy and action plan have been finalised (subject to formal approval in quarter four). Good progress has been made with the contracts to develop promotional content and activity, including: re-drafting of branding guidelines for Welsh Government approval (during quarter four); new WCP 'business toolkit' to support links to and promotion of the Path by coastal businesses; completion of a new suite of WCP photographic and video content for use across a range of channels; PR media activity such as attendance at tourism fairs and facilitating journalist visits to the Path.

#### What's happening next?

The Wales Coast Path promotion strategy and action plan has been finalised. Formal sign-off of the new website now will be in Q4. WCP website testing was completed in quarter three. 'Go live' approval was delayed but should be confirmed during January 2019. A publicised launch will be taken forward once 'Go Live' approval has been given. Development of the contract brief for the Monitoring and Evaluation studies to determine WCP benefits is in hand during 2018/19 quarter four. On National Trails, work by managing partners to develop a Wales-England National Trail family body is being progressed. This may impact on future promotional activity.

Leadership contact/s: Ruth Jenkins

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Promoting outdoor recreation</b>					<b>Green</b>	<b>Green</b>	<b>Amber</b>	
WCP Promotion Strategy & Action Plan					drafted		final	
WCP strategic promotion projects initiated	#			6	2	4	1	1
Revise/launch NRW Wales Coast Path Website				1			Go live	Formal Launch
WCP Social media reach increased	#		3,508,837		819,289	576,692	tbc	(t=3,596,558)
Initiate WCP User and Business Surveys				1			Work initiated	Contract in place

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more)

## Well-being objective – Help people live healthier and more fulfilled lives

### Target – Air Quality action

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

Air Quality is one of Welsh Government's key priorities and there has been a significant increase in public and political focus on the impact of Air Quality on human health. As the environmental regulator we have always had a key part to play in ensuring that Air Quality is not compromised as a result of the activities that we regulate. As a result of the Environment Act and Wellbeing of Future Generations Act we now have added responsibilities to work with other public organisations to improve air quality in specified areas as a member of the Public Service Boards.

The objectives set reflect our traditional regulatory role as well as the wider collaborative role that we now have under the requirements of the new legislation.

*Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Lowest reported milestone position will be reflected as the overall position for this measure.*

#### Why is this activity important?

Air Quality is one of Welsh Government's key priorities and there has been a significant increase in public and political focus on the impact of Air Quality on human health. As one of the public bodies in Wales we have a remit to contribute towards ensuring that air quality does not adversely impact on public health and that targets and objectives for continual reduction in air pollution are met.

**What's been done?** Priorities for operational work are directed by the respective regulatory steers 2018/19 (Industry and Waste), endorsed by the Regulatory Business Board (RBB). Impact on air quality is a key assessment criterion for all permit applications and limits on operational emissions are set accordingly.

Quarter three: five category three non-conformances recorded, four of these events were at sites with ongoing action plans to rectify problems that have caused previous non-compliance. The fifth is awaiting an action plan due at the end of January 2019. One ongoing issue is leaks of F-gas from refrigerant units at a slaughterhouse. Appropriate action is being considered.

**What's happening next?** Work with Public Service Boards to contribute towards a holistic approach to improvement in Air Quality in key areas. Look for opportunities to influence the regulated community to increase their contributions to air quality improvements beyond statutory minimum. NRW has engaged with WG and other stakeholders and input into meetings and provided technical solutions and policy ideas to help formulate strategic input into WG Clean Air Zone Strategy and UK Clean Air Strategy and other WG Air Quality initiatives. NRW is attending and making strong contributions to the Welsh Air Quality Forum, inputting strategically to influence direction and ensure that the approach to Air Quality is 'joined up'

	Units	2016/17	2017/18	2018/19	Leadership contact/s: Isobel Moore			
					2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Air Quality action</b>					Green	Green	Green	
Ensure that <i>all</i> non-conformances relating to impact on Air Quality (CCS Category 1, 2 and 3) have the appropriate follow up corrective action within 2 months in line with our policy	%				100	100	100	
Develop a delivery plan and agree our contribution to:								
the Cardiff PSBs Citizen Science Project to improve Air Quality in the locality of schools in Cardiff by end of September 2018. Identifying 6 primary schools to assist in local monitoring.	N/A				On track	X		
the Air Quality improvements identified within Newport PSB and Neath Port Talbot PSB Wellbeing plan by end of December 2018	N/A				On track		X	

## Well-being objective – Promote successful and responsible business, using natural resources without damaging them

### Target – Commercial Income (supporting SMNR)

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

The NRW Enterprise Plan is aligned with NRW’s purpose, Well-being Objectives, the 5 ways of working and legal obligations and purpose set in the Well-being of Future Generations Act and the Environment Act - shaping the type of contributions that SMNR can make towards the Well-being Goals (which in turn drives how NRW’s commercial activities will be considered and aligned).

#### Why is this activity important?

We undertake a range of commercial activities, many of which relate to land we manage on behalf of Welsh Government (WG). We continue to undertake and develop these activities as part of our remit to ensure that the natural resources in Wales are sustainably maintained, used and enhanced. Commercial activities provide an important income stream for us in a period when public sector funding is significantly reducing, particularly Grant-in-Aid (GiA). Our commercial activities also generate a positive economic impact in Wales, supporting and creating jobs and enterprise, enabling others to participate in and benefit from the sustainable management and use of natural resources and contributing to the development of the Green Economy.

#### What’s been done?

Our Enterprise Plan 2017 - 2022, was approved by NRW Board in July 2017 and published November 2017. It puts our commercial activities into the context of our Well-being Objectives and remit to deliver the Sustainable Management of Natural Resources. It also sets out the principles that will guide our commercial activities and how we will organise the programme and plan the development of each portfolio. It also describes the governance arrangements that will be needed through engaging in commercial activity. Supplementing the Enterprise Plan are the production of Profit and Loss Trading accounts

#### What’s happening next?

- Implement the new Timber Marketing Plan for 2017-2022 (e.g. increasing the proportion of timber sold through Standing Sales).
- Assess the potential for additional wind energy generation on the NRW Managed Estate, whilst responding appropriately to approaches from developers.
- Improve performance of Visitor Centres through implementation of 2016 Visitors Centre Review recommendations.
- Develop mechanisms for securing payments for ecosystems services (e.g. Carbon Trading; Natural Capital (RHaN) methodology).

Leadership contact/s: Richard Siddons

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Commercial Income (supporting SMNR)</b>	£m				a = 9.4 t = 9.4	a = 16.9 t = 16.6	A =26.0 t = 26.3	T = 37.4
• Timber Production	£m	19.2	23.1	23.0	a = 5.9 t=5.9	a= 12.7 t=12.2	a=19.1 t=19.4	t=25.4
• Energy Development	£m	4.2	3.7	9.6	a = 2.8 t=2.8	a = 2.9 t=3.0	a=4.7 t=4.7	t=8.3
• Recreation and Tourism / Other Estates	£m	2.5	2.9	2.6	a = 0.7 t=0.7	a = 1.3 t=1.4	a=2.1 t=2.1	t=3.5
• Analytical Services	£m	0.2	0.2	0.5	a= 0.0 t=0.0	a = 0.0 t=0.0	a=0.0 t=0.1	t=0.2

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). 5%. Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

## Well-being objective – Promote successful and responsible business, using natural resources without damaging them

### Target – Deliver Renewable Energy Programme

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

Collaboration and working closely with energy developers on the NRW Managed Estate (ref onshore wind, hydro, Energy Parks et al) has always and continues to be a key part of our approach to the Energy Development portfolio and we continue to develop new commercial relationships with developers. For example, large scale onshore wind farms meet all 7 well-being goals: *Prosperous Wales* = jobs / *Resilient Wales* = clean energy / *Healthy Wales* = improved air quality / *More Equal Wales* = employment and supply chain benefits / *Cohesive Communities* = community trust funds / *Vibrant culture* = community trust funds / *Globally Responsible Wales* = impact climate change and deliver SMNR benefits.

#### Why is this activity important?

NRWs Renewable Energy Programme is helping Wales meet Welsh Government’s decarbonisation and Green Growth agendas and contributes to the delivery of Welsh Government’s renewable energy targets as part of the Natural Resources Policy 2017:

- Wales will generate 70% of its electricity consumption from renewable energy by 2030;
- 1 GW of renewable energy will be Locally Owned by 2030;
- All renewable energy projects will have an element of Local Ownership by 2020.

#### What’s been done?

Quarter two. Onshore wind: Innogy’s 57.4MW Brechfa Forest West wind energy project went fully operational during Q2. 11 interested Developers have been guided round the Y Bryn Project site by NRW, which is currently out to market.

Quarter three. Onshore wind: Clocaenog Forest: 29 turbine bases complete. Y Bryn Project: 10 Bidder submissions received by December 2018 deadline. Brenig Wind Farm grid connection to Clocaenog Forest substation negotiation completed in Q3. Small Scale Hydro Programme: EDP facilitating 286kW Developer led schemes on NRW Managed Estate.

#### What’s happening next?

Quarter two. Onshore wind: construction continues at innogy’s 96MW Clocaenog Forest wind energy project. Slippage is signing innogy’s 33MW Alwen Project Option Agreement – expected quarter four. Y Bryn Project submissions will be submitted by quarter three. Small Scale Hydro Programme: Five schemes to market delayed as NRW investigates best way forward with Welsh Government.

Quarter three. Onshore wind: construction ongoing at Clocaenog Forest. Y Bryn Project: Bidder submissions being evaluated. Alwen Project: no change. Small Scale Hydro Programme: five schemes planned for market to be pulled.

Leadership contact/s: Richard Siddons

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Deliver Renewable Energy Programme</b>	<b>MW</b>				<b>Green, 288.3</b>	<b>Green 345.3</b>	<b>Green 345.3</b>	
Programmes:								
Wind (cumulative actual v target)	MW	59	287	344	287 / t287	344/t287	344	344
Small-scale hydro (cumulative actual v target)	MW	-	1.3	1.4	1.3 / t1.3	1.3/t1.3	1.3	1.4

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). **NB: Small Scale Hydro – forecast hydro schemes are subject to planning consent**

Target – Planning consultation (response and quality/satisfaction)

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

A 'Joint Improvement Project' has been established with all local planning authorities in Wales. This is overseen by ourselves and Planning Officers Society Wales (POSW) with support from the Welsh Government. The Project is being led by NRW and local planning authorities in North Wales to identify areas for improved engagement between ourselves and those authorities. We have identified areas for improvement, which are currently subject to pilot before further implementation across Wales

**Why is this activity important?**

NRW is a statutory consultee in the town and country planning system for both the planning application process, and in the preparation of development plans. When consulted on planning applications, we have a duty to provide a substantive response within prescribed deadlines. We have a duty to prepare an Annual Report to Welsh Ministers on our performance in providing a substantive response within prescribed deadlines. We also advise the Welsh Government on proposed changes to planning legislation and national planning policy, and a key objective for us is to ensure that the planning system is an effective framework to support the delivery of the sustainable management of natural resources (SMNR).

**What's been done?**

We have continued to advise the Welsh Government on how to apply the SMNR approach within the National Development Framework (NDF) and Planning Policy Wales. We continue to consider implications of recent planning policy changes in responding to development management and planning consultations. We have published the findings of our Customer Service survey for 2017 on the NRW website. This report also sets out how we intend to address the small number of issues that were raised by our customers as part of the survey. We have published a guidance note to support staff responding to Environmental Impact Assessment screening consultations (OGN106).

**What's happening next?**

We will advise the Welsh Government on its update of the Local Development Plan Manual, and its redraft of TAN15 Development and Flood Risk where public consultation is expected in Spring 2019. We will also advise WG on the resource impact of their proposed new consenting regime for major infrastructure in Wales. We will work with Welsh Government to map environmental constraints and opportunities for the National Development Framework. We will continue to support the implementation of work programmes identified in the Joint Improvement Project with local planning authorities. We will be finalising a new guidance note on model planning conditions by the end of quarter four.

Leadership contact/s: Rhian Jardine

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Planning consultations (response and quality/satisfaction)					Green	Green	Green	
NSIP responses within prescribed time	Yes / No	Yes	Yes	Y/N	Yes	Yes	Yes	Y/N
Statutory consultation responses submitted within statutory and other agreed periods:	Number (and %)	7,099 (95%)	6547 (97%)	X	1654 (96%)	1679 (98%)	1841 (97%)	X
- pre-planning	Number (and %)	Nb. Target set at 90%	353 (95%)	X	90 (96%)	90 (97%)	132 (96%)	X
- planning	Number (and %)		6,194 (97%)	X	1500 (96%)	1589 (98%)	1709 (97%)	X
The effectiveness of our service to:								
- developers	Score: (1-10)	n/a	n/a	7*	n/a	n/a	n/a	
- local planning authorities	Score: (1-10)	n/a	8*	9*	n/a	n/a	n/a	

KEY: For NSIPs the target is Yes (Yes = Green, No = Red) For consultation responses the target is 95% (Green = On target, Amber / Green = Nearly on target (within 5%), Amber = Nearly on target (within 10%) Red / Amber = Off target (within 30%), Red = Off target (30% or more)). For the effectiveness of our Service the target is >6 (Green = 6 and above, Amber = between 4-6, Red: < 4. Please note that the effectiveness score is based on feedback from a relatively small number of recipients and comparisons between scores from different years may therefore not be statistically valid).

## Well-being objective – Develop NRW into an excellent organisation, delivering first class customer service

### Target – Embedding SMNR through training, policies, guidance and streamlining processes

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

The team is dedicated to using the principles of SMNR to help shape the content of the training programme. We encourage involvement by asking participants to share their own experiences and challenges of applying the principles. If they are more comfortable using the 5 ways of working then we allow this too.

We continually review and adapt the course content based on the evaluations received.

#### Why is this activity important?

SMNR is our core purpose – as enshrined in the Environment (Wales) Act 2016. Everyone in the organisation should have an awareness and be competent (at some level) in applying the objective and principles of SMNR to the work that they do.

#### What's been done?

Delivering level two training - As of December 2018 approximately 1300 staff have now been through the two-day course and we are continuing to run courses now up until March 2019, with quarterly courses then throughout 2019/20 subject to funding. We have a mechanism in place to enable staff applying SMNR in practice can be recognised and awarded through a level two credit – 70 people have registered for accreditation to date. We are continuing to run webinars to promote this and to support people through this process.

Developing an audit approach for SMNR embedding in policies and guidance – following publication of the Statutory Guidance a paper agreed the general approach to take this work forward through both developing level three training and working across Business Boards to develop an audit approach (similar to a Maturity Matrix model).

#### What's happening next?

Training Courses continue February and March, as well as working with ODPM to continue to embed the modules for level two into the three-day induction course. We are still promoting these as the last round of level two training. Work will continue apace to develop level three and to use five or six pilot work areas to explore the implications of the Statutory Guidance.

Leadership contact/s: Ruth Jenkins

*Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Target colour on the dashboard will reflect the lowest colouring of the elements shown. Year end position relates to lowest reported status of the training and audit approach targets*

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Embedding SMNR</b>			Green		Green	Amber	Amber /Green	
Level 2 training to staff around SMNR:								
• Target staff				70%	40%	53%	70%	
• Staff trained					760	1121	1300	
Developing an audit approach for SMNR embedding in policies and guidance					Not started yet			By end Q4

## Well-being objective – Develop NRW into an excellent organisation, delivering first class customer service

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

They have not changed our approach as this Programme has only been in existence since these Acts have been in place.

For example we have included in the programme a high level of **Collaboration and Engagement**. There have been a large number of staff from NRW involved in the design, not a dedicated team. They have brought their business knowledge to the process and have provided a link back into the business. In addition, we have built in workshops where staff have been able to comment on the process and the emerging design and provide feedback. We have regular updates for staff through the intranet. In addition, we have worked in partnership with the trade unions from the beginning. A second example would be **Building Resilience**. We are developing a structure and ways of working that are long term and resilient. Understanding affordability and likely future direction of programmes is shaping the new structure. We are looking to develop teams that are flexible and can adapt and change. Developing learning packages to support staff.

### Target – Implement our new organisation design

**Why is this activity important?** We are developing a new operating model (structure and ways of working) for Natural Resources Wales that achieves our purpose and enables SMNR in all we do. We are applying and building on the principles for the organisational design to include governance, resource allocation, cost centres and activity structure, including identifying if activities will be delivered once for Wales, twice or place based. Our new structure will be affordable and sustainable with a clear line of sight between income stream and deployment of resources.

**What's been done?** Analysis Phase: Reviews of the business activity and resources. Staff Involvement Sessions. Workload Indicators. Design Phase: Activities grouped and presented to staff at involvement sessions. Activity groupings endorsed by Programme Board. Built more detailed designs from the bottom up using the structural design principles such as staff to manager ratio and numbers of organisational layers. Formal consultation commenced as planned and closed on 28 September 2018. Completed the response to the Formal consultation, which was approved and published in early October. Change Programme started and change implementation groups trained / briefed on the processes to ensure consistency. Groups are making progress. Day One readiness projects have reviewed the ICT applications and completed an assessment of the implications of the structural changes and the requirements are being considered by the ICT specialist.

**What's happening next?** Matching of all staff to be completed and letters issued to all staff with their expected outcome by the end of January and Competitive matching will start in February. Work is ongoing to develop the new ways of working, with the main focus at the moment being the setup of the finance and HR systems ready. We are continuing to assess deliverability of changes as information continues to be provided by the groups.

**Leadership contact/s: Niall Reynolds**

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Implement our new organisation design</b>	<b>y/n</b>				<b>Amber, N</b>	<b>Green, Y</b>	<b>Amber, N</b>	
Complete detailed design by end June 2018	y/n			Y	N	N	Y	
Case for change approved by end July 2018	y/n			Y	On track	Y	Y	
Formal consultation completed by end Sept 2018	y/n			Y	On track	Y	Y	
MyNRW aligned to the new structure by 1/4/19	y/n			Y	On track	On track	N	
Complete the change programme by 1/4/19	y/n			Y	On track	On track	N	

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Any LTIS. The lowest performance colouring of any of the above detailed targets is reflected as the overall status of this target



Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\*

Our new Customer Programme places a focus on early customer involvement in shaping, designing and reviewing delivery through the 15 projects. This preventative and collaborative approach will increase customer satisfaction and trust in NRW.

### Target – Customer Satisfaction

**Why is this activity important?** We want our customers to trust NRW to deliver now and for future generations, and we will build this trust by providing excellent customer service in the following ways:

1. Timely, accessible & easy to use services built to meet customer needs and expectations.
2. Considerate, helpful and knowledgeable staff that value and thrive on their ability to deliver excellent service.
3. All customer channels designed seamlessly to respond effectively at first point of contact to any customer, wherever possible.
4. A strong explicit commitment to customer and standards of service to which we hold ourselves to account and doing what we say we will.
5. A proactive NRW mindset that encourages staff to ‘walk in the shoes of customers’ so values getting things right first time and understands the difference excellent service can make - even when dealing with difficult matters.

There are considerable benefits to be gained both in terms of financial savings and capacity, all of which we would like to return to frontline services.

**What’s been done?** The Customer Programme Team is now in place consisting of a Programme Manager, Engagement and Support Officer and a Communications Officer. The Customer Programme governance arrangements including Terms of Reference was signed off in Jan 2019 at the first Customer Programme Board which meets every 2 months. The Customer Programme consists of 13 projects with 5 projects that started delivery in October 2018 with 5 more in delivery Jan-March 2019 with an overriding focus on getting the basics right and concentrating on areas our customers and staff have told us are priorities. Visits have been carried out to a range of comparator organisations who are consistently performing as best in class including DVLA and EE to look at the ways they have improved their customer service and in turn, their customer satisfaction. Work is underway to improve the website, improve and increase number of digital services, build a fit for purpose Customer Hub, increase engagement with staff on customer strategy, improve written correspondence & complaint handling and tone of voice.

**What’s happening next?** Recruitment of 2 business analysts to the programme will move some of the projects along at pace, specifically the final 3 projects which are due to begin delivery after April 2019. A series of 10 training sessions will take place in May which will address issues regarding lack of consistency and quality for written correspondence. Post April these will be rolled out across the business as part of an integrated Learning and Development Induction Programme. A series of IT developments, along with staff training sessions have commenced within the Customer Care Centre with a focus on improving the customer experience. A communications strategy has been written which will raise awareness of the Programme and encourage wider business involvement as it will promote the benefits to staff, teams and the wider business. The Programme targets, benefits and deliverables for 2019/20 are in the process of being finalised. The Customer Programme Board will meet on 25<sup>th</sup> March for final sign off and future performance management arrangements.

Leadership contact/s: Catherine Love

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Customer - Customer Satisfaction</b>					N/A	Green	Green	Green
Complaints & commendations (Customer sentiment insight is currently under development as part of the customer dashboard)	milestone			Apr '18				
Customer Strategy Agreed at NRW Board	milestone			Sept '18		19/09/2018		
Customer Programme Established	milestone						Oct '18	
Customer Dashboard in place	milestone			March 19				

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

# Well-being objective – Develop NRW into an excellent organisation, delivering first class customer service

## Target – Independent Review of Timber Contracting

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

(what's changed)

We wish to ensure that our Commercial Activities contribute to the Well-being of Future Generations and achieve best value and highest standards of probity. We have put in place an Enterprise Plan and are developing our Commercial Governance project while also implementing our actions within Public Accounts Committee Action Plan. We are also undertaking an independent review with Grant Thornton.

### Why is this activity important?

This independent review will build on the actions we have taken through strengthening our governance arrangements and ensuring previous sales contract issues are not repeated. It will ultimately lead to us having unqualified Annual Reports and Accounts.

### What's been done?

Grant Thornton completed their review and presented their draft report in January. A Project Manager was appointed on 7 January 2019. A project board, project oversight group and a detailed improvement plan have been established to drive the project forward. We worked with Grant Thornton to finalise outstanding queries allowing Grant Thornton to complete the report which incorporated our response to the findings and recommendations. The draft report was scrutinised by our Board. The report was submitted to Public Accounts Committee on 4 February 2019 and published on the website as part of a communications handling plan. Our Chair and Chief Executive are attending the committee on 11 February 2019 to answer questions on the Grant Thornton report.

### What's happening next?

The Project Manager has published and trained staff on the first version of the Timber Sales Governance Standards. These will be further embedded into the business. The project team will be established in the coming weeks and the detailed improvement plan will be actioned. Updates on progress will be provided to the project board, the project oversight group, Directors and the NRW Board.

**Leadership contact/s: Victoria Rose-Piper**

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Independent Review of Timber Contracting</b>					Green	Amber	Green	
Scope & appoint independent reviewers	Yes / No			Q1 & Q2	Complete			
Attend PAC & Respond to findings	Yes / No			Q2 & Q3		Amber	Complete	
Complete review and action plan agreed	Yes / No			Q3			Complete	
Progress delivery of action plan and be on target	Action Plan			Q4				On target

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). In Q3 and Q4 this target reflects the status of the last table element above

Target – Improve our organisation as a place to work

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?\**

To support our organisations **long term** ability to contribute to achieving our goals, we need motivated, effectively trained and skilled people.

To this effect we have established an Organisational Development team who will develop the Strategic Workforce plan, develop our Culture and Equalities agenda and ensure our development resources are used to best effect. We will work **in collaboration** with people in the organisation, as well as using response from our people survey, **listening** to our people, working with the trade unions and other key stakeholders to ensure everyone’s voice is heard. Further, as we refresh our values, we want to ensure they are grounded in the views of people delivering our work, that they feel real and have resonance. They will help to guide our behaviours and relationships in the future.

**Why is this activity important?** The well-being and motivation of our staff is vitally important if we are to achieve our vision for Wales. To ensure we optimise the contribution of our experienced and passionate people, we need to change the way we work.

**What’s been done?** Following the launch of our refreshed Values at #TeamNRW day on 24 October, we have been working with our Values in our induction and leadership development events. Our January leadership meeting has been designed for delivery to include further work on sharing our values and developing importantly our #TeamNRW Story. Further Induction events have been booked for quarter four. Work to further share our third People Survey responses has begun, with conversations taking place to accelerate through the Spring. Our change support team have been delivering programmes across all our locations in Wales on Conversations for Change, Interviewing for Managers and Interviewing skills to build on the confidence and skills of those affected by change.

**What’s happening next?** Work to embed our values is taking a gentler approach while organisational design change is taking place and will form part of conversations at a local level with people on our People Survey results. Newly designed, bespoke Directors’ development sessions begin in February, and the first leadership only development session has also been designed for delivery in March. Further work is planned to design the third leadership event this May/June. Three induction events are running in quarter four. The change support team continue to be working to full capacity delivering workshops and other support across Wales. TYFU 2 management training continues to be delivered for all team leaders.

**Leadership contact/s: Su Turney**

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Improve our organisation as a place to work</b>	Y/N				Green, Y	Amber, N	Amber, N	
Leadership programme for ET & LT	Y/N					September	Design future programme, N	Delivery
Development support for MT	Y/N					From August		Delivery
Refresh values	Y/N					Begin conversations	Complete, Y	Embedding
Continue to share People Survey responses and generate local actions	Y/N				Starting May	Ongoing	Ongoing, Y	Ongoing
Support Organisational design implementation	Y/N				Recruit team June	Begin August	Continue delivery, Y	Continue delivery
Induction for all new starters	Y/N					September	Pilots 1 & 2, N	Pilot 3
Strategic workforce plan	Y/N							Delayed until OD complete
Developing all our team leaders prior to Organisational design implementation	Y/N					Pilot in July	Roll out September, Y	Ongoing

*Key: Green = On target for all lines. Amber: mix of on and off target lines. Red = Off target for all lines. Lowest performance colouring of any of the above detailed targets is reflected as the overall status of this target.*

Target – Wellbeing, Health & Safety and Incident Reporting

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?*

Natural Resources Wales (NRW) corporate vision is to lead the way to a better future for Wales by managing the environment and natural resources of Wales sustainably. Our Wellbeing, Health and Safety (WHS) Strategy for 2018 to 2021 requires us to conduct its activities in a proactive way that prevents injury and ill health to our staff, and to those who engage with us. With this corporate vision and our wellbeing objectives, our strategy provides the direction on how will organise ourselves to maintain legal compliance as a minimum and promote a positive, sustainable WHS culture. We will further improve through certification to both the International Occupational Health and Safety Management Standard ISO 45001:2018 and the Corporate Health Standard. This will be a clear demonstration of our commitment to recognised best practice, enhancing our reputation with staff, and new and existing stakeholders, including those in industry and business.

**Why is this activity important?**

We want everybody working with NRW to remain safe and have a healthy working environment, and to provide safe, enjoyable and accessible places for people to visit.

**What’s been done?**

We have run two Wellbeing, Health and Safety (WHS) Surveys, in December 2014 and February 2018, utilising the HSL Safety Climate Tool to provide us with a baseline for understanding where we were and as an evidence base on which to identify areas for improvement. The information from this survey was used to inform our first wellbeing health and safety strategy which enabled us to make targeted improvements. Our WH&S management system is robust, legally compliant and has significantly improved since 2014/15. Over the last three years, we know we have made it easier to report incidents and to manage WH&S, however our current systems and culture need to improve further. We have improved absence reporting in NRW and now fully recognise that mental health absence is consistently the number one absence reason in NRW. Our ambition must be to have no lost time incidents (LTIs) occurring to our staff, however based on previous performance we have set a ceiling of eight LTIs as a means of measuring this target. Two incidents occurred in quarter one and a further one in quarter two, each was investigated, and lessons learnt provided to relevant managers. Thankfully we have very few lost time incidents, however this does mean there is insufficient data to establish trends, with each incident being individual and random. Any repeat of incidents would be picked up through our review process.

**What’s happening next?**

Our Executive Team and People & Remuneration Committee receive and scrutinise a detailed quarterly report on this and other Health, Safety & Welfare information. This report is then sent to our Board for information. Our new three-year WH&S strategy has been devised to engage all staff and their representatives to improve the efficiency and effectiveness of our WH&S system, to deliver a safer and healthier work environment for all those engaging with us, and to encourage and enable a positive, sustainable, WH&S culture. We will be guided in this in our ambition to achieve the Corporate Health Standard and the goal of certification to the globally recognised standard ISO 45001:2018.

Leadership contact/s: Andrew Johnson

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
<b>Wellbeing, health and safety incident reporting</b>		Red	Red		Green	Amber/Green	Amber	
Number of LTIs our staff	#	4	8	8	2	3	4	
RIDDOR incidents reported	#	9	8		0	1	1	
Increasing near misses reported by our staff	#	232	201		68	112	53	
Instances of absence due to mental health issues	#	260	334		64	138	215	

Key: Green = zero, Amber / Green = 1-3, Amber = 4-6, Red / Amber = 7-8, and Red = more than 8