

Agenda

Title of meeting: NRW Board Meeting Day 2 - Public Session

Date of meeting: 18th November 2021 **Time of meeting:** 9.30-13.50

Venue: Microsoft Teams

Observers:

Time	Item
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9.30 (5 mins)	1. Open Meeting <ul style="list-style-type: none">• Welcome• Declaration of Interests• Explain conduct of meeting
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Sponsor and Presenter: Sir David Henshaw (Chair)

9.35 (5 mins)	2. Review Minutes and Action Log 2A. Review Minutes from Public 23rd September meeting 2B. Review Public Action Log
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Sponsor and Presenter: Sir David Henshaw (Chair)

9.40 (10 mins)	3. Update from the Chair Sponsor and Presenter: Sir David Henshaw
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Summary: The Chair to update the Board

9.50 (15 mins)	4. Update Report of Committees Sponsors and presenters: Committee Chairs
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Audit and Risk Assurance Committee – 15th October

Paper ref: 21-11-B13

Evidence Advisory Committee – on private day agenda

Finance Committee – n/a

Flood Risk Management Committee – 12th October

Paper ref: 21-11-B15

People and Remuneration Committee – n/a

Protected Areas Committee – 5th October

Paper ref: 21-11-B16

Summary: To update the Board on recent committee activities

**10.05
(30 mins)**

5. Business Plan Performance Dashboard Quarter 2 Report

Sponsors: Clare Pillman, Chief Executive
Presenters: Caroline Hawkins, Corporate Planning, Performance & Strategic Assessment Manager, Sarah Williams, Head of 2050 Vision and Corporate Strategy; Sue Ginley, Lead Specialist Advisor, Corporate Planning and Performance

Summary: To scrutinise the Quarter 2 Report

Paper ref: 21-11-B17

**10.35
(20 mins)**

6. Wellbeing, Health and Safety

Sponsor: Prys Davies, Executive Director of Corporate Strategy and Development
Presenter: Charlotte Morgan, Wellbeing, Health and Safety Manager

Summary: To scrutinise the Quarter 2 Report and approve the Wellbeing, Health and Safety Strategy

Paper ref: 21-11-B18a

Paper ref: 21-11-B18b

**10.55
(15 mins)**

Break

**11.10
(45 mins)**

7. Trail Hunting on the NRW Estate

Sponsor: Ceri Davies, Executive Director of Evidence, Policy and Permitting
Presenter: Dominic Driver, Head of Land Stewardship; Ieuan Williams, Senior Specialist Surveyor; Stuart Lyon, Senior Specialist Lawyer

Summary: For Board approval of the exit strategy from the temporary suspension of trail hunting on the NRW Estate

Paper ref: 21-11-B19

**11.55
(25 mins)**

8. Storm Overflow Roadmap Update

Sponsor: Gareth O'Shea, Executive Director of Operations
Presenters: Sian Williams, Head of North West Wales Operations; Nadia De Longhi, Head of Regulation and Permitting; Mark Squire, Sustainable Water Manager

Summary: Update on progress towards the Action Plan from the outcome of the strategic discussion on water quality

Paper ref: 21-11-B20

**12.20
(30 mins)**

Lunch

**12.50
(20 mins)**

9. Statutory Fisheries Byelaws

Sponsor: Ceri Davies, Executive Director of Evidence, Policy and Permitting

Presenters: Ben Wilson, Principal Advisor Fisheries, David Mee, Lead Specialist Advisor, Freshwater Fisheries Management

Summary: For Board approval following the statutory consultation

Paper ref: 21-11-B21

**13.10
(10 mins)**

10. Statutory and Legal Scheme (SaLS) Amendments

Sponsor: Clare Pillman, Chief Executive

Presenters: Colette Fletcher, Head of Governance and Board Secretary

Summary: For Board approval of amendments to the Statutory and Legal Scheme

Paper ref: 21-11-B22

End of Public Board meeting

**13.20
(30 mins)**

11. Public Q&A Session

13.50

Close Meeting

Unconfirmed Minutes

Title of meeting:	NRW Board Meeting – Public Session Attendees in person at Plas Tan y Bwlch, Maentwrog, Gwynedd and via Microsoft Teams
Date of meeting:	23d September 2021
Present Board Members:	Sir David Henshaw, (Chair) Clare Pillman, Chief Executive Prof Steve Ormerod, Deputy Chair Karen Balmer Julia Cherrett Geraint Davies Paul Griffiths Zoë Henderson Prof Calvin Jones Mark McKenna Dr Rosie Plummer Prof Peter Rigby
Present Executive Team Members:	Rachael Cunningham, Executive Director of Finance and Corporate Services Ceri Davies, Executive Director of Evidence, Policy and Permitting Prys Davies, Executive Director of Corporate Strategy and Development Sarah Jennings, Executive Director of Communications, Customer and Commercial Gareth O'Shea, Executive Director of Operations
Additional Attendees Present:	Colette Fletcher, Head of Governance & Board Secretary (All items) Caroline Hawkins, Corporate Planning, Performance & Strategic Assessment Manager Item 6 Sioni Davies, Advisor, Corporate Planning & Performance Item 6 Charlotte Morgan, Wellbeing, Health and Safety Manager Item 7 Julia Allen, Lead Specialist Advisor, Human Resources Item 8 Steve Burton, Head of People Management Item 8 Rhian Jardine, Head of DPAS and Marine Item 9 Andrea Winterton, Marine Services Manager Item 9 Pete Jordan, Development Planning Advice Service Manager Item 9 Mary Lewis, Sustainable Places Land and Sea Manager Item 9
NRW Observers:	Rhian Jardine, Head of DPAS and Marine Meinir Wigley, Integrated Communications Team Leader Kate Evans, Manager, Public Affairs / Private Secretary to CEO Jacqueline Kedward, Head of Internal Audit
Public Observers:	Gareth Wardell Steve Griffiths, BASC Director Wales

Declarations: Dr Rosie Plummer – Pembrokeshire Coast National Park Authority Board Member, Plantlife Trustee, Centre for Alternative Technology Trustee, Owner of SAC riverside property

Apologies: Catherine Brown

Secretariat: Natalie Williams
Jocelyn Bengner

Item 1. Open Meeting

1. The Chair opened the meeting and welcomed everyone. Declarations of interest were made as noted above.

Item 2. Review Minutes and Action Log

2A. Review Minutes from Public 14th July meeting

2. The minutes from the public July meeting were reviewed and agreed.

2B. Review Public Action Log

3. The action log was reviewed.

Item 3: Update from the Chair

4. The Chair commented on the meeting being the first face to face meeting for Board members since the start of the pandemic. The Chair looked forward to welcoming members of the public in person again at a future meeting.
5. The new Welsh Government (WG) agenda was welcomed, and it was noted that discussions were proceeding with Ministers on the environment.

Item 4: Chief Executive's Report

6. This had been delivered at the private session of the Board meeting.

Item 5: Update Reports of Committees

7. Karen Balmer presented the Audit and Risk Assurance Committee (ARAC) Annual Report 2020/21 on behalf of the ARAC Chair. A range of 12 internal audit reports had been received during the year and of these, one opinion was Substantial, three Limited, and the remainder were Moderate. From this, the overall opinion was determined as Limited assurance for this financial year. ARAC were concerned at the lack of consistency and control and addressing concerns. The Board were advised to remain concerned, although significant progress was being made, led by the Executive Team (ET), particularly in areas such as the Baseline Review and Three Lines of Defence work. On behalf of ARAC, thanks were offered to the Audit Team, Secretariat and all who had contributed to the audits and delivery of the Audit Plan.

APPROVED: The ARAC Annual Report 2020/21 was approved.

8. The Chair of the People and Remuneration Committee (PaRC) provided a verbal update on the meeting held on 16th September. Progress was being made on the People

Strategy, and the People Board was now up and running. A paper was welcomed on Performance Management and there was a continued focus on Equality, Diversity and Inclusion (EDI). The Adfywio/Renewal Programme was now being led by Victoria Rose-Piper and hybrid working trials were due to take place. Progress was being made on rota discussions. Work on placements and the Kickstart programme was progressing. The Transformation Leadership Programme, Ymlaen, was receiving good reviews. Some risks were reviewed, and compliments were offered to the Wellbeing, Health and Safety Team for their work. Neurodiversity training had taken place for Board members. This was very well received, and all were encouraged to take part in future training sessions.

Item 6: Business Plan and Performance Dashboard Quarter 1 Report

Attendees: Caroline Hawkins, Corporate Planning, Performance & Strategic Assessment Manager; Sioni Davies, Advisor, Corporate Planning & Performance; Sarah Williams, Head of 2050 Vision and Corporate Strategy (*Microsoft Teams*)

9. The Chief Executive presented an overview of the first quarter performance update from April to the end of June, plus the latest news on some of the indicators. Thirty-four Performance Dashboard measures which had been previously agreed by the Board were reported. The Red Amber Green (RAG) status was reported as three Red, 10 Amber, and 21 Green. Three of the indicators were highlighted during the presentation.
10. Measures in response to the strategic priorities were highlighted and the performance as noted in the paper was described. It was noted that 'Delivery of the remaining water related investigations and development of updated River Basin Management Plans' was rated as Red. This had been impacted by the work needed on Special Areas of Conservation (SAC) rivers. ET would be conducting a deep dive on this. Progress on reducing pollution from metal mines was rated as Amber. It was noted as a complex process involving around 1500 mines across Wales, although work on this was progressing.
11. The UK Woodland Assurance Scheme (UKWAS) was rated as Amber at the end of Quarter 1, however, a Green rating was anticipated for Quarter 2 following the successful recent UKWAS audit. Congratulations were offered to all the teams involved. Board members acknowledged the result and commended the work done.
12. Board members discussed the issues around the use of evidence. The recent recruitment of the new Head of Knowledge and Evidence was noted. Board members highlighted the need to ensure that the web pages for the State of Natural Resources Report (SoNaRR) were in an accessible format and subject to an ongoing refresh through the five-year programme. A timeline of when each of the products would be available on the website was requested. The relationship between the findings of SoNaRR to the outcomes from the Baseline Review was emphasised.

ACTION: A timeline to be provided to Board members for SoNaRR product availability on the website.

13. Board members discussed the measure 'Response to high category incidents within four hours' which was rated as Amber. The target was 95% and the performance was noted as 93% for Quarter 1. Board members were concerned that high numbers of staff in Fixed Term Appointment (FTA) roles were affecting performance against this measure and this issue was discussed. The Executive Director of Finance and Corporate Services informed the Board that only around 10% of the workforce were FTAs and that more work was needed on this issue. The Executive Director of Corporate Strategy and Development confirmed that workforce planning responsibility had been passed to leadership within the

organisation for them to determine their priorities within their budget allowance. A note on this was requested for the next meeting.

ACTION: The Executive Director of Corporate Strategy and Development to provide the Board with a briefing note on Fixed Term Appointments.

14. Discussion took place on some of the issues around forestry and timber. The forecasting process and targets for timber sales were clarified. The different pressures and issues around the expansion of forest cover in Wales were considered. The selection of species for planting was questioned and it was confirmed that planting was underpinned by UKWAS requirements. It was noted that in some areas, removing forest cover was the correct approach and that decisions such as these were taken in the context of SMNR (the Sustainable Management of Natural Resources). The impact of tree disease and the dramatic effect on the Welsh Government Woodland Estate (WGWE) and the supply of quality timber was highlighted as a significant issue. It was agreed that a site visit to view a Forest Resource Plan would be useful and that this would be arranged with the Senior Specialist Advisor, Plant Health. Board members requested a summary paper at the next Board meeting incorporating the issues around forestry and timber and the outcomes from the deep dive on timber. The Executive Director of Communications, Customer and Commercial agreed to host some local visits for new Board members.

ACTION: Summary paper on forestry and timber issues to be provided at the next Board meeting.

ACTION: The Executive Director of Communications, Customer and Commercial to host local forestry-focused site visits for new Board members and a forest site visit to be arranged for Board members to view a Forest Resource Plan.

Item 7: Wellbeing, Health and Safety Quarter 1 Report

Presenter: Charlotte Morgan, Wellbeing, Health and Safety Manager (*Microsoft Teams*)

15. The Executive Director of Corporate Strategy and Development introduced the item and the Wellbeing, Health and Safety (WHS) Manager gave an overview of the WHS Quarter 1 Report. The chainsaw incident had been closed, and the Health & Safety Executive would be using the incident as a case study. The AssessNet information on mountain bike injuries was highlighted and, where reported to visitor centres, the area would be assessed, and further investigations carried out if necessary. Teams would be audited in October, November and December on the British Standards Institute for Health and Safety at Work, ISO 45001.

16. Board members commented on the positive outcome of the progress being made on pre-qualification questionnaires for contractors and customers working on NRW land.

Item 8. Equality, Diversity and Inclusion Project

Presenters: Steve Burton, Head of People Management; Julia Allen, Lead Specialist Advisor, Human Resources (*Microsoft Teams*)

17. The Executive Director of Corporate Strategy and Development introduced the item, which aimed to obtain the Board's thoughts and perspectives on Equality, Diversity and Inclusion (EDI) to feed into the development of the EDI Plan. The paper included the key priorities identified by the EDI Task & Finish Group and these would form the basis of the discussion. The draft WG Race Equality Plan for Wales and the proposed outcomes and actions within this for senior leadership level were highlighted. Work had been started with

Environmental Non-Governmental Organisations (eNGOs) in Wales to better understand what might be effective across the sector.

18. The Chair welcomed the report and invited comments from Board members. Issues around recruitment were discussed in detail. The progress made over the decades, for example, women on Boards and working in science, was recognised, although the universal design barriers to employment and racial diversity within the environmental sector were ongoing. Examples of good practice from Maxwell Ayamba in Sheffield were highlighted. Recruitment was seen as a key, as clear workforce diversity was likely to increase the reach in attracting diverse candidates.
19. The importance of considering inclusion across the spectrum of socio-economic and ethnic groups was emphasised. Engagement across the wider community, including people accessing the NRW Estate and diversity within the teams that work within the communities would be important. The range of roles available within NRW was noted and the value in employees from diverse backgrounds across the organisation was highlighted. The importance of reaching out to schools and engaging with young people was also recognised. The value of the Kickstart programme was noted. The neurodiversity training was also highlighted as an excellent session.
20. The importance of language and how this could unintentionally exclude was raised as an issue. This was a key consideration not just during the recruitment process but also during the course of employment. Working with partners and learning from other organisations, not just eNGOs, would be important.
21. It was agreed that there were no quick fixes for this issue as broader societal processes were in action but Board members welcomed the work being done in this area.
22. The Chief Executive considered the question of what leaders could do and agreed to include an anti-racism aim within her objectives. It was noted that change came from visible and active leadership, therefore all would need to think about what could be done on this. This would be considered further at the next meeting.

ACTION: The role of leaders in EDI to be revisited at the next meeting.

23. It was agreed that the Executive Director of Finance and Corporate Services, as a Trustee of Chwarae Teg, would support a placement route to Non-Executive.

Item 9. Marine and Coastal Delivery and Place Presentation

Presenters: Rhian Jardine, Head of DPAS and Marine; Andrea Winterton, Marine Services Manager; Pete Jordan, Development Planning Advice Service Manager; Mary Lewis, Sustainable Places Land and Sea Manager (*in person*)

24. The Sustainable Places Land and Sea Manager gave a presentation on the key areas of strategic delivery. The paper provided detail across the programme. The Marine Services organisation chart was shared. The adaptive management approach and how this was being used in tidal energy projects was described. The importance of research and evidence was highlighted and an example of the research into carbon storage in the coastal environment was explained. Protected site condition and indicative site condition assessments and their use in advice was described. Habitats in unfavourable condition due to water quality highlighted the importance on source to sea water quality. The challenges relating to the Offshore Renewable Energy Programme and the importance of collaborative working with WG and partners were described.

25. The Head of DPAS and Marine gave a bilingual presentation which provided an update on progress on the ground and how the strategic aims delivered SMNR. A case study on marine monitoring was shared. The challenge and cost of monitoring the marine environment was described. Options for an integrated UK marine biodiversity monitoring programme were being developed and the Wales preferred option was shared, which would involve a significant increase in monitoring but also costs. A business case had been submitted to Defra (Department for Environment, Food and Rural Affairs) but this had been delayed due to Covid.
26. The Marine Services Manager presented an overview of the Natura 2000 capital funding to improve marine biodiversity in Wales in 2020/21. The challenges on delivering within a single year were highlighted. Board members were informed of the monitoring and equipment purchased and the projects with partners that were taking place. A short video showing rare footage of an angel shark in Welsh waters was shared. The management of cockle fisheries was explained. Offshore Renewable Energy sites and the challenges around the new technologies, size and complexity were shared. The case study at Morlais was explained. An adaptive management approach was being undertaken on this and the level of scrutiny was shared.
27. The Development Planning Advice Service Manager presented an overview of the Development Planning Service and the main consenting types. NRW's function as a statutory consultee to the planning process and the volume of applications were described. Continuous improvement and evolution were carried out taking into account customer feedback. The range of casework undertaken across the spectrum of subjects was described.
28. The Chair thanked the team for an excellent presentation and invited discussion from the Board.
29. The increased use of technology was welcomed but questions were asked on the scope for sharing knowledge and evidence with others and not just those from the environmental sector. It was confirmed that technology was used as an additional resource and the breadth of opportunities was considered. Evidence was shared through publishing and advice available on the website. The involvement of grant-aided partners and volunteers through citizen science was highlighted. Engagement with research partners took place particularly in areas where NRW resources were not available. The impact of water quality on the unfavourable status of habitats was discussed.
30. Board members considered the developments in marine energy projects and expressed the concerns of some stakeholders on the level of opportunity for engagement. The large increase in work in this area was noted as a potential area of concern and whether additional staff would be needed for address this. It was noted that the WG deep dive on renewable energy was due to take place soon. The role of discretionary services and charging would need to be considered in the context of the Baseline Review.
31. The role of salt marsh in carbon storage and its comparison with woodland was discussed. Board members were interested in the possibilities of blue carbon and the benefits of restored marine and coastal habitats.
32. Issues around health and safety were considered. Examples of the required training were provided and the normal working practices that were followed.

- Board meeting closed -

Item 10. Public Q&A Session

33. The Chair invited questions from the public.

34. Gareth Wardell had provided a question in advance of the meeting on combined storm overflows (CSOs) and was keen to ensure that the issue was not lost. The Executive Director of Operations responded that work on the subject was ongoing with Ofwat and the water companies. Advice and guidance were provided along with enforcement where necessary when issues arose through reports or monitoring.

35. Mr Wardell asked a supplementary question on the issues around CSOs and related permitting. The Executive Director of Evidence, Policy and Permitting responded to confirm that CSOs was being reviewed to ensure that every CSO had a permit and was monitored.

36. It was agreed that a briefing on the subject of CSOs would be prepared for Mr Wardell.

ACTION: A briefing to summarise the ongoing work on combined storm overflows to be sent to Gareth Wardell.

- Public Meeting closed -

Board Meetings										
Action No.	Meeting Category	Meeting Date	Item No	Para No	Paper Sponsor	Action	Owner	Due	Status	Notes/Updates
9	Public	26/11/2020	6	20	Prys Davies, Director of Corporate Strategy and Development	ACTION: Executive Director of Operations to discuss with Head of North East Wales Operations having a future discussion with the Board on the 4-hour limit on incidence response.	Gareth O'Shea, Executive Director of Operations South	27/01/2022	Ongoing	Added to the list of potential strategic discussion items, Place presentations, Evidence sessions and site visits. Suggest this is the strategic discussion item for the Sept Board meeting and we delay the theme wrap up on previous strategic discussions to accommodate. Added to Forward Look for November. To be considered as part of the item on Place Presentation cross-cutting themes, moved to January 2022 Board
10	Public	26/11/2020	8	31	Gareth O'Shea, Executive Director of Operations South	ACTION: Head of South West Operations to provide a note to the Board on new innovations/ technologies/ ways of working used that have helped the operations teams during Covid.	Gareth O'Shea, Executive Director of Operations South	20/12/2020	Ongoing	Updated requested 13/07/2021 Update requested 02/09/2021 Update requested from Martyn and Gareth 22/10/21
24	Public	24/03/2021	4	10	Clare Pillman CEO	ACTION: Secretariat to canvass availability for a Board Development Day in July to focus on reflection and future challenges post-Covid.	Secretariat	31/03/2022	Ongoing	The Chair has confirmed that Board Development Days to be on hold until face to face meetings are possible
81	Public	23/09/2021	6	12	Clare Pillman CEO	ACTION: A timeline to be provided to Board members for SoNaRR product availability on the website.	Sarah Jennings Executive Director CCC Catrin Hornung, Head of Communications & External Relations	01/11/2021	Ongoing	
82	Public	23/09/2021	6	13	Clare Pillman CEO	ACTION: The Executive Director of Corporate Strategy and Development to provide the Board with a briefing note on FTAs.	Prys Davies, Executive Director of Corporate Strategy and Development	08/11/2021	Ongoing	The briefing note is being prepared and will be circulated w/c 8th November.
83	Public	23/09/2021	6	14	Clare Pillman CEO	ACTION: Summary paper on forestry and timber issues to be provided at the next Board meeting.	Sarah Jennings Executive Director CCC	07/01/2022	Ongoing	On agenda for January Board
84	Public	23/09/2021	6	14	Clare Pillman CEO	ACTION: The Executive Director of Communications, Customer and Commercial to host local forestry-focused site visits for new Board members and a forest site visit to be arranged for Board members to view a Forest Resource Plan.	Sarah Jennings Executive Director CCC	01/11/2021	Completed	Visit to Treherbert and the Welcome to our Woods Skyline project 11 October 2021 by NRW team and new Board Members
85	Public	23/09/2021	8	22	Prys Davies Executive Director CS&D	ACTION: The role of leaders in EDI to be revisited at the next meeting.	Prys Davies, Executive Director of Corporate Strategy and Development	07/01/2022	Ongoing	This will be considered as part of the EDI item, which we are currently planning on bringing to the January Board meeting.
86	Public	23/09/2021	10	38	Sir David Henshaw	ACTION: A briefing to summarise the ongoing work on combined storm overflows to be sent to Gareth Wardell.	Ceri Davies, Executive Director of Evidence, Policy and Permitting	22/10/2021	Ongoing	Mark Squire to prepare a high level public briefing. Nadia to sign off.

Board Paper

Paper Title:	Audit and Risk Assurance Committee (ARAC) Update
Paper Reference:	21-11-B13
Paper Sponsored By:	Catherine Brown - ARAC Chair
Paper Presented By:	Catherine Brown

Purpose of Paper:	Information
Recommendation:	To note the update

Issue

1. This paper provides an update to the Board following the ARAC meeting on 5 October 2021. The minutes from the meeting can be made available to any Board member interested.
2. Issues that in the opinion of the ARAC Chair should be brought to the attention of the whole Board are highlighted below.

Update

Audit Wales update - Audit of Accounts Report Addendum (2020/21)

3. Audit Wales updated ARAC on the recommendations in the Audit of Accounts Report Addendum, specifically the two recommendations (timber contract security controls and management of leases) that had been partially accepted by Management.
4. ARAC were disappointed to learn that there were still issues around timber and compliance. Management were asked to reconsider whether in fact they should fully accept the findings and recommendations of Audit Wales.

Internal Audit update

5. The Committee reviewed three Internal Audit Reports and one follow up report. The Statutory and Legal Scheme Audit Report offered a substantial assurance opinion. Both the Timber Restocking and the Alignment of Organisational Planning Audit Reports offered moderate opinions.
6. The follow up to the Reservoir Safety Internal Audit Report indicated that some progress had been made in implementing the recommendations from the original audit. As the Board had clearly stated its position in respect of the essential importance of reservoir

safety, we reflected on the seriousness of the situation and stressed again the importance of managers gaining a high level of personal assurance around these critical areas. The findings of this report highlighted again the cultural problems within the organisation, a theme that emerged in timber and grants, which needs continued focus, alongside the Three Lines of Defence work and Baseline Exercise.

Climate Change Risk within NRW

7. Following the recently published guidance for ARAC's on Climate Change Risks the Committee were updated on the work that had been carried out to assess NRW's current position and plans to further integrate climate related risks into the strategic risk register.

Whistleblowing

8. ARAC reviewed the Whistleblowing Annual Report 2020/21 and were pleased to learn there were no cases that required addressing through the Whistleblowing Policy. Consideration will now be given to the metrics that could be provided to ARAC in order to be satisfied that staff truly have no concerns. ARAC also scrutinised the revised Whistleblowing Policy as part of the two-yearly review.

Corporate Risk Assurance - Strategic Risk Register Deep Dives

9. ARAC reviewed the deep dives that had been carried out by other sub-committees of the Board and noted that there was a different level of maturity across the committees in terms of their engagement with this process. ARAC reiterated that the "ask" of sister committees needed to be clear - they are asked to confirm that it is their view that for the risks over which they have lead oversight, the mitigating actions are sufficient to move the risk to within the risk appetite agreed by the Board within a timescale which seems acceptable to the committee.
10. A substantive item is planned for December ARAC to review the Strategic Risk Register. The Chair/a member of each committee will be invited to attend the session to ensure that the views of each committee are properly taken into account.

ARAC Effectiveness Review 2021

11. ARAC agreed the arrangements for the 2021 ARAC Effectiveness Review. A different approach is being taken this year which will hopefully assist ARAC in understanding whether the Committee are meeting the needs of the Board, Executive Team and Leadership Team Group.



Paper Title:	Flood Risk Management Committee (FRMC) Update
Paper Reference:	21-11-B15
Paper Sponsored By:	Julia Cherrett, FRMC Chair
Paper Presented By:	Geraint Davies, FRMC member

Purpose of Paper:	Information
Recommendation:	To note the update

Issue

1. This paper provides a brief update to Board following the FRMC meeting of 12 October 2021.

Update

Committee Membership

2. Paul Griffiths and Calvin Jones have joined the committee, and this was their first meeting. A short introductory session for the new members was run before the main meeting began.

Flood Recovery and Review Implementation Programme

3. The progress summary report for the Programme was considered. It was noted that since July, five actions had been completed and 12 actions had moved to the delivery stage. The programme is Amber, and the key components of the 'pathway to green' were examined. Key issues that need focus were the current recruitment campaign and the ongoing rota consultation. It would be helpful to focus on the key actions arising from the 74 recommendations and to have in place contingency arrangements for the longer term actions. There was discussion about winter preparedness, and it was suggested that there should be an item at the November Board on this.
4. The Committee approved, subject to some re-wording, the changes to align the 10 recommendations of the Land Review report under 4 workstreams to enable a better focus on key deliverables. Members emphasised the need for delivery indicators and milestones, and these will be incorporated in future reports.

Capital Programme

5. The current programme value was reported at £20m against a budget of £17m, with the comment that this level of over-programming is typical at this time of year and it will reduce. Officers were confident that the budget will be utilised, although there are clearly as always project risks. The Committee approved the medium term plan for future years.

Reservoirs

6. Officers reported that our biennial report on reservoir safety in Wales (2019-21) was provided to the Minister for Climate Change, as per the requirements of the Reservoirs Act, and is now published on our [website here](#). Officers also reported on continued steps to develop our regulatory approaches to further ensure safety.

Strategic risk on incident management

7. The Committee considered the risks and management actions associated with incident management (Strategic Risk SR09). Discussion included how we have identified actions to reduce to the target score of 9 (which is amber) over a 12 – 18 month period, but that is not the limit of our ambition and we would plan to go further in future stages to drive towards green scores, if possible.

Consideration of Business Cases

8. The Full Business Cases for the significant schemes at Stephenson Street (Newport) and Ammanford were considered. Following discussion and questions, FRMC gave their support to these cases and endorsement for approval by Board.

Key other business

9. The Remit Letter for Flood Risk Management from the Minister was shared and discussed. The recognition in that letter of the challenges ahead for all organisations in the face of the climate emergency was welcomed, but this is balanced with the reality of the resource limitations at NRW's disposal to deliver. Officers are of the view though that the specific actions in the letter for the 21/22 year are achievable.
10. Officers informed members that the annual report for flood risk management was finalised, and this now been published on our [website here](#). This is the first time NRW has completed such a report. It is produced for several reasons including to report on delivery to WG, and to share with stakeholders.



Board Paper

Paper Title:	Protected Areas Committee (PrAC) Update
Paper Reference:	21-11-B16
Paper Sponsored By:	Rosie Plummer - PrAC Chair
Paper Presented By:	Rosie Plummer

Purpose of Paper:	Information
Recommendation:	To note the update

Issue

1. This paper provides an update to the Board following the PrAC meeting on 5 October 2021. The minutes from the meeting are available on Diligent for access by all Board members interested.
2. Matters that in the opinion of the PrAC Chair should be brought to the attention of the whole Board are highlighted below.

Update

Integrated Designated Landscapes Programme

3. The Integrated Designated Landscapes Programme had been considered by the NRW Board two weeks prior to the PrAC meeting, therefore the Committee were provided with a verbal progress update on this occasion.
4. PrAC will be provided with a substantive update at the next meeting (1 February 2022) on: the mechanisms being developed to ensure good governance; pre-screening work for the National Park designation process; the outcome from the high level discussions with the local authorities involved; project specifications and; the quality and robustness of the evidence that was required to underpin the process. A revised and modernised process for assessing the case for statutory landscape designations was also being prepared for discussion at the February meeting.
5. A formal response had not been received from Welsh Government in relation to specific resource requests for NRW to undertake the process by the date of the PrAC meeting, but the Committee were in agreement that NRW could not properly undertake a process that was not adequately resourced.

6. The Committee will be provided with an update on the 30 x 30 work and NRW's role in helping to achieve this target, at the next meeting.

Marine Protected Area Network Completion Project

7. PrAC were updated on NRW's involvement in the programme of work to identify new Marine Protected Areas. This project assists WG in meeting its obligations, and broader drivers around improving ecosystems under the Wellbeing of Future Generations Act.

Protected Sites Delivery Programme

8. In June 2021 the Committee undertook a deep dive of the business plan measure - *'Priority actions undertaken on protected sites to improve condition of features'* due to the move from green to red status in the Year End Report. The Committee was updated again in October on the completion of planned actions in the protected sites delivery programme and progress being made to ensure improvements continue to be made in this area. PrAC will be updated further at the next meeting to ensure this programme of work is on track, as well as being alerted sooner should any issues come to light.

Annual Effectiveness Review

9. The Committee's annual Effectiveness Review will commence in November 2021. A questionnaire with a reduced number of questions will be used for Committee members and regular/occasional attendees for this review. The results will be reviewed at the February meeting.

PrAC Governance

10. PrAC remains keen to ensure the robustness of the Committee through members having the appropriate expertise and training.
 - Protected sites legal training is being arranged, not only for the benefit of the new PrAC member Mark McKenna, but to act as a refresher for existing members. It is likely that the Committee will have three protected sites notifications to consider in June 2022. Early arrangements are being made to facilitate these additional meetings to ensure quoracy.
 - A briefing session will also be arranged for members on the designation process to help them better support this programme of work.

Board Paper

	Paper Details
Paper title:	Performance Report Quarter 2 2021/22
Paper Reference:	21-11-B17
Paper sponsored by:	Clare Pillman, Chief Executive
Paper Presented by:	Executive Team
Purpose of the paper	Scrutiny
Recommendation	<p>The Board is requested to scrutinise NRW performance for the second Quarter of 2021/22 and specifically consider:</p> <ul style="list-style-type: none">• Progress against each measure reported on the Business Plan Performance Dashboard• Actions NRW is taking• Predicted end of year out turn for each measure

Issue

1. This performance report is based on the measures that were signed off by the Board alongside the 2021/22 Business Plan. The Board is asked to scrutinise the report which is published on our website.

Background

2. The Business Plan Performance Dashboard report is one of the Board's principal ways of scrutinising our delivery.
3. The Performance Report (Annex 1) was developed as part of the process to prepare the 2021/22 Business Plan with the Board and the Executive Team, working closely with the Leadership Team.

4. The report consists of:
- A **dashboard** providing an overview of performance against the 2021/22 measures set out by Strategic Priority as set out in the Business Plan.
 - **Table of strategic priorities and topics** to help navigate the report.
 - **Summary for each Topic** showing progress relating to the subheadings in the Business Plan
 - **Details for each specific measure** with year-end position
5. This is the second report against our Business Plan Performance Dashboard for 2021/22: it relates to our Corporate Plan to 2022, which will now run to 2023.

Assessment

6. Our performance for Quarter 1 is summarised below:

	Quarter 1 (1 April – 30 June 2021)	Quarter 2 (1 July to 30 Sept 2021)	Quarter 3 (1 Oct – 31 Dec 2021)	Expected Year End (31 st March 2022)
Red	3	2		1
Amber	10	8		5
Green	21	24		28
Total	34	34		34

7. The Board is requested to scrutinise the performance report, noting the following:
- Much of our work relies on partners who have quite rightly needed to redirect their work as a result of Covid-19.
 - Although Covid-19 restrictions have eased to some extent many of our staff still have caring and some home-schooling responsibilities: staff are still working from home where they can.
 - Additional internal measures (on payment performance and Personal Development Plans for example) have been included in this report, with exacting targets. This is as an interim as we move towards a separate internal performance dashboard which will sit alongside our Quarterly reporting. The internal performance dashboard will be reported on from Q3 and will be based on a 'basket of measures' which are currently internally monitored by our Leadership Team. Measures include Health and Safety monitoring, Accident Near Misses and were already part of the original Business Plan Dashboard.
 - We will continue to monitor our expected end of year Red / Amber / Green ratings carefully so that we can highlight and address any changes in status as soon as possible.
8. Below we have briefly highlighted the findings from this report by Strategic Priority: details can be found in the report itself.

Responding to the climate emergency

- **Verification of Glastir Woodland Grant scheme applications** is currently **Green**. Our milestone for this measure is to provide the number of applications and area for the relevant scheme rounds. For Round 9, we expect 202 applications from Welsh Government totalling 1,698 hectares. We have received 156 to date of which 123 management plans have been completed (covering 575 hectares) and returned to Welsh Government. 32 are progressing accounting for a further 392 hectares. One plan has been returned to Welsh Government unverified.

For **Round 10**, we expect 140 applications totalling 2,270 hectares. To date 21 have been received. Of these 7 have been completed and returned covering 105 hectares. A further 14 are in progress covering 41 hectares.

- **Area of new woodland created on the NRW Estate** is rated **Green**. Our milestone for this measure is to have sufficient sites in progress to be confident of achieving our year-end milestone of 150 hectares acquired or identified and 150 hectares planted. We have completed the acquisition of one site of 27ha and have instructed solicitors on a further four sites totalling 208 hectares. We are also investigating a further 13 sites totalling circa 900 hectares.
- **Actions undertaken to restore Welsh peatlands** is rated **Green**. We have allocated a total of £600k of funding to 11 recipients across Wales. 9 recipients have initially accepted and have submitted proposals worth £476k and are currently undergoing assessment. Groundworks contracts have been let to begin restoration on 34.58 hectares of the Welsh Government Woodland Estate including 5 hectares on National Nature Reserves. We are currently on track to achieve our year-end milestone activity of 600 hectares of peatland restoration activity undertaken and expect we will be Green at year-end.
- **Maintain flood risk assets in high risk systems at target condition** is rated **Amber**. Our target for this measure is 98% of flood risk assets in high risk systems at target condition. We have not quite achieved this. We are at 97.8% for Quarter 2, an improvement from our quarter 1 performance of 97.5%. The number of assets Below Required Condition (BRC) has decreased during Q2 from 88 to 78. To reach the target, we need to have no more than 70 assets Below Required Condition.

Responding to the nature emergency

- **Priority actions undertaken on protected sites to improve condition of features** is currently **Green**. Our milestone for this measure is to have 30% of actions completed or underway. We have completed this. 43% of actions in the work programme were underway or complete by end of September: 68 underway and 41 complete. This programme has received additional Welsh Government capital funding this financial year, which is focussed on Section 16 land management agreements with owners and occupiers, the Dynamic Dunes Project, Protected site management in Areas of Outstanding

Natural Beauty, curlew, river restoration and marine projects. We continue to monitor this measure very carefully.

- **Delivering targeted action for declining species or those on the edge of extinction** is rated **Green**. We have been successful in securing Natur am Byth National Lottery Heritage funding for the development phase of this project, which began on September 1st. We have recruited a Project Manager, an Engagement Senior Advisor and a Finance and Administration Officer as well as securing a £30k match funding from Welsh Government for the development phase. We are currently on track to achieve our year-end milestone for this measure to report on development of priorities for the Declining Species Programme and we expect to be Green at year-end.
- **Number of UKWAS Major Corrective Action Requests (CARs)** is currently **Green**. Subject to confirmation by the Certification Body, in 2021 we retained certification with 1 major CAR, 1 minor CAR and 5 Obs (Observations). Overall, we have the fewest CARs and Obs. for at least 10 years. This is reasonable result, but we want fewer still. The 2021 major CAR has now been closed. On receipt of the final report, we will plan to close the 1 minor CAR and 4 Obs at the 2022 audit. 1 Obs will remain open during the period of the certificate with evidence of progress being provided annually.
- **Progress of our work to reduce pollution from metal mines** is currently **Amber**. Our milestone for this measure is to produce a further outline design and a further detailed design We have completed the outline design for Surface Water Diversion at Frongoch. However, we will not have fully completed Esgair Mwyn's detailed design until Q3/early Q4. We currently expect we will be Amber at year-end because of the decision to incorporate our work at Parc into a broader project.
- **Deliver remaining water related investigations and develop updated River Basin Management Plans** is rated **Red**. We have not completed this activity. Our target for Q2 was 270 investigations plus those carried forward (62) from Q1. We have completed a further 45 investigations in Q2 in addition to the 73 completed in Q1. Currently many of the staff working on these investigations are diverted into other priority workstreams, Area Statements, SAC rivers, and 2021 classification for example. Some investigations do not have sufficient monitoring data to enable staff to close them, therefore these will not be completed until further monitoring in 2022 has been done. Delays with the programme have also been caused by having to recruit successive Fixed Term Appointments into Environmental Assessment Teams and train them up sufficiently to assist with the workload.

We will now work to factor in around 100 investigations into 2022/23 due to the seasonal requirements. We will reprofile the remaining programme for Quarter 3 and 4.

Developing and using our evidence with partners to advocate for and deliver SMNR

- **Promote, advocate and encourage use of State of Natural Resources Report** is rated **Green** for this Quarter. We are encouraging the use of the evidence in SoNaRR2020 to inform the PSB (Public Services Boards) well-being plans and in the Town and Country Planning System. We will continue to promote, advocate and encourage the use of SoNaRR2020 with organisations across Wales. We will work with Welsh Government (WG) to ensure SoNaRR2020 is useful while revising the Natural Resources Policy. However, the timescale for WG to do this work has changed and is now outside of the next reporting period so will not be completed by December 2021. We are currently on track to achieve our year end milestone activity of summary of engagement, feedback and use of SoNaRR and the application in Area Statements in Q4.

Developing NRW into an excellent organisation that serves the communities of Wales

- **Response to incidents (initial category 'High', within 4 hours) is rated Amber.** This quarter our performance is at 89% against our 95%. The cumulative total for the last 12 months is 91%, making this measure Amber. We are not on track to meet our year-end target of 95% and expect to be Amber at year-end. Recent improvements in performance have been in part, driven by the work of officers on fixed term contracts, most of whom have now moved to permanent roles elsewhere. This is leading to clear reductions in performance. We are looking to extend or recruit 4 posts to help in the future.

We will continue to press for performance improvements, by raising awareness among staff of the need for timely and accurate recording of the responses they carry out to initial High Level incidents. This is essential given that that most performance failings are due to missing or mis-recorded information. We will also continue to streamline our process and improve the use and accessibility to the Wales Incident Reporting System to help the user and improve our incident evidence base.

- **Performance of regulated sites and water quality discharges** is rated **Green**. Our target for this measure is 75% of category 1 and category 2 compliance breaches to have an appropriate regulatory response determined within 6 months. There have been 8 category 1 and category 2 compliance breaches in this quarter and 100% have had an appropriate response. This is a significant decrease from previous quarterly reporting.
- **Make payments on time** is currently **Red** as we are currently running at 89% and have not achieved our 95% target. This is due to abnormally high staff

sickness levels. This is an improvement on the previous quarter which was at 79%. We have been focusing on the clearance of the backlog of invoices received in the mailbox. The team are currently actioning invoices that are three weeks old and we need to get this back on track to pay invoices within 30 days of the invoice date which will enable us to reach our target.

To reach the target we aim to temporarily increase the staffing levels which will take 4-6 weeks to have an impact. Transactional Finance Payments team members are currently not taking calls for the Accounts Receivable team as they usually would, to focus on the backlog. For the future we hope to train Income team members to help the Payments team in busy times. Payment team members have processed 4,886 invoices for Q2 compared with 4,112 in the last quarter.

Responding to the Covid-19 pandemic and the UK Leaving the European Union, taking opportunities for a green recovery

- **NRW's contribution following EU** is rated **Green**. We have a progress update for Q2. We are continuing to contribute to the development of new legislation following EU Exit, supporting Welsh Government, and coordinating a comprehensive response from NRW. We are working with other agencies, staff across NRW and with the Interim Environmental Protection Assessor Wales (IEPAW) on environmental governance and have briefed our Executive Team on the long-term impact, risks and opportunities related to the new oversight body and its effect on NRW's work. We are developing proposals for the management of permanent new and additional work following EU Exit. We will work with WG on new legislation, and the new oversight body, other agencies and NRW staff.
- **Implement Covid-19 Renewal programme** is rated **Amber**. Our milestone for this measure is delivery against our programme plan, including the implementation of planned trials initiatives and measurement of benefits delivered. Following the departure of the Programme Manager, we need to recruit the new Renewal Services Manager to lead this programme of work. We have made good progress against many of the planned programme measures and have plans in place for the remainder. Our main focus for the rest of the year is to complete the planned series of hybrid working trials when we are able to and to get feedback from our staff after they have had the opportunity to work in a safe office environment.

Recommendation

9. The Board is requested to scrutinise and agree the performance report for Quarter Two to confirm its suitability for publication.

Key Risks

10. If the performance information provided does not accurately reflect progress towards delivery of the Business Plan, then the Board will be unable to fulfil their role to scrutinise NRW's delivery.
11. If we are further affected by Covid-19, the implications of EU Exit and extreme weather events, staff may be completely overstretched, and we will have reduced capacity to respond.

Next Steps

12. The performance report will be discussed with Welsh Government and submitted to the Minister for Climate Change. It will be published on the Natural Resources Wales website.
13. In Q3 we will be adding a new measure for Natur a Ni (the shared vision for the natural environment to 2050 which we are facilitating). We will also be presenting an internal performance report made up of a 'basket of measures' monitoring how well we are managing NRW as an organisation. This means that we will remove some of our internal measures currently in this report for Q3 onwards: these will then be included in the internal performance 'basket of measures'.

Financial Implications

14. There are no significant financial implications in providing the performance report itself, however part of our quarterly review obviously considers allocation of our resources and finance and performance papers are therefore closely linked.

Equality Impact Assessment (EqIA)

15. The relevant equality impact assessment covers our Well-being Statement, Business Plan 2020/21 and Corporate Plan up to 2022, and was updated in March 2021.

Index of Annex

Annex 1 – Quarter 2 Business Plan Performance Dashboard

Annex 1: Business Plan Performance Dashboard (to Q2)

The green, amber or red status* of each of our [Business Plan](#)'s dashboard measures.

Respond to the Climate Emergency

Current	Measure	Year end	Page
Green	Climate emergency action across NRW	Green	6
Green	Verification of Glastir Woodland grant scheme applications	Green	8
Green	Area of new woodland created on the NRW Estate	Green	9
Green	Actions undertaken to restore Welsh peatlands	Green	11
Amber	Implement Flood Review recommendations	Green	13
Amber	Maintain flood risk assets in high risk systems at target condition	Amber	14
Green	Properties with reduced or sustained protection through capital work	Green	15

Respond to the Nature Emergency

Current	Measure	Year end	Page
Green	Biodiversity action across NRW	Green	18
Green	Priority actions undertaken on protected sites to improve condition of features	Green	20
Green	Actions undertaken on National Nature Reserves on NRW managed land to improve	Green	21
Green	Delivering targeted action for declining species or those on the edge of extinction	Green	22
Green	Number of UKWAS Corrective Action Requests and Observations open and progress...	Green	24
Amber	Progress of our work to reduce pollution from metal mines	Amber	25
Green	Support implementation of the Welsh National Marine Plan	Green	27
Green	Progress NRW actions in Wales Marine Protected Area network management actions plan	Green	28
Red	Deliver remaining water related investigations & develop new River Basin Management Plans	Red	30

*The [key to green, amber or red performance assessment](#) is on page 63 of this report

Developing and using our evidence with partners to advocate for and deliver SMNR

Current	Measure	Year end	Page
Green	Promote, advocate and encourage use of State of Natural Resources Report	Green	33
Green	Use of Area Statements within NRW to embed priorities and opportunities	Green	35

Developing NRW into an excellent organisation that serves the communities of Wales

Current	Measure	Year end	Page
Amber	Response to incidents (initial category 'High', within 4 hours)	Amber	38
Green	Performance of regulated sites and water quality discharges	Green	40
Green	Deliver NRW's combined health and educator training	Green	42
Red	Make payments on time	Green	44
Green	Develop and implement a People Strategy for NRW	Green	45
Amber	Staff personal development plans are in place	Green	46
Green	Complete agreed (mandatory) eLearning	Green	47
Green	Equality, Diversity and Inclusion action	Green	48
Green	Wellbeing, health and safety active monitoring undertaken	Green	50
Green	Number of near miss reports	Green	51
Green	Progress the Customer Experience Strategy	Green	53
Amber	Deliver our Stakeholder Engagement Plan	Amber	54
Amber	Implement our Commercial Strategy	Green	56
Green	Timber volume offered to market / sold / dispatched	Green	57

Responding to the Covid-19 pandemic and the UK Leaving the European Union, taking opportunities for a green recovery

Current	Measure	Year end	Page
Green	NRW's contribution following EU Exit	Amber	60
Amber	Implement Covid-19 Renewal programme	Amber	62

Direct link to each Topic in this report (*links below / right*)

Respond to the Climate Emergency

- [Reducing Our Carbon Footprint \(page 5\)](#)
- [Creating New Woodland \(page 7\)](#)
- [Restoring Peatland \(page 10\)](#)
- [Managing Flood Risk \(page 12\)](#)

Respond to the Nature Emergency

- [Putting Nature at the Centre \(page 17\)](#)
- [Protecting Habitats and Species... \(page 19\)](#)
- [Managing Land Sustainably \(page 23\)](#)
- [Managing the Sea Sustainably \(page 26\)](#)
- [Managing Freshwater Sustainably \(page 29\)](#)

Developing and using our evidence...

- [Improving and presenting evidence... \(page 32\)](#)
- [Work with Partners and communities using Area Statement \(page 34\)](#)

Developing NRW into an excellent organisation...

- [Responding to and Managing Incidents \(page 37\)](#)
- [Regulation – permitting, regulating and... \(page 39\)](#)
- [Benefitting Communities \(page 41\)](#)
- [Developing our Organisation \(page 43\)](#)
- [Ensuring Everyone's Well-being, Health and Safety \(page 49\)](#)
- [Understand and improve our Customers' Experiences \(page 52\)](#)
- [Making the Most of Commercial Opportunities \(page 55\)](#)

Responding to the Covid-19 pandemic...

- [Providing Advice and Guidance \(page 59\)](#)
- [Delivering our Covid-19 Renewal... \(page 61\)](#)

Each topic report (*linked above / left*) reflects a short summary of recent progress in relation to that topic and also states the Business Plan dashboard measures related to that topic.

Priority: Responding to the Climate Emergency

Responding to the climate emergency through coordinating action and delivery in relation to climate adaptation and mitigation, including natural resources impacts and opportunities to reduce Wales' carbon footprint and contribute to [achieving a net zero Carbon Wales by 2030 \[note: external link\]](#).

Our NRW Business Plan sets out the following topics in relation to this priority:

- [Reducing Our Carbon Footprint](#)
- [Creating New Woodland](#)
- [Restoring Peatland](#)
- [Managing Flood Risk](#)

The following pages reflect recent progress on each of those topics, along with the latest performance position in relation to the Business Plan dashboard measure/s for each.

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Topic: Reducing Our Carbon Footprint

Topic summary progress:

- A paper summarising the impact of homeworking, due to the Covid-19 pandemic, on NRW emissions was prepared and presented to the CCDCP (Climate Change and Decarbonisation Change Programme) and Renewal Programme boards, both of which endorsed the recommendations made.
- A paper titled 'Principles for Managing NRW's Built Estate in Response to the Climate Emergency'(CE) was prepared and endorsed by the CCDCP and Renewal Programme boards. Both papers provide evidence to NRW to enable informed decisions to be made about how we adopt to new ways of working post pandemic.
- The Carbon Positive (CP) Team are in the process of reviewing the Adfywio (our Covid-19 Renewal programme) workstreams to identify where positive action can be taken on the climate emergency. As part of this process we are also developing a method for incorporating consideration of the CE into the accommodation pilots. CP will be modelling emission impacts of the accommodation pilots and associated transport emissions. These in-year increases in work requirements are having a knock-on impact on delivery of other parts of the programme. There are also delays and issues with the travel actions and use of budget.

Topic owner: Ruth Jenkins

Business Plan dashboard measure/s for this topic:

- [Climate emergency across NRW](#)

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: Climate emergency action across NRW

The measure reflects activity being undertaken on the Climate emergency across NRW: through the delivery of our climate change decarbonisation programme.

Latest position (to end of September 2021):

- Our **milestone for this measure is to ensure the Renewal process has the evidence required to ensure organisational decarbonisation is embedded in the programme.** We have completed this activity. The Carbon Positive Team have presented two papers to the Renewal Programme Board on i. the Impacts of Covid-19 and homeworking on NRW's emissions and ii. Managing NRW's Built Estate in Response to the Climate Emergency. We are carrying out a review of climate change impacts of the Renewal workstreams. Carbon Positive now have representation on the Renewal Programme. We are also developing an approach to ensure that accommodation pilots consider decarbonisation and the climate emergency with the aim of making recommendations as to how consideration of the climate emergency can be embedded in the process.
- This measure is **green**.

What we are doing next:

- We will complete the review of workstreams (above.), provide a third paper on decarbonisation pathways for our built estate and progress our position on decarbonising procurement and delivery of the case studies. We are working to submit our net zero carbon report status to Welsh Government (WG) early (planned for 2022). Our next **milestone for this measure is to ensure the agreed decarbonisation principles are embedded in the Renewal Programme.**
- We are currently on track to achieve our **year end milestone activity to produce outcome report on delivery of the top ten priority areas of the Climate Change and Decarbonisation Change Programme** in Quarter four. We currently expect we will meet milestones and be green at year end, although actual delivery of actions may be reduced.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Amber	Green		Green

See [here](#) for key used for green, amber or red status

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Topic: Creating New Woodland

Topic summary progress:

- We continue to progress woodland creation on the Welsh Government Woodland Estate.
- We played a key role in the Ministerial 'Deep Dive' on woodland creation and timber use. We are now engaged in taking forward the 39 recommendations and delivering immediate and longer term outcomes. Recommendations 17 and 18 have been implemented.
- We also continue to provide Welsh Government with advice, technical guidance and support.

Topic owner: Ruth Jenkins

Business Plan dashboard measure/s for this topic:

- Verification of Glastir Woodland grant scheme applications
- Area of new woodland created on the NRW Estate

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: Verification of Glastir Woodland Grant scheme applications

This measure reflects NRW work to verify applications for Glastir Woodland Creation (GWC) and Glastir Woodland Restoration (GWR) Grant Schemes. This includes reflection of the number of plan applications and area (in hectares) verified for the relevant scheme rounds

Latest position (to end of September 2021):

- Our **milestone for this measure is to provide the number of applications and area** for the relevant scheme rounds.
- We have completed this activity. For **Round 9**, we expect 202 applications from Welsh Government (WG) totalling 1,693 hectares. To date 156 have been received. Of these, we have completed 123 management plans covering 575 hectares (up 251 ha) and returned them to WG. 32 are progressing accounting for a further 392 hectares. One plan has been returned to WG unverified. For **Round 10**, we expect 140 applications totalling 2,270 hectares. To date 21 have been received. Of these 7 have been completed and returned for 105 hectares. 14 are progressing for 41 hectares.
- This measure is **green**.

What we are doing next:

- We will now continue to verify GWC Round 9 and 10 and from mid-December Round 11 applications.
- Our next **milestone is to provide the number of applications and area** for the relevant scheme rounds.
- We are currently on track to achieve our **year end milestone activity to provide the number of applications and area** for the relevant scheme rounds in quarter four.
- We expect to be green at year end and continue to raise concerns with WG over the low numbers of applications received to date from them and the continued poor quality of some of the applications. These two aspects may affect our outcomes and impact on staff resources. The solution to this lies with WG and we continue to advise and work with them on this to ensure we can process in a timely manner.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: Area of new woodland created on the NRW Estate

This measure reflects the area of new woodland created on the NRW Estate (hectares acquired / identified if already in ownership and hectares planted). It covers the contribution of NRW's land estate to woodland creation and progress on the commitment to the [Welsh Government Woodland Estate \(WGWE\)](#) being bigger in 25 years than it was in 2018.

Latest position (to end of September 2021):

- Our **milestone for this measure is to have sufficient sites in progress to be confident of achieving our year-end milestone of 150ha acquired/identified and 150ha planted.**
- We have completed the acquisition of one site of 27ha and have instructed solicitors on a further four sites totalling 208ha. Beyond this we are investigating a further 13 sites totalling c.900ha.
- This measure is **green**.

What we are doing next:

- We will continue to investigate land, both on the open market and from other sources, to acquire this year and next and build a pipeline of sites for planting in future years. We are planning for planting in quarter three/four.
- Our **milestone for this measure for the next reporting period is to have sufficient sites in progress and/or acquired/ identified to be confident about achieving our year end milestone.**
- We currently expect we will be green at year end.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Topic: Restoring Peatland

Topic summary progress:

NRW is continuing to progress work on its peatland restoration programme. We are ensuring that peatlands are sustainably managed and safeguarded to recover their critical biodiversity resource, store carbon, reduce greenhouse gas emissions and play their role as a component of Natural Flood Risk Management. Projects led by NRW in 21/22:

- 5 Year National Peatland Action Plan programme - Delivering 600ha of restoration activity annually and co-ordinating effort on peatland restoration in Wales.
- LIFE Welsh Raised Bogs - Working to restore seven of the best examples of raised bogs in Wales.
- Pen Y Cymoedd - Restoration works as mitigation for the development of the Pen y Cymoedd windfarm (Aims to restore 1500 hectares over 25 years).
- Progressing a new LIFE bid for Quaking Bog restoration project.
- Lowland peatland survey.
- NRW is also a partner in a number of other regional projects co-ordinated through place teams.
- We continue to progress conversion of degraded peatland on the NRW Estate to healthy wet bog where it will help combat climate change.

Topic owner: Ruth Jenkins

Business Plan dashboard measure/s for this topic:

- [Actions undertaken to restore Welsh peatlands](#)

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: Actions undertaken to restore Welsh peatlands

We are embarking on a national programme of peatland restoration across Wales. This measure reflects actions taken to [restore Welsh peatlands](#), including on the NRW Estate. It includes an update on the number of hectares of peatland restoration activity undertaken on the NRW Estate and other land.

Latest position (to end of September 2021):

- Our **milestone for this measure is NRW National Peatland Action Programme grants allocated to all recipients.**
- We have completed this activity. We have allocated a total of £600k to 11 recipients across Wales. 9 recipients have initially accepted and have submitted proposals worth £476k and are currently undergoing assessment.
- Groundworks contracts have been let to commence restoration on 34.58ha of the Welsh Government Woodland Estate and 5ha on NRW Estate National Nature Reserves.
- Further surveys on the WGWE have commenced to identify more peat areas for restoration at Dyfi, Coed y Brenin, Alwen, Cambrian Mountains and Myherin Tarennig. The NRW Estate work is on track to make a significant contribution to the programme of up to 170ha. This measure is **green**.

What we are doing next:

- We will now continue to support partners, continue with development of Land Management Agreements and continue with direct procurement of groundworks both on and off the NRW estate.
- Our next **milestone for this measure is National Peatland Action Programme groundworks commenced.**
- We are currently on track to achieve our **year end milestone activity of 600 ha of peatland restoration activity undertaken (including up to 170 ha on the woodland estate).**
- We currently expect we will be green at year end.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Topic: Managing Flood Risk

Topic summary progress:

- Our **Capital Programme** of £17m is progressing well, with significant projects at or nearing construction start (e.g. LlynTegid, Stephenson Street (Newport) and Ammanford), plus many other non-scheme projects, such as the Flood Warning System replacement project, progressing well. The value of the capital programme this year is high (e.g. compared to £13m last year) and is a significant draw on many key staff's time.
- The **Flood Recovery and Review Implementation Programme** is well established and continuing. Many of the shorter term tasks are complete/ongoing, the challenge is around the more complex and longer term tasks. Staff capacity is a significant issue, for this and all flood risk work. There are recruitment challenges for all flood authorities, in a competitive external market with scarce specialist skills. We are undertaking a recruitment campaign in Autumn.
- Our **Improvement Programme** contains 30 active projects across the range of our activities. Several are significant ICT projects which are delivering core customer-facing systems. We are working to ensure that the requirements for the ongoing operation and maintenance of these systems is recognised and fully funded.
- Our **Revenue Maintenance Programme** is delivering within the available budget. Our work on a new Risk-Based Revenue Allocation Model (ARBRAM) is progressing well, and this will enable us to make better risk-based decisions on maintenance work, as current budgets are not sufficient for all such work.
- There is a **high and continuing workload arising from previous flood events**. This includes large numbers of requests for information and for flood alleviation work from public and politicians, right across Wales.
- We have increased the staff working on **reservoir regulation**, we seek to go beyond compliance to ensure safety.
- We continue to push for recognition of and action against the challenges ahead, particularly the need for significant **adaptation** in response to the **Climate Emergency**.
- Overall, much significant work continues to be delivered. The main challenge is volume of work and rising external expectations, with high workload on our staff. Recruitment is challenging, with skills shortages across the industry.

Topic owner: Jeremy Parr

Business Plan dashboard measure/s for this topic:

- [Implement Flood Review recommendations](#)
- [Maintain flood risk assets in high risk systems at target condition](#)
- [Properties with reduced risk or sustained protection through capital work](#)

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: Implement Flood Review recommendations

This measure is the delivery status against the recommendations identified in our Review of the February 2020 floods. These were the most significant floods in Wales since the 1970s, and our review into our own performance identified areas for improvement and recommended actions. The Flood Recovery and Review Implementation Programme (FRRIP) was established to manage and track delivery of the recommendations.

Latest position (to end of September 2021):

- The review had a range of actions for delivery over the short, medium and longer term. Many actions require sustained effort required over the longer term for delivery. Overall, 27% of actions are delivered or nearing completion and 69% of actions are being delivered, or are undergoing detailed work to allow us to do so. 4% are to be started or on hold.
- This is behind where we ideally would want to be. This measure is Amber because whilst we have continued to press for delivery where we can, our pace of progress continues to be affected by challenges in recruiting staff with the right skills to create the delivery capacity required. There are shortages across the whole sector and difficulties being experienced in recruitment and retention across many organisations. Progress is also impacted by the volume of reactive work required following flooding events, and the increasing demands on our resources.
- We have strong Governance arrangements in place to manage the issues and risks, and ensure delivery of the lessons identified in the Review.

What we are doing next:

- We are continuing to deliver where we can and are managing the issues and risks, including through a recruitment campaign in the Autumn. If we are successful in the recruitment campaign, we expect we will be green at year end.
- We have implemented contingency arrangements where possible whilst we work on longer term actions, including in preparing for the winter season.

Measure owner: Jeremy Parr

Q1	to Q2	to Q3	Expected year end
Amber	Amber		Green

See [here](#) for key used for green, amber or red status

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Measure: Maintain flood risk assets in high risk systems at target condition

NRW owns and/or maintains 3,500 are considered to be in high risk systems, forming part of the national flood defence infrastructure, providing benefit to thousands of properties in Wales. It is vitally important that these assets are maintained, as a poor condition asset anywhere within the system can impact that location – it is only as good as its weakest link.

Latest position (to end of September 2021):

- Our **target for this measure is 98% of flood risk assets** in high risk systems at target condition.
- We have not achieved this. We are at 97.8% for Q2, which is an improvement from Q1 performance. The number of assets Below Required Condition (BRC) has decreased during Q2 from 88 to 78. To reach the target, we need to have no more than 70 assets Below Required Condition.
- This measure is **amber**.

What we are doing next:

- We have been implementing the action plan agreed by NRW Board (March 2020), following the Deep Dive into this measure. We have already seen improvements because of this work and will continue to work closely with the Operational teams to improve performance in line with the action plan.
- Current projections are that if all planned work progresses well, we will be close to the year-end target of 98% and we may achieve Green. Our ambition is to hit the target. However, we are reporting a projected year-end Amber position as the fixes need to be delivered and ongoing inspections may result in more assets identified as below required condition.

Measure owner: Jeremy Parr

Q1	to Q2	to Q3	Expected year end
Amber	Amber		Amber

See [here](#) for key used for green, amber or red status

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Measure: Properties with reduced flood risk or sustained protection through capital work

This measure reflects the number properties benefitting from a reduced level of flood risk (moving from a higher risk category to a lower through a new scheme or improvement works) or sustained level of flood risk (through capital maintenance work).

Latest position (to end of September 2021):

- Our capital programme of work is progressing well, we are on track to achieve the **target of 800 properties**.
- Work to deliver improvements to Cadoxton Tidal Outfall are nearing completion, with 12 houses and 80 businesses to benefit from a reduction in flood risk. The planned works at Llanfair Talhaiarn has unfortunately been put back to spring 2022, due to contractual issues due to winter working with significantly increased risks. Once complete, this will benefit 33 properties. Work has progressed on several major schemes which will commence construction this financial year and deliver a reduction in flood risk to communities in future financial years. This includes Ammanford, Stephenson Street (Newport) and Llyn Tegid. These will reduce the risk of flooding to well over 2,000 properties.

What we are doing next:

- Work to install a tree catcher on the River Ely in Cardiff is progressing well and is due to complete in November this year. Once finished this will reduce the risk of flooding to 150 homes.
- We are also on track to deliver a substantial programme of Capital Maintenance works, refurbishing assets and structures across Wales, this will ensure that our flood risk assets continue to provide sustained protection to an estimated 975 properties this financial year. We will start to add these figures in the 'delivered to date' total during Q3.
- We currently expect to deliver a **reduction in risk to 162 houses and 80 businesses** this financial year, alongside **sustaining the protection provided to 975 properties**, which means this year our forecast is to **benefit 1,217 properties** in Wales from our Capital Programme delivered activities. This is well above our **year end target of 800**.

Measure owner: Jeremy Parr

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

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Priority: Responding to the Nature Emergency

In 2018 NRW published its first nature strategy '[Vital Nature](#)'. Since then we've been delivering our annual action programmes to improve the conservation status of [protected sites](#). With partners we're delivering the Sands of Life dune project and a wide range of other projects. Through all our work we deliver direct and collaborative action to improve biodiversity and ecosystem resilience, protect habitats, species and natural resources, manage water, land and sea sustainably and minimise pollution.

Our NRW Business Plan sets out the following topics in relation to this priority:

- [Putting Nature at the Centre](#)
- [Protecting Habitats and Species – Terrestrial, Freshwater and Marine](#)
- [Managing Land Sustainably](#)
- [Managing the Sea Sustainably](#)
- [Managing Fresh Water Sustainably](#)

The following pages reflect recent progress on each of those topics, along with the latest performance position in relation to the Business Plan dashboard measure/s for each.

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Topic: Putting Nature at the Centre

Topic summary progress:

On the 21st of June 2021, the Senedd took the historic step to declare a nature emergency for Wales, one of the very first parliaments in the world to do so. NRW is progressing the priorities of the Vital Nature Strategy and Work Programme, putting biodiversity and ecosystem resilience at the very centre of our work. Examples include:

- Working with Welsh Government to develop Nature Networks, a 3-year costed programme to enhance biodiversity and build ecosystem resilience with protected sites at its core.
- Working with and supporting partners such Wales Biodiversity Partnership, Public Service Boards, Wales Environment Link and the Local Nature Partnerships to maximise opportunities for biodiversity.
- Contributing to updating the Nature Recovery Action Plan - the biodiversity strategy for Wales.
- Delivering the objectives within Area Statements
- Nature and Us a year-long project to involve the people of Wales in a national conversation about the future of our natural environment - a Vision for 2050.
- In addition, other Business Boards such as Land Stewardship and Flood Risk Management are working on their programmes to embed nature based opportunities and management of high value nature conservation sites.

Topic owner: Ruth Jenkins

Business Plan dashboard measure/s for this topic:

- [Biodiversity action across NRW](#)

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Measure: Biodiversity action across NRW

This measure reflects how we in NRW are responding to the nature emergency and putting biodiversity at the core of our work. We are doing this by identifying the priorities NRW needs to focus on and establishing a programme to help manage and track Vital Nature delivery through our wide range of roles

Latest position (to end of September 2021):

- Our **milestone for this measure is working with WG produce a costed three year programme focused on resilient ecological networks with protected sites at their core.**
- We have completed this activity. This is now referred to as the Nature Networks programme and work is continuing to progress. We now have a completed e-learning module which is almost ready for roll out.
- This measure is **green**.

What we are doing next:

- We will now continue to develop the Nature Networks Programme with Welsh Government and stakeholders.
- Our next **milestone for this measure is to produce the Vital Nature Biodiversity forward work programme for 2022 onwards.**
- We are currently on track to achieve our **year end milestone activity to provide a progress delivery report to BREG (our Biodiversity and Resilient Ecosystems Sub-group) on the 2021-22 Vital Nature Biodiversity work programme** in Quarter four.
- We currently expect we will be green at year end.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Amber	Green		Green

See [here](#) for key used for green, amber or red status

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Topic: Protecting Habitats and Species

Topic summary progress

Guided by our strategic steer 'Vital Nature' we will help to address the nature emergency. Highlights from the programme include:

- Providing technical specialist support for the £9.8M Nature Networks Fund in collaboration with Welsh Government and the National Lottery Heritage Fund.
- Delivering positive management for protected sites through a management agreement programme.
- Delivering species and habitats restoration projects, (e.g. LIFE projects, Invasive Non-Native Species Pilot Project)
- Action benefitting National Nature Reserves managed by other bodies.
- Development of advice to inform a Welsh Government funded prioritised programme of multi-year investment to build ecosystem resilience across ecological networks with protected sites at the core.
- Supporting 'Natur am Byth' species recovery project (development phase application was approved in June).
- Implementing biosecurity within NRW and sharing best practice and tools externally.

Topic owner: Martyn Evans

Business Plan dashboard measure/s for this topic:

- Priority actions undertaken on protected sites to improve condition of features
- Actions undertaken on National Nature Reserves on NRW managed land to improve
- Delivering targeted action for declining species or those on the edge of extinction

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Measure: Priority actions undertaken on protected sites to improve condition of features

Improving protected site condition is essential for maintaining biodiversity and building ecosystem resilience. This measure reflects how we are progressing with actions to improve protected sites to fully provide ecosystem service benefits and function as a core component of a resilient ecological network - enabling habitats and wildlife to thrive.

Latest position (to end of September 2021):

- Our **milestone for this measure is 30% of actions completed or underway.**
- We have completed this activity. 43% of actions in the work programme were underway or complete by end of September, 68 underway and 41 complete. This programme has received additional Welsh Government capital funding this financial year, which is focussed on Section 16 land management agreements with owners and occupiers, the Dynamic Dunes Project, Protected site management in Areas of Outstanding Natural Beauty, curlew, river restoration and marine projects.
- This measure is **green.**

What we are doing next:

- We will now continue the programme of delivery. We have been commissioned by Welsh Government to work with contractors to develop a three-year prioritised programme 'Nature Networks Programme' 2022 - 25, planned report delivery is November 2021.
- Our next **milestone for this measure is 50% of actions completed or underway.**
- We are currently on track to achieve our **year end milestone for this measure of 80% of actions completed or underway.**
- We currently expect we will be green at year end.

Measure owner: Martyn Evans

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

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Measure: Actions undertaken on National Nature Reserves on NRW managed land to improve

This measure reflects how much we are doing to maintain or enhance the ecological condition of the 56 NNRs in our direct care. We report on the number of priority planned management actions and the number of NNRs receiving significant investment to improve condition via these actions.

Latest position (to end of September 2021):

- Our quarterly **milestone for this measure is to have a sufficient % of the planned priority actions in progress and/or completed to be confident about achieving our year-end milestone of 80% of planned priority actions completed resulting in significant investment in at least 50 of the 56 NNRs in our direct care.**
- 476 actions are planned across 51 NNRs. 438 actions were to commence by end Q2, of which 8 have been considered to be no longer required. Of the remaining 430 actions, 373 (85%) are Green, 13 Amber and 17 Red with 27 not reported. This measure is **Green**.

What we are doing next:

- Although the measure is currently green, we are aware that there is a possibility this could slip into amber in the next quarter so we are monitoring this closely. We will investigate further why projects are amber / red / not reported and develop plans for improvement with local teams.
- Our **milestone for this measure for the next reporting period is to have a sufficient % of the planned priority actions in progress and/or completed to be confident about achieving our year-end milestone.**
- We remain on track to achieve our **year end milestone for this measure of 80% of planned priority actions completed** and are therefore expecting to be green at year end.

Measure owner: Dominic Driver

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status
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Measure: Delivering targeted action for declining species or those on the edge of extinction

This measure reflects actions to address biodiversity loss and build ecosystems resilience - what we are doing as targeted actions for declining species or those on the edge of extinction in Wales. Unless we reverse biodiversity decline and build resilient ecosystems, our well-being and that of future generations will suffer.

Latest position (to end of September 2021):

- Our **milestone for this measure is to implement the next stage of the Natur am Byth National Lottery Heritage Fund bid**. We have completed this activity. We have been successful in securing NLHF funding for the development phase, which commenced on 1st September. We have recruited a project manager, an engagement senior advisor and a finance and administration officer. We have also secured £30k match funding from WG for the development phase. Recruitment for project development officers across the non-governmental organisation (NGO) partners is on track.
- This measure is **green**.

What we are doing next:

- We will now establish Natur am Byth advisory panels with delivery partners to refine programme objectives. We will consult with local communities and plan baseline surveys for species at risk.
- Our next **milestone for this measure is to develop our future approach for the management of the Cae Gwyn FWPM site on the Afon Eden Special Area of Conservation (part of the Fresh Water Pearl Mussel Strategy strategy)**.
- We are currently on track to achieve our **year end milestone for this measure to report on development of priorities for Declining Species Programme**
- We currently expect we will be green at year end.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

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Topic: Managing Land Sustainably

Topic summary progress (i.e. overview of work undertaken against this topic):

- For the Welsh Government Woodland Estate, we are progressing actions to close any Corrective Action Requests or Observations arising from the annual UK Woodland Assurance Standard audit and to prepare for the next audit.
- For our metal mine work we completed: construction of monitoring structures (Nant-y-Mwyn); design of blow-out attenuation works (Cwm Rheidol); design of monitoring structures (Parc).
- We hosted the Virtual International Mine Water Association conference (July) with 247 delegates.
- We completed Dispersed Alkaline Substrate (DAS) trials at Cwm Rheidol. We commissioned DAS trial infrastructure at Parys Mountain.
- A complex interface with the motor-racing circuit at Abbey Cosoles is pushing construction into 2022-23.
- The minewater works for Llanerchraur Mine are substantially complete (expected on 2 October 2021).
- Construction works for surface water diversions at Frongoch commence in Q3.
- We have new guidance & training for our planning (DPAS) staff on EIA (Environmental Impact Assessment) scoping consultations.
- We advised WG on their updated Technical Advice Note 15: Development and Flood Risk. We have published an internal Briefing Note and FAQ on the changes.

Business Plan dashboard measure/s for this topic:

- Number of UK Woodland Assurance Standard (UKWAS) Corrective Action Requests (CARs) and Observations (Obs) open and progress towards closing them.
- Progress of our work to reduce pollution from metal mines

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Measure: Number of UK Woodland Assurance Standard (UKWAS) Corrective Action Requests (CARs) and Observations (Obs) open and progress towards closing them.

Being certified via UKWAS shows we [sustainably manage the Welsh Government Woodland Estate \(WGWE\)](#) reaching Forest Stewardship Council® (FSC®) and Programme for the Endorsement of Forest Certification (PEFC) international standards. Wales' state forests have been certified via UKWAS since 2001 and we aim to keep it that way.

Latest position (to end of September 2021):

- **Our quarterly milestone is to make sufficient progress to be confident of achieving our year end milestone of retaining certification and reducing the number of CARs and Obs. at each annual audit.**
- Subject to confirmation by the Certification Body, in 2021 we retained certification with 1 major CAR, 1 minor CAR and 5 Obs. The major CAR was due to an error in the wording of a policy and overall we have the fewest CARs and Obs. for at least 10 years. This is a reasonable result, but we want fewer still.
- Our auditors assess evidence of closure. The 2021 major CAR is now closed. On receipt of the final report, we will plan to close the 1 minor CAR and 4 Obs. at the 2022 audit. 1 Obs. will remain open during the period of the certificate with evidence of progress being provided annually.
- This measure is **green**.

What we are doing next:

- Build on the good result to further embed progress on the quality of our sustainable forest management.
- Begin to gather evidence to close the 1 minor CAR.
- Prepare staff and systems for the 2022 audit, date and regions yet to be confirmed.
- We will be green at year end due to us retaining certification this year.

Measure owner: Dominic Driver

Q1	to Q2	to Q3	Expected year end
Amber	Green		Green

See [here](#) for key used for green, amber or red status

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Measure: Progress of our work to reduce pollution from metal mines

This measure reflects progress with the assessment and remediation of high risk [sites](#), in line with our Metal Mine Strategy - Delivering a safe local environment and improvements to local air and water quality and ensuring the sites are safe.

Latest position (to end of September 2021):

- Our **milestone for this measure is to produce 1 further outline and 1 further detailed design**
- We have partly completed this activity:
 - 1 further outline design: the design for Surface Water Diversion at Frongoch is complete.
 - 1 further detailed design: Esgair Mwyn's Detailed Design documents for consultation purposes are substantially complete and will be delivered in the first fortnight of Q3 (Leat reinstatement and Nautilus Pond). Consultation will be open for 1 month and the detailed design will be finalised in late Q3/early Q4. Note: Ceredigion Council's delay in delivering an Environmental Screening Opinion threatens the commencement of construction.
- This measure is **Amber**.

What we are doing next:

- We will now complete an initial Assessment/Definition for Pandora's Surface Water Management, an outline Design for Cae Conroi Dam Safety (Flood-funded) and work to provide valuation/outcome information to highlight the success of the programme in mitigating the environmental and social impacts of our legacy metal mines.
- Our next **milestone for this measure is to produce a further 2 project definitions and 2 detailed designs**.
- We are currently on track to achieve our **year end milestone activity to produce a further 16 preliminary assessments**.
- We currently expect we will be amber at year end because of the decision to incorporate Parc into a broader project.

Measure owner: Sian Williams

Q1	to Q2	to Q3	Expected year end
Amber	Amber		Amber

See [here](#) for key used for green, amber or red status

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Topic: Managing the Sea Sustainably

Topic summary progress (i.e. overview of work undertaken against this topic):

- Our work on the topic Managing the Sea Sustainably is coordinated via NRW's Marine Programme.
- Progress continues to be made in all key work areas including delivering: implementation of the Welsh National Marine Plan; NRW's Offshore Renewable Energy Programme; NRW's Integrated Coastal Management Programme, with a focus on coastal squeeze; plan and project level marine casework advice; blue carbon work programme; work on practical marine and coastal restoration and ecosystem resilience; contributing to the Wales green / blue recovery programme; implementation of the Marine Area Statement; Marine Protected Area (MPA) condition improvement projects and MPA network management actions; technical support to WG in identifying new Marine Conservation Zones to complete the Welsh MPA network; marine monitoring and reporting; the prioritised marine evidence programme; management of the Dee and Burry Inlet cockle fisheries and the Dee Conservancy.
- Whilst across the programme most work is on track, many areas are dependent on single-year funding. A number of areas have been flagged in the baseline exercise in terms of delivery risk due to resources, and also in the 3-year Grant in Aid (GIA) budget bidding exercise, including MPA management and restoration, marine monitoring, and the Offshore Renewable Energy Programme which is due to grow as a result of new technologies.

Topic owner: Rhian Jardine

Business Plan dashboard measure/s for this topic:

- [Support implementation of the Welsh National Marine Plan](#)
- [Progress NRW's actions in the Wales Marine Protected Area network management actions plan](#)

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Measure: Support implementation of the Welsh National Marine Plan

This measure reflects progress in relation to Welsh National Marine Plan (WNMP) implementation including the need to support proportionate decisions that take full account of environmental, social and economic considerations under the new planning framework.

Latest position (to end of September 2021):

- Our **milestone for this measure is to progress development of priority products**. We have completed initial meetings within access and recreation, landscapes, seascapes and historic capturing NRW information, evidence and guidance to support implementation of specific marine plan policies. We have worked with the Marine Spatial Approach Expert Group leads to develop a work programme to deliver against the WG request for NRW to map ecological considerations. We continue to populate the Marine Advice Handbook. Following discussion internally and with WG, we are taking steps to publish the core principles to support implementation of the enhancement and restoration element of the ENV_01 – the environmental policy in the WNMP as an NRW product. Measure is **green**.

What we are doing next:

- We will continue to work with internal leads to capture relevant guidance and evidence in the WNMP Implementation Table, and to deliver shared priorities. Marine Stakeholder Advisory Group will commence delivery of a work programme to map ecological considerations, and we will work with others across marine to ensure NRW can provide high-quality evidence advice that both supports marine plan implementation and wider stakeholder evidence needs (e.g. WG Tidal Lagoon Challenge programme). We will be looking to publish NRWs draft core principles to provide the context in which we (NRW) will be coming to discussions with developers around the encourage (for marine development projects to deliver ecosystem enhancement) element of ENV_01
- Our next **milestone for this measure is to progress development of priority products**. We are currently on track to achieve our **year end milestone activity to sign-off priority products**. We expect we will be green at year end.

Measure owner: Rhian Jardine

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

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Measure: Progress NRW's actions in the Wales Marine Protected Area network management actions plan

This measure reflects progress with [Marine Protected Areas network](#) management actions. The marine protected area network is a key tool in developing greater resilience in the marine environment and is an integral consideration for all developments in the marine area, through Wales National Marine Plan policy (WNMP).

Latest position (to end of September 2021):

- Our **milestone for this measure is to review action progress and report to NRW's Marine Sub-group**.
- We have completed this activity. We have reviewed progress for all three new NRW actions, all contracts have been let and two of the projects have started. An update on progress was given to the Marine Sub-Group including the fact that the Action Plan and Annual Report have been published on the Welsh Government website.
- This measure is **green**.

What we are doing next:

- We will now continue to manage the three new actions and review progress on all other NRW actions in the Action Plan. There will be a new call for actions in November/December and the Marine Sub-group will be kept aware of progress.
- Our next **milestone for this measure is to review action progress and report to Wales MPA Management Steering Group**
- We are currently on track to achieve our **year end milestone activity to sign off and report on final delivery**.
- We expect we will be green at year end.

Measure owner: Rhian Jardine

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

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Topic: Managing Freshwater sustainably

Topic summary progress (i.e. overview of work undertaken against this topic):

- We continue to deliver Cycle 2 investigations, National measures and the local measures alongside the development of the Cycle 3 River Basin Management Plans (RBMP) where we are identifying local measures for opportunity catchments to commit to in the final Plans.
- Consultation on the draft RBMP closed at the end of June and we have commenced reviewing these. We will use these to help inform the final details for the updated RBMP, which are expected to be published in June 2022.

Topic owner: Sian Williams

Business Plan dashboard measure/s for this topic:

- Deliver remaining water related investigations and develop new River Basin Management Plans

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Measure: Deliver remaining water related investigations and develop updated River Basin Management Plans

This measure on water related investigations and [River Basin Management Plans](#) (RBMPs) reflects how we are progressing delivery of the current RBMPs, to protect and improve Wales' water environment.

Latest position (to end of September 2021):

- Our **milestone for this measure is to complete a further 270 investigations from Cycle 2**. We have not completed this activity. We completed 73 investigations in Q1 out of our Q1 target of 135 . Our target for Q2 was 270 investigations plus the 62 carried forward from Q1 (giving a total of 332 target to end of Q2). 45 investigations have been completed in Q2, which together with 73 in Q1 gives a total of 118 completed to end Q2. This means that 329 remain to be completed by December 2021. Currently many of the staff working on these investigations are diverted into other priority workstreams, Area Statements, SAC rivers, and 2021 classification for example. Some investigations do not have sufficient monitoring data to enable staff to close them, therefore these will not be completed until further monitoring in 2022 has been done. Delays with the programme have also been caused by having to recruit successive Fixed Term Appointments into Environmental Assessment Teams and train them up sufficiently to assist with the workload. This measure is **red**.

What we are doing next:

- We will now work to factor in around 100 investigations into 2022/23 due to the seasonal requirements. We will reprofile the remaining programme for quarter 3 and 4. Our next **milestone for this measure is to complete the remaining 42 investigations to complete the total of 447 outstanding investigations from Cycle 2**.
- We are not currently on track to achieve our **year end milestone activity to review and respond to the draft RBMP consultation stakeholder responses to inform Cycle 3**. We currently expect we will be red at year end.

Measure owner: Sian Williams

Q1	to Q2	to Q3	Expected year end
Red	Red		Red

See [here](#) for key used for green, amber or red status

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Priority: Developing and using our Evidence with Partners to Advocate for and Deliver SMNR

Developing and using our evidence with partners and communities to advocate for and deliver the sustainable management of natural resources (SMNR) through [state of natural resources reporting](#), area statements and joint working to improve the resilience, well-being and connection of nature and people: using evidence, sharing evidence and developing evidence.

Our NRW Business Plan sets out the following topics in relation to this priority:

- [Creating a Shared Vision for the natural environment for 2050](#)
- [Improving and Presenting Evidence about the Natural Environment](#)
- [Work with Partners and Communities using Area Statements](#)

The following pages reflect recent progress for two of these topics, along with the latest performance position in relation to the Business Plan dashboard measure/s for each.

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Topic: Improving and Presenting Evidence about the Natural Environment

Topic summary progress (i.e. overview of work undertaken against this topic):

- Following the publication of our Baseline Evaluation of Protected Site Condition report in May, the focus has shifted to developing and implementing our new terrestrial protected sites monitoring strategy. This is required to enable us to monitor the condition of species and habitats across the full suite of protected sites, including SSSIs, which haven't previously been included within our structured monitoring programme. Initial implementation using a targeted (risk-based) approach to monitoring has begun this year.
- This year we are initiating a programme that will focus on evidence quality. Quality improvement reviews and actions are being initiated or progressed in three main areas; quality management for our monitoring activities and water quality data; governance and policies for quality assurance of our evidence reports and outputs; and a review of the data quality standards and assurance metrics across NRW data themes. Good progress is being made on developing the quality management system for our water quality monitoring activity, with the system expected to be largely in place by December 2021.
- We have initiated a review of our freshwater monitoring, to be completed by March 2023. Our focus in the first year of the review is on redefining our freshwater monitoring strategy to clarify current and future evidence needs. In the second year we will focus on redesign of freshwater monitoring programmes and networks.
- Working with WG's sustainable futures team to embed key SoNaRR2020 messaging into the 2nd iteration of the Future Trend Report for use within the next PSB's Wellbeing Assessment Round.
- Bridges to the Future: Deepening our collective understanding both within NRW, other public sector bodies, civil society and business of the four aims used in SoNaRR to assess SMNR and how these help achieve the Welsh Government Well-being Goals and the UN Sustainability Goals.

Topic owner: Chris Collins

Business Plan dashboard measure/s for this topic:

- [Promote, advocate and encourage use of State of Natural Resources Report](#)

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Measure: Promote, advocate and encourage use of State of Natural Resources Report

This measure reflects action to promote, advocate and encourage use of [the State of Natural Resources Report \(SoNaRR2020\)](#) evidence and key findings to realise the benefits of SMNR.

Latest position (to end of September 2021):

- Our **milestone for this measure is progress update on stakeholder engagement and their feedback**
- We have completed the planned work for this quarter. Since completing SoNaRR2020 (end of March), we have shared messages and discussed key findings through at least 21 external meetings. We have talked with WG staff, Future Generations Commission, Interested sector groups (eg. Wales Land Management Forum, National Designated Landscapes Partnership), Public Service Boards (PSB) and UK environmental evidence groups (eg. JNCC, UK Environmental Evidence Community). We have received mostly positive stakeholder feedback on the process/content.
- We are encouraging the use of the evidence in SoNaRR2020 to inform the PSB well-being plans and in the Town & Country Planning System. It is too early to report how the report is being used.
- This measure is **green**. We will continue to engage and seek feedback throughout this year.

What we are doing next:

- We will continue to promote, advocate and encourage the use of SoNaRR2020 with organisations across Wales.
- We will work with Welsh Government to ensure SoNaRR2020 is useful while revising the Natural Resources Policy.
- Our **milestone for this measure is liaise with Welsh Government on the use of SoNaRR in any revised Natural Resources Policy for the next reporting period**. The timescale for Welsh Government to do this work has changed and is now outside of the next reporting period so will not be completed by December 2021.
- We are currently on track to achieve our **year end milestone activity of summary of engagement, feedback and use of SoNaRR and the application in Area Statements in quarter four** and are on track to be green at year end.

Measure owner: Chris Collins

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status
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Topic: Work with partners and communities using Area Statements

Topic summary progress (i.e. overview of work undertaken against this topic):

- Our focus this quarter has been on working with Public Service Board partners to develop Well-being Assessments, incorporating key messages and evidence from SoNaRR2020 and Area Statements.
- In Marine we have worked with internal and external partners to develop projects that can deliver improved condition of the Marine Protected Area network.
- In Mid Wales we have further developed our plans to actively engage with land managers and farmers.
- In South East Wales we have worked with the NHS Forest to promote tree planting in healthcare settings. To date, three partnership opportunities have been discussed: 1 new tree nursery (Cwmyoy) and potential greening at 2 new healthcare centres (Tredegar and Newport).
- In North East we are progressing a number of stakeholder projects including SMNR work in the Clwyd catchment with Dwr Cymru Welsh Water and the development of a 'vision' or 'Area Statement in miniature' for a small community near Llangollen.

Topic owner: Martyn Evans

Business Plan dashboard measure/s for this topic:

- Use of Area Statements within NRW to embed priorities and opportunities

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Measure: Use of Area Statements within NRW to embed priorities and opportunities

This measure reflects the use of [Area Statements](#) within NRW particularly in our Service and Place plans and through joint working to embed priorities and opportunities.

Latest position (to end of September 2021):

- Our **milestone for this measure is to update on programme and project progress and any action on areas for change**. This activity is a rolling programme. Our seven Places progressed aligning Area Statement priorities to other's work programmes e.g. opportunity catchments in Mid Wales (Teifi and Dyfi) and South West Wales (Swansea Bay and Milford Haven & Cleddau); access and recreation in South East Wales; and woodland creation in South Central Wales and Marine are progressing the Integrated Coastal Management Programme for Nature Based Solutions at the coast. Sharing Area Statement delivery examples wider across our Operations in each Place is happening.
- This measure is **green**.

What we are doing next:

- We will now progress Opportunity catchments; sharing learning; delivery and development of a more consistent reporting mechanism for Area Statements. The position statement for when Area Statements would be reviewed will be finalised. North East will run an SMNR review pilot.
- Our next **milestone for this measure is to update on programme and project progress and any action on areas for change, informing forward work programmes including using Area Statements to align our service plans to and with our Place plans**.
- We are currently on track to achieve our **year end milestone activity to update on programme and project progress and any action on areas for change, identifying new work programmes/projects for 22/23**.
- We currently expect we will be green at year end.

Measure owner: Martyn Evans

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status
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Priority: Developing NRW into an excellent organisation that serves the communities of Wales

Developing NRW into an excellent organisation, through engagement and collaboration with stakeholders around the [sustainable management of natural resources](#) and focussing on new ways of working, to improve benefits to communities from the environment

Our NRW Business Plan sets out the following topics in relation to this priority:

- [Responding to and Managing Incidents](#)
- [Regulation – permitting, regulating, and where required enforcing compliance](#)
- [Benefitting Communities](#)
- [Developing Our Organisation](#)
- [Ensuring Everyone’s Well-being, Health and Safety](#)
- [Understand and improve our Customers’ Experiences](#)
- [Making the most of our Commercial Opportunities](#)

The following pages reflect recent progress on each of those topics, along with the latest performance position in relation to the Business Plan dashboard measure/s for each.

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Topic: Responding to and Managing Incidents

Topic summary progress (i.e. overview of work undertaken against this topic):

- **Preparedness:** Development of the guidance materials and handbooks that support our response roles has continued (at pace), with Operational Guidance Notes being completed and signed-off for a number of our Strategic (Duty Strategic Manager Handbook), Tactical (Duty Tactical Manager (DTM) Wales and DTM Area Handbooks) and Operational roles (Land Management Handbook).
- **Response:** In a challenging year, we have continued to respond to several incidents that have occurred recently e.g. Wildfires and Water Pollutions, as well as managing the EU Exit and Covid response. We have also started development of additional (topic specific) major and critical incident plans to help guide our response to those incidents that have the largest potential impact.
- **Review:** Incident Reviews have been carried out for a number of recent incidents with the recommendations resulting in actions and the embedding of learning from our experience.
- **Training:** Training of new rota volunteers has been taking place across the organisation, improving our skills and capabilities to deal with all types of incidents.
- **Exercising:** Teams across NRW have continued to take part in exercises both internally and with our multi-agency partners. The learning from these exercises has been factored into our ongoing training programme and is being fed into our Learning from Experience work.
- **Rota Resilience:** Additional rota volunteers have started to join rotas following completion of their training, helping to bolster the numbers of staff we have available to respond to incidents.
- **Business Continuity:** Additional actions have been carried out (with others ongoing) to improve resilience and our ability to respond to incidents that could disrupt our ability to deliver our priority business activities. These actions have been driven by learning from the Coronavirus Pandemic and the sharing of information by our partners in relation recent Cyber-attacks and associated exercises.

Topic owner: Lyndsey Rawlinson

Business Plan dashboard measure/s for this topic:

- [Response to incidents \(initial category 'High', within 4 hours\)](#)

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Measure: Response to incidents (initial category 'High', within 4 hours)

For incidents we initially class as High Level (using our Incident Categorisation Guidance criteria), we aim to respond within four hours of being notified. This is to ensure we prioritise our efforts on the high impact incidents, and we act within a suitable timeframe to minimise harm and impact. Response may include physical attendance at the site, but also includes other activities, such as contacting professional partners

Latest position (to end of September 2021):

- Our **target for this measure is 95%**. We have not achieved this. Performance for this quarter is 89%. The cumulative total for the last 12 months is 91%. This measure is **amber**.

What we are doing next:

- The recent improvements in performance have been in part, driven by the work of officers on fixed term contracts. Most of these have now moved to permanent roles elsewhere and we only have a couple of officers left. This loss is leading to clear reductions in performance. We are looking to extend or recruit to 4 roles to help our work in the future. We also have a number of other vacancies which reduces our capacity to carry out all of our incident duties. We continue to advertise our vacancies and will start training up any new starters as quickly as we can.
- We will continue to work through our Operational Incident Management Groups to press for performance improvements, by raising awareness among staff of the need for timely and accurate recording of the responses they carry out to initial High Level incidents. This recording is essential given that analysis of the performance data shows that most performance failings are due to missing or mis-recorded information.
- We will also continue to streamline our process and improve the use and accessibility to the Wales Incident Reporting System to help the user and improve our incident evidence base.
- We are not on track to meet our year-end target of 95% due to the issues above. We expect to be amber at year end.

Measure owner: Lyndsey Rawlinson

Q1	to Q2	to Q3	Expected year end
Amber	Amber		Amber

See [here](#) for key used for green, amber or red status

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Topic: Regulation – permitting, regulating, and where required enforcing compliance

Topic summary progress (i.e. overview of work undertaken against this topic):

- Last year, over ten thousand effective Environmental Permitting Regulations (EPR) permits were in force in Wales issued by NRW.
- We continue to undertake assessment reports of permitted waste sites, industry regulated sites and water abstractions.
- There are more than 40,000 waste and agricultural exemptions registered in Wales at 9,789 different locations.
- Last year, nearly 30,000 people held a fishing licence in Wales. There was a growth of 18% in junior licences, on top of a three per cent year on year increase in the number of adult licences sold.
- We continue to investigate and take enforcement action against companies and individuals where appropriate.
- Progress for Q2 in relation to the Performance of regulated sites measure has been as expected. The measure is green with 100% of the sites with category 1 and category 2 compliance breaches receiving an appropriate regulatory response determination within 6 months. It should be noted that less compliance breaches have been found in this reporting quarter (January – March 2021) than the previous reporting quarter (October – December 2020) and the number of compliance breaches are still significantly below the number of compliance breaches reported in the pre-pandemic reporting quarter of (January – March 2020).

Topic owner: Nadia De Longhi

Business Plan dashboard measure/s for this topic:

- Performance of regulated sites and water quality discharges

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Measure: Performance of regulated sites and water quality discharges

This measure reflects the number of category 1 and category 2 compliance breaches with appropriate regulatory response determined within 6 months. Poor performance at permitted sites has the potential for impacts on the environment, communities and the reputation of a sector. They are also resource intensive in terms of our regulatory effort and are considered to pose a greater risk of incidents, which can also then consume a large amount of our resources and impact communities.

Latest position (to end of September 2021):

- Our **target for this measure is 75% of category 1 and category 2 compliance breaches to have an appropriate regulatory response determined within 6 months.** There have been 8 category 1 and category 2 compliance breaches over the period (January – March 2021) and **100%** have had an appropriate response.
- **NB** – The 8 compliance breaches in Q2 of 2021-22 (January – March 2021) is a decrease from the 18 compliance breaches recorded in Q1 of 2021-22 (October – December 2020) and is a significant reduction from the 23 compliance breaches recorded in Q2 of 2020-21 (January – March 2020).
- This measure is **green**.

What we are doing next:

- Our **target for this measure is 75% for the next reporting period.**
- We are currently on track to meet our **year-end target of 75%** in quarter four, and are likely to be green at year end.

Measure owner: Nadia De Longhi

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

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Topic: Benefitting Communities

Topic summary progress:

- This work links with work we are doing to publicise the SoNaRR2020 findings with new and established stakeholders to bring about increased awareness of the need to support behaviour change at an individual and community level, work which has been supported by our education resource and educator training programme and featured in projects delivered through our Shared Outcomes Requests Grants. Relatedly, we are also taking the opportunity as part of the grants transformation to involve key stakeholders in influencing our upcoming two year grant funding programme recently approved by Finance Committee
- SoNaRR2020 engagement with key stakeholders like Public Service Boards has yielded meaningful conversations with partners about systemic changes to the way society is organised to encourage local prosperity and promote equality. Similarly our grants funding to ensure the Wales Coast Path and National Trails are actively promoted and the infrastructure adequately maintained ensures we are playing our part to enhance Wales' Tourism offer. This year we are also delivering a WG funded project to improve habitat in areas adjacent to the Wales Coast Path both to address the need to increase resilient networks and to enhance the experience of Wales Coast Path visitors.
- We continue to take action on our own estate and support initiatives by others to increase uptake of interventions to help physical and mental health and well-being including direct input into the 22-24 Healthy Weight: Health Wales Delivery Plan and as part of a new WG Social Prescribing Group to ensure the role of the natural environment and benefits of green prescribing are central to future strategy and policy development.

Topic owner: Ruth Jenkins

Business Plan dashboard measure/s for this topic:

- Deliver NRW's combined health and educator training

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Measure: Deliver NRW's combined health and educator training

This measure on the development and delivery of NRW's combined health and educator training, resources and projects reflects our work to highlight the multiple health and attainment benefits the natural environment can provide.

Latest position (to end of September 2021):

- Our **milestone for this measure is to update on programme and project progress and any action on areas for change**. We have completed this activity including securing a place on the WG Strategic Stakeholder Group for Curriculum Development, launching Acorn Antics 2021, contributing to WG Task and Finish Group on Social Prescribing, WG Active Travel Board and Heathy Weight: Healthy Wales Delivery Plan. We have moved into Phase 2 of the Health Impact Assessment Project and prepared material to support COP26. The Kickstart Placement project is progressing, we continue to deliver on-line educator training. A review of secondary/tertiary resources is complete.
- This measure is **green**.

What we are doing next:

- We will now continue to deliver our projects including climate and nature emergency educator training, supporting the North Wales TEDx climate change event, developing a strategic partnership with Flintshire Local Education Authority, continuing to engage our stakeholder network via newsletters and facilitated events, progressing phase 2 of the Health Impact Assessment project including guidance development, developing Visitor Centre specific resources and an offer for National Exercise Referral co-ordinators.
- Our next **milestone for this measure is to update on programme and project progress and any action on areas for change**. We are currently on track to achieve our **year end milestone activity to update on programme and project progress and any action on areas for change, identifying new work programmes/projects for 22/23**.
- We currently expect we will be green at year end.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

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Topic: Developing our Organisation

Topic summary progress:

- Those measures that are internally focused will help make NRW and excellent organisation as they will help bring clarity of direction of vision for our people, ensure we are inclusive and diverse and we are continuously engaging and developing our staff.
- Those measures that are externally focussed will ensure we are serving the communities of Wales in the speed in which we are making payments.

Topic owner: Steve Burton

Business Plan dashboard measure/s for this topic:

- Make payments on time
- Develop and implement a People Strategy for NRW
- Staff personal development plans are in place
- Complete agreed (mandatory) eLearning
- Equality, Diversity and Inclusion action

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Measure: Make payments on time

This measure on making our payments on time, reflects the importance of paying our suppliers within 30 days of receipt of invoice. Our financial reports are only updated once goods and services are received on MyNRW – our internal system for dealing with purchases and other administrative tasks.

Latest position (to end of September 2021):

- Our target for this measure is 95%. We have not achieved this. We have achieved 89% due to staff unavailability (mainly abnormal sickness levels) across Transactional Finance Team. This is an improvement on the previous quarter when it was 79%.
- We have been focusing on the clearance of the backlog of invoices received in the mailbox. The team are currently actioning invoices that are three weeks old and we need to get this back on track to pay invoices within 30 days of invoice date. This will enable us to hit our year end target. We are struggling to recruit and retain the additional temporary staff to clear the backlog due to the current availability of staff from the recruiting agents and the fact that we are only offering temporary positions.
- This measure is **red**.

What we are doing next:

- We will temporarily increase the staffing levels which will take 4-6 weeks to have an impact. Transactional Finance Payments team members are currently not taking calls for the Accounts Receivable team as they usually would, to focus on the backlog. Going forward we hope to train Income team members to help the Payments team in busy times. Payment team members have processed 4,886 invoices for quarter 2 compared with 4,112 in the last quarter.
- Our target for this measure is 95% for the next reporting period and every reporting period after that.
- We currently anticipate we will be green at year end.

Measure owner: Rob Bell

Q1	to Q2	to Q3	Expected year end
Red	Red		Green

See [here](#) for key used for green, amber or red status

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Measure: Develop and implement a People Strategy for NRW

This measure reflects the development and implementation of our People Strategy.

Latest position (to end of September 2021):

- Our milestone for this measure is to consult staff, across a range of fora, on the goals and priorities identified in the draft People Strategy; Establish a People Board to oversee the implementation of our People Strategy
- We have completed this activity. The People Board has met and we are getting feedback on the Terms of Reference and the draft strategy from different stakeholders to develop an action plan.
- This measure is **green**.

What we are doing next:

- We are now in the process of finalising the strategy.
- Our milestone for this measure is to finalise and publish our People Strategy, supported by an action plan setting out immediate priorities for the next 12 months.
- We are currently on track to achieve our year end milestone activity to have priority actions underway and complete where appropriate, in line with the People Strategy action plan.
- We currently expect we will be green at year end.

Measure owner: Su Turney

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

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Measure: Staff personal development plans are in place

This measure reflects the status of staff personal development plans (PDPs) being in place which help managers manage and monitor staff performance.

Latest position (to end of September 2021):

- Our **milestone for this measure is 95% last year's PDPs agreed and signed off; 90% new ones agreed and in place**
- We have 83% of last year's PDP's completed on the MyNRW system. We have 80% of new PDP's agreed an in place on the MyNRW system for the start of year 2021/2022.
- This measure is **amber**.

What we are doing next:

- We have issued reminders to managers to input their staff's start of year PDP's onto the system.
- We are running a report for Leadership Team to highlight any gaps.
- We have run more refresher sessions on the performance management processes in Q2 and plan to run more in Q3 and Q4.
- We have recently issued managers with a self-assessment PDP Plan on a page, to assist them in preparing for mid-year reviews.
- Our **milestone for this measure is 90% Mid year reviews completed for the next reporting period.**
- We are currently on track to achieve our **year end milestone activity of 95% Mid year reviews completed** in quarter four and expect to be green at year end.

Measure owner: Steve Burton

Q1	to Q2	to Q3	Expected year end
Amber	Amber		Green

See [here](#) for key used for green, amber or red status

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Measure: Complete agreed (mandatory) eLearning

This measure reflects compliance against our agreed mandatory eLearning courses (Anti Bribery & Corruption, Anti Fraud, Computer Security and Health and Wellbeing plus from September GDPR and Records Management).

Latest position (to end of September 2021):

- Our **target for this measure is that 90% undergone the required training.**
- We have achieved this. We have reached 94% compliance as of end of September 2021, this includes the statistics for the newly reported courses from September, GDPR and Records Management.
- This measure is **green.**

What we are doing next:

- We are currently exceeding our **year end target which is 90% undergone required training** in quarter four, and are expected to be green at year end.

Measure owner: Steve Burton

Q1	to Q2	to Q3	Expected year end
Red	Green		Green

See [here](#) for key used for green, amber or red status

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Measure: Equality, Diversity and Inclusion action

This measure reflects development and implementation of our Equality, Diversity and Inclusion (EDI) Action Plan.

Latest position (to end of September 2021):

- Our **milestone for this measure is to use Q1 feedback to develop, through task and finish groups the changes required.**
- We have completed this activity. Outputs from the task and finish groups were used in the draft strategy shared with the Executive Team (ET), the People and Remuneration Committee (PaRC) and the Board in September.
- **This measure is green.**

What we are doing next:

- We will now incorporate into the EDI Plan feedback from ET, PaRC and Board Members, following their consideration and discussion of their priorities for Equality, Diversity and Inclusion in NRW over the next 4 years (2021-25). The draft EDI Plan and Actions will be refined before being presented initially to ET in December and then to January Board for approval.
- Our next **milestone for this measure is present to board an EDI recommendation report based upon Q2's outputs for the next reporting period.**
- We are currently on track to achieve our **year end milestone activity which is to complete a sub plan for 2022-2023 based upon the review in Q3 and agree with the Board**
- We currently expect we will be green at year end.

Measure owner: Steve Burton

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

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Topic: Ensuring Everyone's Well-being, Health and Safety

Topic summary progress:

- We monitor the number of near miss reports (includes reports from employees, visitors, contractors, etc) and active monitoring reports per quarter and we aim to increase the number recorded. We undertake near miss reporting and active monitoring to ensure those who visit land we manage, or work for us, do so in a safe environment.
- Pre-qualification assessment undertaken - 23 Land management framework contractor assessments – 22 of the initial assessment required further clarification, with 1 assessment being approved on initial assessment.
- We have recently reviewed and updated some of our Well-being, Health and Safety (WH&S) policies and procedures. The WH&S team has also delivered a number of training awareness sessions over Q2, these included Hand Arm Vibration Syndrome (HAVs) and Risk Assessment. Additionally, the WH&S team have run 4 Wellbeing Drop-in session for team leaders and line managers. These sessions are for team leaders and line managers to ask questions or seek advice, support and guidance on any wellbeing issues.

Topic owner: Steve Burton

Business Plan dashboard measure/s for this topic:

- Wellbeing, health and safety active monitoring undertaken
- Number of near miss reports

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Measure: Wellbeing, health and safety active monitoring undertaken

This measure reflects the importance of Wellbeing, Health & Safety active monitoring undertaken on site.

Latest position (to end of September 2021):

- Our target for this measure is to increase on quarter 2 from previous year.
- We have completed this activity. This measure is currently assessed as green as the number of active monitoring reported have increased - Q2 (21/22) = 344, Q2 (20/21) = 241. This is due to increased site work being undertaken and the Covid-19 restrictions being lifted. This measure is based on the number of active monitoring being undertaken.
- This measure is **green**.

What we are doing next:

- The Wellbeing, Health & Safety team will continue to raise the importance of active monitoring and provide training sessions on how to access the corporate system to log and report active monitoring activity. These training sessions will be aimed at team leaders/managers and employees.
- Our next **target for this measure is to increase on quarter 3 from previous year**.
- We are currently on track to achieve our **year-end target to increase on quarter 4 from previous year** and expect to be green at year end.

Measure owner: Steve Burton

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

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Measure: Number of near miss reports

This measure reflects the number of near miss reports (includes reports from employees, visitors, contractors, etc)

Latest position (to end of September 2021):

- Our **milestone for this measure is to increase on quarter 2 from previous year.**
- There have been 63 near misses reported (compared with 52 in Q2 2020/2021) over this period. (Near miss reporting - constitutes a mixture of employees, contractors and members of the public. In the 2020/2021 reporting year there were a total of 187 near misses).
- This measure is **green**.

What we are doing next:

- We will continue to report the number of near misses next period.
- The Wellbeing, Health & Safety team will continue to run training sessions on the importance of reporting near misses and how to access the corporate system to log and report near misses. These training sessions are aimed at team leaders /managers and employees.
- As Covid restrictions have now been lifted, we expect an increase the number of near miss reporting and expect, at the end of year, to see an overall increase.
- Our next **milestone for this measure is to increase on quarter 3 from previous year.**
- We are currently on track to achieve our **year end milestone which is to increase on quarter 4 from previous year** and expected to be green at year end.

Measure owner: Steve Burton

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

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Topic: Understand and Improve our Customers' Experiences

Topic summary progress:

- Customer Journey Mapping procurement is underway with a view to have the agency in place by 1st December 2021. This is delayed due to resource and budgetary decisions but now aligns with the 3 Lines of Defence Governance assurance work.
- We are continuing to gather and evaluate stakeholder information and prepare it for integration into the CRM (Customer Relationship Management) system.

Topic owner: Naomi Lawrence

Business Plan dashboard measure/s for this topic:

- [Progress the Customer Experience Strategy](#)
- [Deliver our Stakeholder Engagement Plan](#)

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Measure: Progress the Customer Experience Strategy

This measure reflects the Progress of the Customer Experience Strategy

Latest position (to end of September 2021):

- Our **milestone for this measure is to initiate a cross office end to end customer journey mapping exercise.**
- We have completed this activity. We have written the Invitation to Tender (ITT) document and it was sent out to the suppliers on the framework by our Procurement team on 13th October 2021. We aim to have selected the agency and have them in place by 1st December 2021. We have aligned this with the Governance Assurance mapping work within 3 Lines of Defence programme.
- This measure is **green**.

What we are doing next:

- We will now select our chosen supplier and begin working with them to deliver the compressive Customer Journey Mapping exercise over the next 12 months.
- Our next **milestone for this measure is to develop understanding of current sources of customer insight with a view to consolidating into a holistic view (Feedback framework) for the next reporting period.**
- We are currently on track to achieve our **year end milestone activity which is to begin review of results of customer journey mapping exercise and agree next steps** in Quarter four, as long as there are no further delays with the procurement process.
- We currently expect we will be green at year end.

Measure owner: Naomi Lawrence

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

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Measure: Deliver our Stakeholder Engagement Plan

This measure reflects the delivery of our stakeholder engagement plan.

Latest position (to end of September 2021):

- Our milestone for this measure is to work with the Customer and Communications teams to evaluate existing information e.g. previous stakeholder analysis such as Area Statement Stakeholder Maps, and review for consistency and integration with a records management system.
- We have not completed this activity as we anticipated would take at least 9 months, and we are on track to complete at the end of the Q1 2022/23. We are currently Amber.

What we are doing next:

- We will now continue to evaluate existing data for integration into the CRM.
- Our milestone for this measure is to continue delivery of the contact programme and the ongoing mapping exercise for the next reporting period.
- We are currently on track to achieve our year end milestone activity to undertake a perceptions audit in quarter four and are expecting to be amber at year end due to the evaluation of existing information work.

Measure owner: Naomi Lawrence

Q1	to Q2	to Q3	Expected year end
Amber	Amber		Amber

See [here](#) for key used for green, amber or red status

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Topic: Making the most of commercial opportunities

Topic summary progress (i.e. overview of work undertaken against this topic):

- Continue to implement a pilot Woodland 'Renewal' Hub at Coed Trecastell, Pontyclun;
- Scoping the opportunity for a natural burial ground on our estate;
- Developing a Visitor Centre Strategy, including delivering improvements on our car parking operations;
- Continued to take a lead role in partnership with the Welsh Government on how to better deliver energy projects across the Welsh Government Estate;
- We are working with Welsh Government on the Energy Deep Dive.
- Discussions are ongoing with green technology companies around opportunities for research and development on our estate, including with the Centre for Alternative Technologies;
- Continued progress on how we manage permissions to film on our land;
- The offer of timber to the market is on target, and the industry remains bouyant.

Topic owner: Elsie Grace

Business Plan dashboard measure/s for this topic:

- Implement our Commercial Strategy
- Timber volume offered to market / sold / dispatched

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Measure: Implement our Commercial Strategy

This measure reflects how we are implementing our Commercial Strategy (which superseded the Enterprise plan) and sets out what we will focus on in the next five years and NRW's approach to commercial opportunities, including the development of the People, Planet, Prosperity measurement of commercial success and value.

Latest position (to end of September 2021)

- Our **milestone for this measure is PowerBI and reporting to our Commercial Business Board mechanisms and measures in place**. We have not completed this activity. We have implemented the Sustainable Commercial Opportunities Group (SCOG), a forum to allow potential new Commercial business cases to be scrutinised before progressing into delivery. Business cases are then progressing into assurance and approval through the Commercial Business Board and Programme Management Office. We have recruited a Power Bi specialist to develop a reporting dashboard for measuring Commercial performance, including benefits and measures related to People, Place and Prosperity. This Power Bi report will not be in place until March 2022.
- **This measure is amber.**

What we are doing next:

- We will be continuing to progress Commercial data and evidence requirements, working with other teams within NRW e.g. finance and land stewardship, to support effective reporting to the Commercial Business Board as part of the PowerBi dashboard development.
- Progressing core commercial activities, exploring and delivering new / innovative commercial opportunities.
- Our next **milestone for this measure is to hold a 'Circular Business Connectors Event' facilitated by NRW and hold a Commercial Day – 'NRW Pitch Day' for the next reporting period.**
- We are close to being on track to the **year-end milestone, which is preparing an Annual Review and a Strategy Revision (for publishing April 2022)** in quarter four. We currently expect we will be green at year end.

Measure owner: Elsie Grace

Q1	to Q2	to Q3	Expected year end
Amber	Amber		Green

See [here](#) for key used for green, amber or red status

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: Timber volume offered to market/sold/dispatched

This measure reflects a commitment set out in the [Timber Sales and Marketing Plan](#). NRW currently offers an available timber harvest of around two thirds of the total Welsh market, generating significant income and supporting the timber economy in Wales.

Latest position (to end of September 2021):

- Our cumulative **target for this measure is 388,000m³** obs (obs = over-bark, standing) for Q2.
- We have achieved **442,000m³** obs.
- This measure is **green**.

What we are doing next:

- We plan to offer a further 183,000m³ obs in October 2021. This will take us to a cumulative total of 625,000m³ obs at the end of Q3.
- Our cumulative **target for this measure is 620,000m³ for the next reporting period** (i.e. 232,000m³ in Q3).
- We are currently on track to meet our **year-end target of 830,000m³** in quarter four.
- We currently expect we will be green at year end.

Measure owner: Elsie Grace

Q1	to Q2	to Q3	Expected year end
Green	Green		Green

See [here](#) for key used for green, amber or red status

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Priority: Responding to the Covid-19 pandemic and the UK leaving the European Union, taking opportunities for a green recovery

Collaborating with partners in response to major change, including the Covid-19 pandemic and the UK leaving the European Union, providing advice and guidance and taking opportunities to maximise a green and blue recovery

Our NRW Business Plan sets out the following topics in relation to this priority:

- [Providing advice and guidance](#)
- [Delivering our Covid-19 Renewal Programme](#)

The following pages reflect recent progress on each of those topics, along with the latest performance position in relation to the Business Plan dashboard measure/s for each.

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Topic: Providing advice and guidance

Topic summary progress (i.e. overview of work undertaken against this topic):

- This work includes maintaining relationships with other agencies and staff across NRW to provide a coherent view on the continuing impacts of EU exit and to advise Welsh Government via liaison with colleagues across the UK.
- We are working closely with Welsh Government and other agencies supporting the development of legislation and are ensuring that the long-term impact, risks and opportunities related to environmental governance are recognised. In particular, development of the new oversight body, increased risk of Judicial Review, strategic complaints work and increased liaison and advisory work related to environmental governance.
- On behalf of the wider organisation we will continue to manage this permanently required programme of work with temporary resources seeking for a solution to transition this work into business as usual.

Topic owner: Ruth Jenkins

Business Plan dashboard measure/s for this topic:

- NRW's contribution following EU Exit

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: NRW's contribution following EU Exit

This measure reflects an update on NRW's contribution following EU Exit to environmental principles and governance, the new oversight body and new legislation (development of Agriculture and Fisheries Bills etc). NRW must respond effectively to developing issues and changes for advice and guidance to staff, customers and stakeholders.

Latest position (to end of September 2021):

- Our **milestone for this measure is to provide a progress update.**
- We are continuing to contribute to the development of new legislation following EU Exit, supporting Welsh Government (WG) and coordinating a comprehensive response from NRW. We are working with other agencies, staff across NRW and with the Interim Environmental Protection Assessor Wales (IEPAW) on environmental governance and have briefed Executive Team on the long-term impact, risks and opportunities related to the new oversight body and its effect on NRW's work. In particular, the increased risk of Judicial Review, strategic complaints work and advisory work. We have responded to our first call for evidence from the IEPAW and anticipate further requests in the near future.
- This measure is **green**.

What we are doing next:

- We are developing proposals for the management of permanent new and additional work following EU Exit. We will work with WG on new legislation and the new oversight body and with other agencies, NRW staff and interim process.
- Our next **milestone for this measure is to provide a progress update.**
- We are currently on track to meet our **year end milestone to provide a progress update** in quarter four. We will be amber at year end due to the temporary nature of the programme and additional permanent work that is not currently resourced long-term. Executive Team have confirmed the need to resource this high profile, permanent new work, which will mitigate this risk if implemented.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Green	Green		Amber

See [here](#) for key used for green, amber or red status

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Topic: Delivering our Covid-19 Renewal Programme

Topic summary progress:

- The Adfwyio / Renewal programme continues to make progress to successfully reshape the way NRW works to become an agile, resilient, and efficient organisation that leads Wales in addressing the nature and climate emergencies. There are 9 workstreams within Adfwyio, of which 6 are Green, 2 Amber and one Red
- A key outcome from Q2 has been that as part of the ongoing engagement with our staff we have confirmed that most (78%) desire a more flexible way of working post-covid, either working at home or a mix of home and office. We are using these data sets to inform the development of our accommodation strategy. We have also started to work with our local teams to better understand our future accommodation requirements.
- We are continuing to model the carbon saving benefits that we can achieve from the programme, by reducing our accommodation, travel and commuting emissions.
- We continue to support our staff to work from home with the right technology, having rolled out increased functionality within MS Teams and preparing to roll out the ability to make and receive external calls through Teams as well.

Topic owner: Victoria Rose-Piper

Business Plan dashboard measure/s for this topic:

- Implement Covid-19 Renewal programme

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: Implement Covid-19 Renewal programme

This measure reflects the broad range of work undertaken to deliver the Renewal programme.

Latest position (to end of September 2021):

- Our milestone for this measure is **delivery against programme plan, including implementation of planned trials initiatives and measurement of benefits delivered.**
- Following the departure of the Programme Manager, we need to recruit the new Renewal Services Manager to lead this programme of work. We have made good progress against many of the planned programme measures and have plans in place for the remainder. Of the 9 Renewal workstreams, 6 are Green, two Amber and 1 (travel) is Red. The full implementation and realisation of benefits will take several years to achieve.
- This measure is **amber.**

What we are doing next:

- Our milestone for this measure is **delivery against programme plan, including implementation of planned trials initiatives and measurement of benefits delivered for the next reporting period.**
- Our main focus for the rest of the year is to complete the planned series of hybrid working trials and to get feedback from our staff after they have had the opportunity to work the safe office environment.
- We are recruiting a Renewal Services Manager to lead the programme. We are recruiting a workstream manager to lead the Travel workstream, in order to accelerate progress on this part of the programme.
- Continuing to work with the business to bring together an NRW Accommodation ‘Space’ strategy.
- Without the correct resource in place the programme is amber in terms of the ability achieve our **year end milestone activity of delivery against programme plan, including implementation of planned trials initiatives and measurement of benefits delivered.**

Measure owner: Victoria Rose-Piper

Q1	to Q2	to Q3	Expected year end
Green	Amber		Amber

See [here](#) for key used for green, amber or red status

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Key: Green, amber or red ratings

The detail of how the green, amber or red measure status is determined for each measure in our Business Plan dashboard is shown below. We typically use a common approach for each measure type (e.g. milestones or numeric targets). We only depart from this common approach where necessary, for the specific measure being considered (e.g. using more specific tolerances for numeric targets to be a fair reflection of performance, and to ensure alignment with long-standing performance reporting approaches for these).

Each quarter we report both a current position up to and including that quarter, and an expected year end position. The expected year end position is based on our measure leads' expert knowledge around the activity area. This typically includes reflection around action being undertaken, current or emerging issues and various categories of risk. The expected year end position is therefore clearly subject to significant uncertainty in many cases.

Some measures have no pre-set green, amber or red categorisation in place. This is often the case for measures that are new/emerging work areas, or where a pre-set approach would not make sense. Ratings for these measures are therefore based on a common-sense approach – i.e. a fair reflection of the position at that time

Respond to the Climate Emergency

Page	Measure	Type	Red is...	Amber is...	Green is...
6	Climate emergency across NRW	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
8	Verification of Glastir Woodland grant scheme applications	Numeric	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Red	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Amber	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Green

			rating applies, focused on fair reflection of position	rating applies, focused on fair reflection of position	rating applies, focused on fair reflection of position
9	Area of new woodland created on the NRW Estate	Numeric	Figure / target not achieved.	Within 30% of figure / target	Figure / target effectively achieved.
11	Actions undertaken to restore Welsh peatlands	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
13	Implement Flood Review recommendations	Text update	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Red rating applies, focused on fair reflection of position	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Amber rating applies, focused on fair reflection of position	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Green rating applies, focused on fair reflection of position
14	Maintain flood risk assets in high risk systems at target condition	Numeric	Figure / target not achieved.	Within 30% of figure / target	98% (with no integer rounding)
15	Properties with reduced risk or sustained protection through capital work	Numeric	Figure / target not achieved.	Within 30% of figure / target	90% (with integer rounding, i.e. $\geq 89.5\%$ would be green)

Respond to the Nature Emergency

Page	Measure	Type	Red	Amber	Green
18	Biodiversity action across NRW	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
20	Priority actions undertaken on protected sites to improve condition of features	Milestone	Figure / target not achieved.	Within 30% of figure / target	Figure / target effectively achieved.
21	Actions undertaken on National Nature Reserves on NRW managed land to improve	Milestone	Figure / target not achieved.	Within 30% of figure / target	Figure / target effectively achieved.
22	Delivering targeted action for declining species or those on the edge of extinction	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
24	Number of UKWAS Corrective Action Requests and Observations open and progress closing them	Text update	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Red rating applies, focused on fair reflection of position	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Amber rating applies, focused on fair reflection of position	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Green rating applies, focused on fair reflection of position

25	Progress of our work to reduce pollution from metal mines	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
27	Support implementation of the Welsh National Marine Plan	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
28	Progress NRW's actions in the Wales Marine Protected Area network management actions plan	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
30	Deliver remaining water related investigations and develop new River Basin Management Plans	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete

Developing and using our evidence with partners to advocate for and deliver SMNR

Page	Measure	Type	Red	Amber	Green
34	Promote, advocate and encourage use	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g.	Activity reflected in milestone is effectively complete

	of State of Natural Resources Report			expected to be completed a month later than planned)	
35	Use of Area Statements within NRW to embed priorities and opportunities	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete

Developing NRW into an excellent organisation that serves the communities of Wales

Page	Measure	Type	Red	Amber	Green
38	Response to incidents (initial category 'High', within 4 hours)	Numeric	Figure / target not achieved.	Within 30% of figure / target	95% (with integer rounding, i.e. $\geq 94.5\%$ would be green)
40	Performance of regulated sites and water quality discharges	Numeric	Figure / target not achieved.	Within 30% of figure / target	75% (with integer rounding, i.e. $\geq 74.5\%$ would be green)
42	Deliver NRW's combined health and educator training	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
44	Make payments on time	Numeric	Figure / target not achieved.	Within 5% of figure / target	95% (with integer rounding, i.e. $\geq 94.5\%$ would be green)

45	<u>Develop and implement a People Strategy for NRW</u>	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
46	<u>Staff personal development plans are in place</u>	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
47	<u>Complete agreed (mandatory) eLearning</u>	Numeric	Figure / target not achieved.	Within 5% of figure / target	90% (with integer rounding, i.e. $\geq 89.5\%$ would be green)
48	<u>Equality, Diversity and Inclusion action</u>	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
50	<u>Wellbeing, health and safety active monitoring undertaken</u>	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
51	<u>Number of near miss reports</u>	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be	Activity reflected in milestone is effectively complete

				completed a month later than planned)	
53	Progress the Customer Experience Strategy	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
54	Deliver our Stakeholder Engagement Plan	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
56	Implement our Commercial Strategy	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
57	Timber volume offered to market / sold / dispatched	Numeric	Figure / target not achieved.	Within 30% of figure / target	Figure / target effectively achieved.

Responding to the Covid-19 pandemic and the UK Leaving the European Union, taking opportunities for a green recovery

Page	Measure	Type	Red	Amber	Green
60	NRW's contribution following EU Exit	Text update	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense

			approach to Red rating applies, focused on fair reflection of position	Amber rating applies, focused on fair reflection of position	approach to Green rating applies, focused on fair reflection of position
62	Implement Covid-19 Renewal programme	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete

Board Paper

	Paper Details
Paper title:	Wellbeing, Health and Safety (WH&S) Update
Paper Reference:	21-11-B18a
Paper sponsored by:	Prys Davies, Executive Director of Corporate Strategy and Development
Paper Presented by:	Charlotte Morgan, WH&S Manager
Purpose of the paper	Discussion (scrutiny and debate)

Issue

1. This is the Wellbeing, Health & Safety (WH&S) Quarter 2 performance update.

Summary

2. To provide the Board with a WH&S update.

Recommendation

3. The Board are asked to comment on the WH&S Report.

Key Risks

4. The WH&S team continue to manage wellbeing, health and safety risks. In looking ahead, NRW will need to maintain and also develop and improve further our own strong culture of wellbeing, health and safety monitoring and learning. This will continue to be the key element of our future strategy to move forward.
5. The WH&S team will use the information gathered and lessons learnt in the development of our future strategy and action plan.

Financial Implications

6. It is recognised that the mismanagement of WH&S has significant financial implications. The WH&S team are continuing to put new systems in place in order to

manage our WH&S risks and therefore reduce any costs. As well as protecting our staff and those working on and using the estate NRW manage, there could be significant financial implications arising from failures to implement a robust WH&S system

Equality Impact Assessment (EqIA)

7. Has not been produced for this report.

Index of Annex

- WH&S report Quarter 2



Board Report Q2- Engagement Pack – July to September 2021

Serious Incident Reviews (SIR)

SIR Update

Electric Vehicle Charging Points 2019/2020 – No change

Issues have been found with publicly available electric vehicle charging points on the NRW estate relating to installation by the contractor because they were not compliant with relevant electricity regulations. There were subsequent issues highlighted when the remedial repairs were carried out by contracted electrical engineers.

The final report has been distributed and actions assigned. There were ten actions in total with eight actions completed and two actions are active and being worked on with a final completion date of the 31st December 2021.

HGV Accident – Forestry Civil engineering works 2020/2021 - Update – action deadline extended

A civil engineering haulage contractor was transporting stone between sites when it overturned on a road. It is understood that this accident occurred because of low overhanging branches from trees on land adjacent to the road. Even though this was not on NRW land, further investigation identified learning that would be valuable to NRW.

The final report has been distributed and actions assigned. There were thirteen actions in total with eleven completed and two are active and being worked on with a final completion date of 30th November 2021 - this has been extended due to working with the business to implement suitable and sufficient WH&S documentation.

Mechanised harvester chainshot incident 2020/2021- Update – actions all completed.

A direct production harvesting contractor experienced a near miss when a fragment of the chain broke away and was ejected towards the cab. NRW are the Landowner and Forestry Works Manager. The report identified issues around the extent to which chainshot is

covered in training, missing chainshot guard/protection device, and the restricted manoeuvrability of the harvester head in thinning coupes.

All actions have been closed and completed within the timescale noted.

Hung up tree left standing during chainsaw operation 2020/2021 - Update – action deadline extended

Hung up trees were left standing during chainsaw operations on NRW land by a contractor. This is contrary to industry best practice guidance. The report identified issues around the planning of works, and the training/competence of those undertaking the supervision of the works.

The final report has been distributed and actions assigned. There were four actions in total with three completed and one is still active and being worked on with a final completion date of 30th November 2021 – this has been extended due to working with the business to implement suitable and sufficient WH&S documentation.

Chainsaw ringbarking 2020/2021 - Update – action deadline extended

Trees were identified during a site visit in 2020, which were potentially unstable following ringbarking that occurred approximately 5 years ago. There is greater liability for NRW where trees fall as a consequence of human intervention, i.e. creating deadwood either by stem injection or by ringbarking.

The report identified issues with regards to the procurement of contractors, chainsaw supervisor training, frequency of tree inspections, management agreements with third parties, and robustness and clarity of existing guidance.

The final report has been distributed and actions assigned. There were twenty actions in total with nineteen completed and one is active and being worked on with a final completion date of 31st January 2021 - this has been extended due to working with the business to implement suitable and sufficient WH&S documentation.

Incidents on NRW Estate

Sadly, there was another recent fatality on the NRW estate. A male drowned at Pontneddfechan plunge pool on 17th August 2021.

This incident is subject to a Coroner's inquest and investigation and once this has concluded more information around the circumstances may be available.

A Serious Incident Review has been opened and paused for fatal incident and will be updated once the coroner's inquest has concluded. This could be late next year.

As this fatal incident is currently being investigated by the Police and the Coroner a full investigation cannot be undertaken until these have been concluded. The incident happened on a natural feature on open access countryside with no indication that they related to our work. However, initial evidence gathering has been undertaken in

conjunction with key staff to ascertain if any immediate actions were necessary. Wellbeing support was offered to staff.

Following two serious incidents with members of the public falling from height at Pistyll Gain waterfall near Ganllwyd, an inspection and review of the site was undertaken with NRW recreation and land management staff.

The accident site is not on NRW land, but we promote a circular walking route past the waterfall.

There was no suggestion from the review that the incidents relate to our undertaking and site signage and social media information about the route is appropriate and in line with Visitor Safety Group guidance.

Health and Safety Executive (HSE)

The Health and Safety Executive (HSE) carried out a number of site visits during week commencing 27th September 2021, one of which took place on the Welsh Government Woodland Estate. Other visits took place during this week at private sector sites. The primary purpose of these visits was to look at safety zones, LOLER issues (including thorough examination), and machinery product safety (modifications) to see if the relevant FISA guidance is inclusive of current techniques. Prior to these visits taking place, the WH&S team met with the HSE policy lead for forestry, and two HSE technical specialists, to offer specialist input.

Forest Industry Safety Accord (FISA)

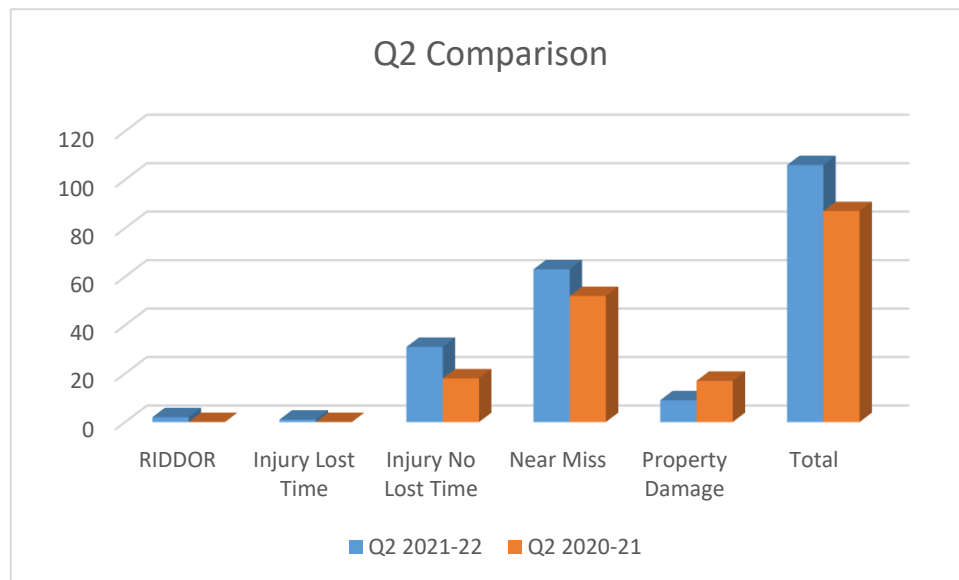
NRW have received praise from FISA for the learning points that have been shared with the wider industry, following our most recent forestry related serious incident reviews. The WH&S team have been invited to the next FISA Steering Group meeting, to explain the approach that we take to reviewing serious incidents and sharing key learning points. The intention is to try and encourage other FISA members to share their own learning points following incidents.

Incidents

AssessNET Incident Data (all NRW)

NRW	Q2 2021- 22	Q2 2020- 21	Q1 2021- 22	FY 2020- 21	FY 2019- 20	FY 2018- 19	FY 2017- 18	FY 2016- 17	FY 2015- 16
RIDDOR	2	0	1	3	5	2	8	9	12
Injury Lost Time	1	0	1	1	8	7	10	13	14

Injury No Lost Time	31	18	32	37	98	115	164	153	159
Near Miss	63	52	51	165	226	242	301	364	477
Property Damage	9	17	4	31	32	41	46	62	64
Total	106	87	89	237	369	407	529	601	726



NRW Totals for Q2 2021/22.

A total of **106** incidents have been reported to date for Q2 2021/22– this constitutes a mixture of employee, contractor, and member of public injuries and near misses. This compares to a total of **87** reported for the same period Q2 2020/21.

2 RIDDOR over 7-day injury (0 for same period last FY) –

IP sustained back injury whilst attaching implements to a tractor.

IP sustained lower limb injuries trying to stop NRW vehicle rolling away after being parked up.

1 Lost Time Injury (0 for same period last FY) – IP strained back whilst working in/near water.

31 Injury with no lost time (18 for the same period last FY) - 14 of the 31 reported injuries are to members of the public on MTB with the remaining being a mix of cuts/grazes and slips/trips/falls. 2 staff injuries were tick bites.

63 Near Miss (52 for the same period last FY) – A mix of reports relating to staff and contractor near misses.

9 Property Damage (17 for the same period last FY) – most relating to vehicles.

Current incident themes:

- Mountain Bike injuries to members of the Public at our Visitor/Trail Centres
- Slips/Trips/Falls
- Cuts/grazes
- Incidents relating to driving at work and NRW vehicles.

ISO 45001: 2018

The contract for the certification for ISO 45001:2018 has been awarded to British Standards Institute (BSi). ISO 45001:2018 is an international standard for health and safety at work developed by national and international standards committees.

The BSi auditor undertook a gap analysis on the 2nd of October 2020 and an action plan was produced to address the areas of improvement. The next stage – Stage 1 - of the certification took place over 3 days in April 2021. Following this stage assessment, BSi recommended that NRW could proceed to the next step – Stage 2 - which will be the sampling/auditing of teams and their activities. This will take place in October, November and December 2021.

Risk Assessment Management

As part of being compliant with ISO 45001, all NRW teams will need to have work activity specific risk assessments. The WH&S team have been working with operational teams to assist the development of the risk assessments in AssessNet.

To make the development of these more efficient and consistent, the WH&S team have developed templates that can be used by managers and team leaders. The WH&S team have also re-populated standard hazards and control measures in the system that team leaders and managers can use and custom to their work activities. Where teams already have specific risk assessments, but in another format, the WH&S team are updating these onto AssessNet.

Policy update

A number of the WH&S policies and procedures were reviewed and updated. These included: -

- Food Safety policy
- Food Allergies policy
- Eye Care policy
- Menopause policy and procedure
- First aid policy and procedure

These will be endorsed by the Leadership Team Group and signed off by the members of the National WH&S committee.

Training sessions

The WH&S team delivered a number of training awareness sessions over Q2, these included Hand Arm Vibration Syndrome (HAVs) and Risk Assessment.

In total, the following have been delivered: -

10 HAVs awareness sessions delivered, and 109 staff attended

13 Risk assessments sessions delivered, and 116 staff attended.

Internal Audit Programme

The internal audit team notified the WH&S team that one internal audit review would take place in 2021/2022. This internal audit review was to focus on the Hand Arm Vibration (HAVs) process, which is due to commence in October 2021.

Wellbeing Health & Safety Pre-qualification questionnaires

The WH&S team have liaised with procurement and the timber sales team to ensure that contractors and customers who work on NRW land are adequately assessed at the pre-qualification stage, to ensure that they are competent and have made suitable arrangements in place to manage WH&S.

In total, the following have been assessed and approved -

23 Land management framework contractor assessments – 22 of the initial assessment required further clarification, with 1 assessment being approved on initial assessment.

Coronavirus/Covid-19

As a result of the pandemic, there has been a need for additional WH&S advice, support and guidance for staff who are working from home and teams who were still undertaking key and essential works activities. Welsh Government (WG) implemented a plan based on alert levels.

The WH&S team continue to work with facilities and teams within NRW to provide support and guidance on Covid 19 procedures to ensure NRW remains legally compliant in this area.

All alert level information can be found on the Coronavirus intranet page.

Hidden disabilities – sunflower lanyards

NRW has signed up to the hidden disabilities scheme – Sunflower Lanyards and business starter packs have been sent out to Ynyslas, Coed-y-Brenin, Bwlch Nant yr Arian, Garwnant and Cadair Idris. All visitor centre staff will be trained to identify the hidden disabilities sunflower scheme, gain a deeper understanding of hidden disabilities and be confident to approach and support customers and colleagues living with a hidden disability. The WH&S team will be looking at rolling out the sunflower lanyards to NRW offices in the future.

Wellbeing initiatives and developments

Corporate Health Standard

The focus for 2021/2022 is to ensure suitable and sufficient evidence and supporting information is continued to be gathered for the Gold level award assessment. The action plan was submitted to Public Health Wales for the gold level award assessment in March 2021.

However, all Corporate Health Standard (CHS) assessments are dependent on how Public Health Wales and their resources and processes due to Covid-19. Their focus is currently on organisations that have awards to revalidate before moving onto new award assessments. NRW's sliver award will expire in March 2022.

Wellbeing Initiatives

The WH&S team have run 4 Wellbeing Drop-in session for team leaders and line managers. These sessions are for team leaders and line managers to ask questions or seek advice, support and guidance on any wellbeing issues. They are not used to discuss any individual cases but to ask general advice wellbeing, such as undertaking an occupational health referral, advice on stress, mental health issues etc.

NRW's mental health first aiders arranged virtual sessions for the offices they were based in, these were called Talk to us -, which was in line with the Sarmatians initiative.

World suicide day 10th September, the WH&S team arranged a lunch and learn session with Healthy Work Company which was held 20 September.

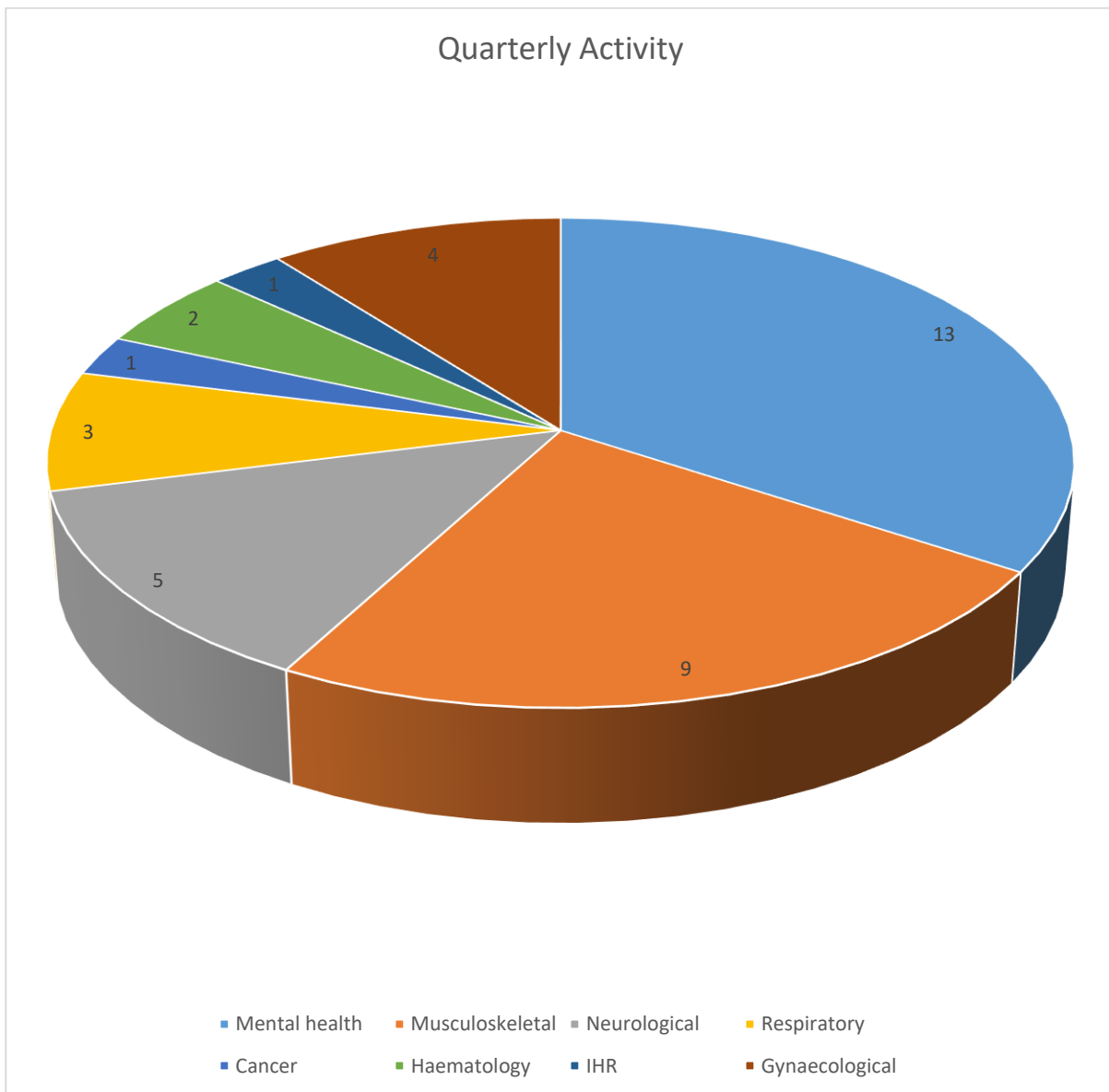
NRW Occupational Health Statistics

Quarter 1 – April to June 2021

Summary	Comparison from previous quarter
38 referrals/reviews	+7 (31)

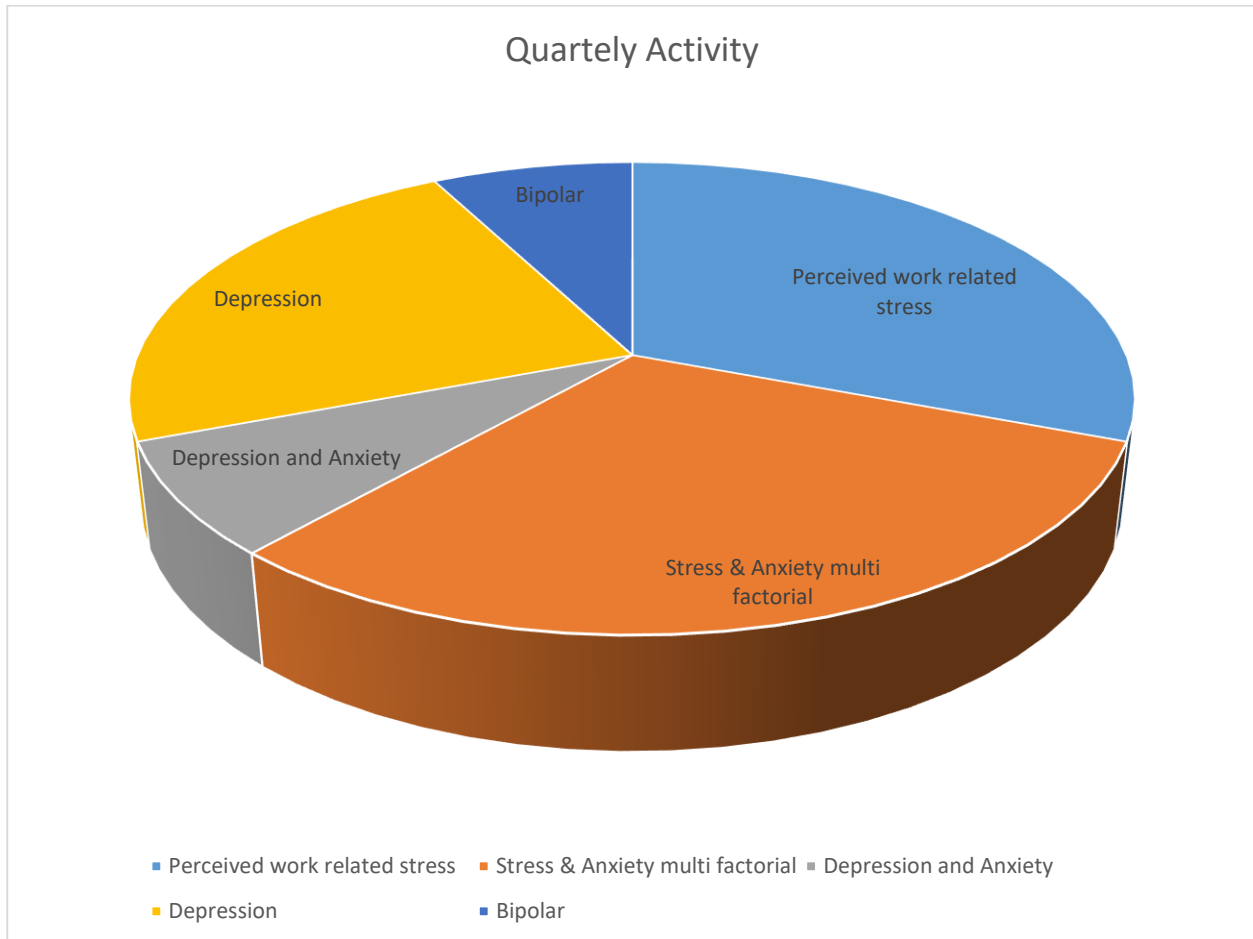
0 HAV screening	- 20 (20)
0 HAVs Tier 4 assessments	-2 (2)
8 Physiotherapy	N/A

Medical reason for referral



Mental health is the main reason for referrals this quarter at 34% which is a 14% decrease from last quarter.

Mental health categories



31% of the mental health referrals are perceived to be work related which is a 11% increase from the last quarter.

Perceived work-related stress is where it is identified that the employee perceives that their stress is solely work related, i.e. work is the stressor. Where there is both work related and personal related stress this is identified as multi factorial.

Board Paper

Date of meeting	18 th November 2021
Title of paper	Wellbeing, Health and Safety (WH&S) Strategy
Paper reference	21-11-B18b
Paper sponsored by	Prys Davies, Director Corporate Strategy and Development
Paper prepared by	Charlotte Morgan, Wellbeing Health & Safety Manager (WH&S)
Purpose of paper	Approval

Background

1. This is the Wellbeing, Health and Safety (WH&S) Strategy for NRW for 2021 to 2024.
2. This document describes the strategic direction for wellbeing, health and safety over the next three years. It details how we intend to organise ourselves to maintain legal compliance as a minimum and promote a positive, sustainable wellbeing, health and safety culture to continually improve performance.

Recommendation

3. Board are asked to approve the WH&S Strategy.

Risks

4. Wellbeing, health and safety risks will continue to be managed by the organisation, co-ordinated and overseen by the WH&S team. In looking ahead, NRW will need to maintain and further develop our culture of wellbeing, health and safety monitoring and learning. This will continue to be a key element of our future strategy to move forward.
5. WH&S team will use the information gathered and lessons learnt as a result of our regular monitoring to inform the development of our future strategy and action plan.

Next Steps

6. Once the WH&S strategy has been approved, the Communications team will assist and support the WH&S team to engage and communicate the new NRW WH&S Strategy with staff, stakeholders and interested parties.

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Annex 1 – WH&S Strategy



Wellbeing health and safety strategy – 2021-2024

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Introduction

Welcome to the new Natural Resources Wales (NRW) Wellbeing, Health and Safety (WH&S) Strategy for 2021 to 2024.

Natural Resources Wales is the largest Welsh Government Sponsored Body and principal adviser to the Welsh Government, industry, the wider public and voluntary sector, communicating any issues relating to the environment and its natural resources. NRW now employ around 2,200 staff members across Wales, as well as supporting other employment through contract and volunteer work.

Our corporate vision is to lead the way to a better future for Wales by managing the environment and natural resources of Wales sustainably. This strategy requires NRW to conduct its activities at all times in a proactive way that prevents injury and ill health to our staff, and to those who work and engage with us.

This document describes the strategic direction for wellbeing, health and safety over the next three years. It details how we intend to organise ourselves to maintain legal compliance as a minimum and promote a positive, sustainable wellbeing, health and safety culture to continually improve performance.

Good health and wellbeing is increasingly being acknowledged as a vital element in supporting and developing a workforce. Not only are there positive benefits to staff, there

are also financial and reputational benefits to the organisation. NRW recognises that an important aspect is the promotion and maintenance of the physical and psychological health, wellbeing and safety of its entire organisation. In order to deliver our objectives, we need a highly motivated, empowered, engaged and healthy workforce.

Registration to both the International Occupational Health and Safety Management Standard ISO 45001:2018 and the Corporate Health Standard gold/platinum award, will be a clear demonstration of our commitment to recognised best practice, enhancing our reputation with staff and new and existing stakeholders, e.g. Health & Safety Executive, Forest Industry Safety Accord, including those in industry and business.

We want to achieve these as a clear demonstration that we value our staff and customers and want them to be safe and thrive because of the positive culture and benefits of working to support the natural resources of Wales. Put simply, it's about NRW being a great place to work and a great organisation to do business with.

The Role of the Wellbeing, Health and Safety Team

Natural Resources Wales' health and safety arrangements are such that the Wellbeing, Health and Safety Team assists NRW by providing a source of competent advice to all staff and acts as the custodian of the documented high-level health and safety management system including the Wellbeing Health and Safety Policy. The team is employed to provide support, advice and guidance to the organisation, in its endeavours to inspire positive wellbeing, health and safety behaviours and to monitor the NRW health and safety performance. This is achieved through engagement with the business.

As an enabling support service, the Team's core purpose is to:

- Provide a source of competent advice by co-ordinating, supporting and maintaining the effectiveness of the organisation's WH&S management system.
- Enable leaders and managers to competently contribute towards a safe and healthy working environment which ensures compliance with our statutory duties, so far as is reasonably practicable, to ensure everybody working with NRW remains safe and well.

The Wellbeing, Health and Safety Team fulfil this core purpose through prioritisation of activities, by taking into account Natural Resources Wales most significant hazards first (Appendix 2), the resources available to them and the appropriateness of timescales for delivery.

Position Statements

Where are we?

Positive attributes of NRW's current approach to wellbeing health and safety management include:

- An established suite of corporate health and safety policies and procedures.
- A recognised suite of systems which support wellbeing health & safety management – AssessNET incident reporting, Peoplesafe lone & remote working, MyNRW WH&S management module, Reactec and Workrite DSE training and assessment tool.
- Achieved the Corporate Health standard Silver award.

- Availability of key wellbeing health and safety training courses
- Board & Executive Team commitment to wellbeing health & safety.
- Three directorate led Wellbeing Health & Safety engagement forums for Operations, Evidence Policy & Permitting and Enabling Services (which includes Corporate Strategy and Development, Communication, Customer and Commercial and Finance and Corporate Services.)
- National Wellbeing Health & Safety Committee
- Directorate responsibility recognised by Executive Directors & Leadership Team members.
- Partnership working arrangements with Trade Union Representatives and staff representatives, and also external partnership working e.g. Health and Safety Executive (HSE), Forest Industry Safety Accord (FISA).
- Wellbeing Health & Safety Team, providing competent advice to support risk management activities.

Where do we want to be?

As a public organisation, with a philosophy of continual improvement, this new strategy creates an opportunity to redefine the strategic direction for wellbeing health and safety for the next three-year period to keep pace with changes to legislation and management thinking. Rather than relying on a reactive or a 'tick box' approach, we need to facilitate a position where all staff feel engaged and empowered to contribute to a healthier and safer workplace.

We will do this by providing all staff with a clear understanding of their health and safety roles and responsibilities and by making the necessary training, information, and instruction more readily available, to encourage all staff to take ownership of their own work-related risks.

This strategy, however, cannot operate in isolation; therefore, we have taken into account the new strategic aims of the Health and Safety Executive (the UK's Health and Safety Regulator), 'Helping Great Britain work well', which was published at the end of February 2016. The Chartered Institution of Occupation Safety and Health (IOSH) is an organisation for Health and Safety professionals. IOSH have released a new five-year strategy, "WORK 2022 – shaping the future of safety and health", which sets out a vision and defines the steps that are required to take. Our strategy has referenced the IOSH 'WORK 2022' to ensure the inclusion of IOSH's vision – a safe and healthy world of work and also defines how we can lead and collaborate with our stakeholders towards achieving our objectives.

Going forward, it makes financial sense to invest time and effort to reduce NRW's two biggest causes of absenteeism, these being mental health issues and musculoskeletal disorders. Therefore, our focus for the next three years will be to support managers to reduce sickness absence to a rate which is further below our target value than at present, by aiming to improve the promotion, co-ordination and communication of health and wellbeing opportunities leading to healthier lifestyles.

Good occupational health and safety management practice needs to be integrated into every aspect of our work activities. This will be achieved by way of coordinating proactive engagement between line managers, staff and trade union representatives. Partnerships with third parties, contractors, suppliers and the wider community will also be crucial to our success. We must continually strive to understand the diverse and constantly changing

nature of the activities which NRW undertakes. We need to ensure that we help others to see the benefit of an appropriate and proportionate wellbeing health and safety management as a positive instrument to ensure legal compliance and organisational success rather than as a burden to progress.

Over the next three years we will further strengthen and embed our wellbeing health and safety management system. We will be guided by this in our ambition to achieve the goal of registration to the globally recognised standard ISO 45001:2018 and certification to The Corporate Health Standard Gold/Platinum award. This will further demonstrate our commitment to best practice and will aid greater collaboration with new and existing partners, including those in the public and private sector.

Finally, our plan will enable greater consideration of health and safety implications when introducing new staff, processes and work practices by dedicating adequate resources to support management in a proactive manner, designing in wellbeing health and safety at the start of the process.

To maximise the impact of this new strategy we have identified the principal strategic aims for us as an organisation linked to five strategic priorities.

Principal Strategic Aims

Overarching Aims

- The delivery of a safer and healthier work environment for all those working and engaging with us.
- To maintain our reputation as the organisation to ensure that the environment and natural resources of Wales are sustainably maintained, sustainably enhanced and sustainably used, now and in the future, in a safe, secure and healthy environment.
- Improve wellbeing health and safety performance, supported by revised key performance indicators.
- Achieve ISO 45001 registration.
- Achieve Corporate Health Standard – Gold.
- Gain commitment for Corporate Health Standard - Platinum.
- Ensure Wellbeing Health and Safety is ‘designed-in’ when developing work programmes, implementing change decisions, procurement and contract management.
- Ensure our sickness absence is consistently monitored and relevant interventions implemented.
- Continue to maintain legal compliance and work proactively to keep pace with new and changing legislative requirements, as well as adapting to future circumstances.

Short Term Aims (Year 1)

- The Wellbeing Health and Safety Policy is revised and implemented.
- Health and safety training requirements for all NRW staff are more clearly defined.
- All leaders and managers commit more fully to, and are accountable for, the management of wellbeing health and safety.
- Occupational health and safety risks are managed and controlled in a sensible, proportionate, and enabling manner.

- Improved wellbeing, health and safety promotion, communication and consultation mechanisms.
- Revise risk assessment process within NRW.
- NRW successfully achieving registration to ISO 45001.
- NRW to maintain the Corporate Health Standard Silver award and will register for the Gold level award assessment by Public Health Wales.

Medium Term Aims (Year 2)

- Continual improvement is supported by enhanced health and safety reporting and performance monitoring systems.
- Appropriate health, safety and wellbeing training opportunities are easily accessible to all staff.
- Establish competency frameworks for high risk work areas e.g. Chainsaws, Manual Handling, to ensure staff competency.
- NRW is accredited to the Corporate Health Standard – Gold award and working towards the Platinum level award.
- Long Term Aims (Year 3)
- We operate a robust, assured, operationally excellent occupational health and safety management system certified to the internationally recognised standard ISO 45001:2018.
- NRW is accredited to the Corporate Health Standard and working towards the Platinum award.
- All staff support a positive, proactive, sustainable safety culture.

Strategic Priorities

In order to achieve NRW's vision for Wellbeing, Health and Safety this strategy has been divided into five clear strategic priorities, which will be coordinated by the Wellbeing, Health and Safety team.

Appendix 1 contains the corresponding Implementation Plans for each Strategic Priority describing the actions to be addressed during years one and two.

Strategic Priority 1: Leadership and Commitment

Over the next three years, from the top of the organisation downwards, NRW's approach to the management of wellbeing health and safety will be more proactive than at present, fostered by leaders who clearly understand their roles and responsibilities and accept ownership and full accountability for wellbeing, health and safety matters.

Our aim is to ensure that, in relation to wellbeing, health and safety matters, line managers are enabled to demonstrate a sufficient level of competence to plan, manage, monitor and continuously improve wellbeing health and safety performance.

Confident leadership of wellbeing, health and safety will confirm to staff and others who engage with us, that wellbeing health and safety is a top priority and is a vital component in enriching a positive culture.

Strategic Priority 2: Risk Control

The need to consistently manage and control our wellbeing health and safety risks to an acceptable level, so far as is reasonably practicable, requires all leaders and managers to understand the hazards created by their work activities and to assess and manage the associated risks in a sensible, proportionate manner.

To support this, we will review our most significant risks through maintenance of the strategic risk register, ongoing review of our corporate Wellbeing Health &, Safety documentation, refresh our Wellbeing, Health and Safety internal audit activities and introduce more efficient electronic solutions to assist in risk management, e.g. Incident and near miss reporting, risk assessment and applications for active monitoring.

This approach will allow us to continue to demonstrate that our people, environment, assets and reputation are adequately protected from harm at all times.

Strategic Priority 3: Communication and Engagement

For us to achieve a more proactive, positive culture, in which all fully engage and participate at all levels of the organisation, our wellbeing health and safety communication will make best use of innovative technology.

We will proactively communicate about wellbeing, health and safety, to reliably inform and instruct staff and others on important matters and initiatives, in particular increasing the promotion of wellbeing opportunities to encourage staff to make healthier lifestyle choices and to develop personal resilience.

Strategic Priority 4: Training and Competence

A successful, cost effective wellbeing health and safety management system requires competent and well-trained people at all levels of the organisation. This ensures that all staff fulfil the wellbeing health and safety responsibilities expected of them on a consistent basis and play their part in ensuring continual improvement of the health, safety and wellbeing management system at NRW.

NRW will continue to invest in health and safety training for our staff and where appropriate, will seek more efficient and cost-effective methods of delivery. We will also look to offer training opportunities to external organisations to help further our collaborative links with private, public sector and trade body organisations.

Strategic Priority 5: Performance Management

Monitoring, measuring and reviewing performance are all vital components in evidencing full legal compliance, by allowing managers the opportunity to test the robustness and effectiveness of the health and safety management system.

Therefore, we intend to evaluate our performance against a meaningful set of health and safety key performance indicators (KPIs) set annually and agreed by Executive Team (Appendix 3 - Example KPIs) and refresh our audit programme accordingly.

To make sure we learn from experiences both positive and negative, our monitoring activities will be extended and will make greater use of information technology. With more

accurate, factual information it is expected that managers will be more empowered to take the necessary action to prevent and correct unsafe behaviours before circumstances escalate.

Framework for Delivery

As there is already a well-established foundation of wellbeing, health and safety management, it is not envisaged that the success of this strategy will be heavily reliant on extensive investment; however, we will need to consider how we best plan, resource, organise, monitor and review our activities to guarantee consistent levels of legal compliance across all our work activities.

As we progress to a more proactive wellbeing, health and safety management approach, we anticipate greater integration between Directors, Leadership Team, Line Managers, the corporate Wellbeing, Health and Safety Team, directorate forums, staff and TU representatives. This will lead to better consideration of work activities to eliminate risk, more reliance on information technology and increased effort to adequately prepare for emergency situations.

By engaging the right people, with the necessary level of expertise and competency to actively manage wellbeing, health and safety and to challenge poor practices, we will create a safe, secure and healthy NRW.

Governance

Overall responsibility for the delivery of the five strategic priorities described in this document rests with Executive Team and with the Chief Executive who holds overall responsibility for wellbeing, health and safety matters.

The day-to-day management of this strategy lies with the Head of People Management, who reports directly to the Executive Director for Corporate Strategy and Development, supported by the Wellbeing Health and Safety team.

The implementation of this strategy and effectiveness of the plan will be monitored and reviewed on a six-monthly basis by the Chief Executive and the National Wellbeing, Health and Safety Committee and annually by the People & Remuneration Committee and NRW Board.

The intention is that this strategy will be a living document and for that reason will be reviewed and updated annually.

This third strategy will be the driver to enable us to meet our ambition to further improve our approach to protect the wellbeing health and safety of our staff, making NRW a safer, healthier and better place to work and to do business with.

Appendix 1 Strategic Priorities - Implementation Plans

No.	Strategic Priority	Action	Timescale	Owner(s)
1.	Leadership & Commitment	Develop our wellbeing health and safety management system to become certified to the internationally recognised standard ISO 45001:2018.	To commence from April 2021	Wellbeing, Health and Safety (WH&S) team, supported by Board, Executive Board (ET), LT (Leadership Team), Management Team (MT), all staff.
2.	Leadership & Commitment	Identify and ensure that staff e.g. managers, team leaders have the necessary support to successfully undertake new and different roles.	To commence from April 2021	ET & LT, supported by the WH&S team.
3.	Risk Control	Maintain and manage the Strategic Wellbeing, Health and Safety Risk Register as a systematic process for addressing hazards in the workplace.	Commenced April 2020	Executive Director, Operations. Supported by Wellbeing, Health and Safety manager.
4.	Risk Control	Review of all corporate WHS documentation. Ensure that there is a timetable in place to review and revise documents and a document control procedure in operation. Adopt effective communication methods to inform end users when revisions are made to documentation.	To Commence April 2021	WH&S team.
5.	Risk Control	Develop and deliver Risk Assessment training for NRW.	To Commence June 2021	WHS Team and supported by Learning & Development Team (L&D).
6.	Risk Control	Implement online COSHH assessments.	To commence from April 2021	WH&S team and supported by the business.
7.	Risk Control	Review hand arm vibration syndrome online system (REACTEC.) to ensure correct usage and document control.	To commence April 2021	WH&S team and supported by the business.

No.	Strategic Priority	Action	Timescale	Owner(s)
8.	Risk Control	Implement an online functional risk assessment.	To commence from April 2021	WH&S team and supported by the business.
9.	Communication & engagement	Actively support the health and well-being of our staff by achieving the Corporate Health Standard Gold Award.	To be achieved by March 2022	WH&S team, supported by Board, ET, LTG, MT, all staff.
10.	Communication & engagement	Actively support the health and well-being of our staff by achieving the Corporate Health Standard Platinum Award.	To be achieved by March 2024	WH&S team, supported by Board, ET, LTG, MT, all staff.
11.	Communication & engagement	Undertake Climate/Pulse Survey to check progress of strategy and strengthen our wellbeing health and safety management system by actively engaging and benchmarking against other organisations.	To be undertaken by March 2022	WH&S team with support from communication team.
12.	Training & competence	Review current Wellbeing Health & Safety Training Courses to ensure that delivered courses are suitable and sufficient.	To commence by May 2021	L&D Team
13.	Training & Competence	Develop and implement a training needs analysis system for the business.	To commence by May 2021	L&D Team
14.	Training & Competence	Develop and roll out competence frameworks for specific areas. E.g. chainsaw, water safety and manual handling.	To commence October 2021	L&D Team
15.	Performance Management	Review current systems in place for performance management.	To Commence October 2021	WH&S team and Governance
16.	Performance Management	Report on Wellbeing, Health and Safety information and key achievements to ET, Board and PaRC	To commence April 2021	WH&S team

Appendix 2: Hazards & risk areas (identified at the corporate level)

NRWs most significant wellbeing health and safety hazards are grouped below and captured in the strategic risk register.

Organisational wide risk areas

- Mental Health
- Behaviours
- Contract Management
- Wellbeing, Health and Safety training/Competency
- Risk Assessment Management

Specific Operational risk areas

- Forest Operations
- Public Safety
- Plant & Machinery
- Diving
- Working in or near water
- Lone/Remote Working & Hostile Sites
- Lifting Operations & Lifting Equipment Regulations (LOLER)
- Hand Arm Vibration Syndrome

Appendix 3: Reporting success - Example Key Performance Indicators (KPIs)

Each KPI needs to be set against an agreed annual improvement or completion target as compared to the target figure set for the previous year.

It is important not to rely heavily on failure data to monitor performance. The consequence of that approach is that improvements or changes are only determined after something has gone wrong. Often the difference between whether a failure results in a minor or catastrophic outcome is purely down to chance. Effective management of major hazards requires a proactive approach, so information to confirm that critical systems are operating as intended are essential.

Switching the emphasis in favour of leading indicators to confirm that risk controls continue to operate is an important step forward in the management of major hazard risks. Similarly, it is important to try and develop a set of leading and lagging indicators for each risk control area which provides dual assurance to confirm that the risk control system is operating as intended.

KPIs – Leading: Measuring Success (year on year improvement)

- Number of staff having completed mandatory health and safety training.
- Number of departmental/team safety inspections (minimum target 20 per annum).
- Number of WH&S internal Audits conducted against plan (Minimum target 4 per annum).
- Number of WH&S internal Audit actions closed and completed.
- Number of Executive/Senior managers' active monitoring events.
- Number of Contractor pre-qualification assessments.
- Number of staff attending lifestyle screening assessments.
- Number of 'near miss' reported.
- Number of hazards reported.
- Number of 'red cards' issued to prevent unsafe working practices.
- Lead and lag indicators a standing item for discussion on all Directorate WH&S forums.
- Absence data and information a standing item for discussion on all Directorate WH&S forums.
- Occupational health referral data and information a standing item for discussion on all Directorate WH&S forums.

KPIs – Lagging: Measuring Failure

- Number of RIDDOR reportable accidents
- Number of lost time accidents.
- Number of near miss reports.
- Number of contractor accidents.
- Number of outstanding or closed serious incident review actions
- Lone and remote worker alarm escalations.
- Cost of safety related insurance claims.
- Staff sickness absence due to mental health factors.
- Staff sickness absence due to musculoskeletal disorders.

Natural Resources Wales Board Paper

Paper title:	Trail hunting on the Natural Resources Wales (NRW) Estate
Paper Reference:	21-11-B19
Paper sponsored by:	Ceri Davies, Executive Director of Evidence, Policy and Permitting.
Paper Presented by:	Dominic Driver, Head of Land Stewardship and Ieuan Williams, Senior Specialist Surveyor
Purpose of the paper	Decision
Recommendation	Unless Ministers direct otherwise NRW Board is recommended to agree that we stop permitting trail or access only hunting on the NRW Estate.

Issue

1. Following the Director, Masters of Fox Hounds Association (MFHA) being found guilty of encouraging illegal fox-hunting in connection with webinars in which he explained how to use trail hunting to conceal illegal fox-hunting, we need to decide whether to:
 - a. allow a resumption of trail hunting on the NRW Estate with the MFHA or other bodies, or
 - b. stop permitting trail hunting on the NRW Estate.

Background

2. Natural Resources Wales (NRW) had a Master Agreement for trail hunting over the NRW Estate with the Hunting Office's governing body, the MFHA, which expired on 30th September 2021. The MFHA sets the policy, the rules and codes of conduct of how hunts and hunting should be conducted within the law in England and Wales. This Master Agreement also included permission for access only for Hunts that wished to cross NRW managed land. The Master Agreement allowed Hunts to obtain agreements from us for trail hunting or access only across parts of the NRW Estate under our Permissions system.
3. Historically, we have licenced two Hunts for trail hunting on the NRW Estate and one for access only for 44 occasions per year using the NRW Estate. This compares to 34 Hunts that we believe operate in Wales.
4. From 24th November 2020 we had been receiving, via various campaigns and from private individuals, requests for NRW to stop trail hunting on our estate. This followed

the public release online of two private webinars in which it was alleged the MFHA Director gave advice on how to conceal illegal hunting activity. The Devon & Cornwall Police, as the national lead on fox-hunting initiated an investigation.

5. On 27th November 2020, we suspended the Master Agreement with the MFHA and all trail hunting and access only permissions on our estate, pending the outcome of the Police investigation. This was in line with other land owning organisations such as Forestry England, National Trust and United Utilities and in light of social media pressure and other media interest.
6. Following the Police investigation, the MFHA Director pleaded not guilty to a charge of intentionally encouraging or assisting others to commit an offence under the Hunting Act 2004. A trial was held on 20th - 24th September 2021 at Westminster Magistrates. A guilty verdict was handed down on 15th October 2021¹.
7. The suspension of trail hunting and access only permissions on the Welsh Government Woodland Estate (WGWE) remains in place, pending our consideration of the outcome of the trial.
8. We are subject to a campaign for a permanent ban on trail hunting. This generated, for example, 800 e-mails to us on the weekend of 16th and 17th October 2021. The MFHA wrote to us on 15th October 2021 asking that we delay any decision until after they have completed a review of trail hunting.
9. The media coverage includes messaging about whether major landowners are going to permanently ban trail hunting. So far, our fellow major landowners have taken holding positions similar to ours. At the National Trust Annual General Meeting on 30th October 2021 there will be a vote on a members' resolution which proposes to ban trail hunting, hound exercise and exempt hunting on National Trust land.
10. We have asked the Minister to consider what they wish to happen as landowners of the WGWE, the bulk but not the entirety of the NRW Estate in question. We await their response and will press for it ahead of the Board meeting.

Assessment

11. The outcome of the trial has not changed the Hunting Act 2004, we are under the same legal framework as before. The legal risk for us to consider is that if a resumption of trail hunting is allowed and trail hunting results in the pursuit of a fox by one or more dogs, (which is the crime created by the Hunting Act 2004 unless deemed exempt hunting), we could be challenged for knowingly allowing an illegal activity.
12. We also have to be fair. Trail hunting *per se* is a legal use of the public land in our care provided it has our permission. We are however under no obligation to grant permission and whether we continue with granting that permission or otherwise is a decision for NRW to make.
13. The main consideration we have is how to respond to the evidence provided by the guilty verdict that trail hunting carries with it a risk of illegal activity. Whether we have confidence to have an agreement with the MFHA, the governing body of registered packs of Foxhounds, through a Master Agreement to ensure that the activity on the

¹ [R -v- Hankinson | Courts and Tribunals Judiciary](#)

NRW Estate would be properly overseen and be legally compliant, in light of the guilty verdict. Our view that if trail hunting were to happen on the NRW Estate we would have to do more work ourselves to police the activity to assure ourselves it wasn't a cover for illegal hunting. We believe this would require an unfeasible level of resources and acceptance of wellbeing health and safety risk for our staff undertaking this assurance role.

14. The issue is controversial but not "novel, contentious or repercussive" as the financial implications are insignificant. If NRW is to take a strategic decision to stop all trail hunting on the Estate, the decision sits within the remit of the Board and needs to be informed by Welsh Government's views as the landowner.

Options

15. The options we can see and our analysis, are:

- a) **Lift the suspension and renew the Master Agreement with MFHA on similar terms then agree Permissions with individual Hunts under the terms of the Master Agreement if they apply.**

This option does not deal with the risk of illegal activity. In addition, we no longer consider the MFHA to be an appropriate body with which to have such an agreement. The previous agreement was for ensuring that only the legal activity of trail hunting or access only hunting was taking place. In that a senior leader of the MFHA has been found guilty of encouraging illegal fox-hunting under the guise of trail hunting we no longer have trust that we can rely on such an agreement with them to ensure only legitimate trail hunting takes place.

- b) **Lift the suspension and negotiate a new Master Agreement with the MFHA with enhanced conditions strengthening our ability to control how the activity is carried out when we give Permission to individual Hunts.**

We no longer consider the MFHA to be an appropriate body with which to have such an agreement as set out in a) above. Consequently, we would need to undertake additional monitoring and assessment of activities under such an agreement to assure ourselves of compliance with its terms. This is not practically feasible due to the nature of the activity, our current level of skill and competency and the amount of resource we would have to devote to monitoring and enforcing compliance with any enhanced conditions, this would be out of proportion to the potential benefits of the activity and the resources available to us. This increased monitoring and assessment activity could present an increased health and safety risk to our staff.

- c) **Run a "Sustainable Management of Natural Resources (SMNR) Review" of the activity, then make a decision informed by the outcome of that review.**

A SMNR Review would address environmental, social and economic aspects via analysis of the system in which the activity operates. It would provide little information of direct relevance to the main consideration set out in paragraph 13 and ensuring compliance of permitted activities with the law. It would almost certainly leave us having to make the same decision under the same context as now. It would also be challenging to manage stakeholder input, a lot of work for little additional benefit and increased likelihood of reputational damage through the

course of the review pending a decision on whether the activity of trail hunting would be allowed in future.

The MFHA has indicated they intend to carry out their own review. We do not recommend extending the temporary suspension pending such a development. This is because as for the SMNR review we would almost certainly face the same decision as now with the same main considerations as set out in paragraph 13. We would be extending the period of uncertainty and increasing the risk of reputational damage during that period.

d) Do not renew our agreement with MFHA and do not give permission for Hunts to use the NRW Estate for trail hunting if they apply to us.

This option removes the risk of illegal activity occurring as a result of permitted trail hunting on the NRW estate and does not require us to apply additional resources to try to achieve a challenging regime of monitoring and enforcement of compliance with conditions. It follows that we would also stop providing permission for access only arrangements on the NRW Estate as this was managed under the same agreement.

e) Do not renew our agreement with MFHA but be willing to negotiate a new agreement with other body / bodies if one came forward or make stand-alone agreements direct with Hunts if they apply to us.

While this option would resolve our concerns about the MFHA no longer being an appropriate body with which to have an agreement, it does not deal with the main consideration of risk of illegal fox-hunting taking place under the guise of a legal activity and would require us to allocate unfeasible additional resources for monitoring and enforcement as set out in option b).

Recommendation

16. This is clearly a difficult and multi-faceted decision but on balance taking everything into account the Executive Team recommends option d) i.e. not to renew the agreement with the MFHA. This is based on our lack of confidence in the Governing Body for registered packs of Foxhounds, in which a senior leader was found guilty of inciting the illegal activity of fox-hunting under the guise of trail hunting.
17. That if we were to facilitate trail hunting to resume on the WGWE it would require considerable additional resources in order to ensure we could police the activity, this does not represent a good use of our limited resources to facilitate what has historically been a minor use of the land we manage.
18. We are concerned that to police such an activity would require an additional investment in skills, capability and capacity that we don't currently possess, to ensure that if the activity were licenced we could police it appropriately, thereby reducing the risk of challenge for allowing an activity we weren't able to properly ensure is compliant with the legislation.
19. We have invited the views of the Minister as landowner to advise what they wish to happen in light of this situation, and we would consider their view as paramount in deciding how to move forward.

Key Risks

20. Reputational risks are high, failure to manage an orderly exit strategy from the current temporary position either way has the potential to result in reputational damage. A communications plan will be required and is being developed.
21. There is a staff wellbeing, health and safety risk of exposure to unreasonable pressure from affected stakeholders, some of which have used threats and/or unreasonable communications on occasion. We will manage this risk via anonymity for most of our staff involved in the exit strategy. Whatever new arrangement we devise, if any, would need to take account of the public order and safety issues associated with illegal fox-hunting.
22. The exit strategy *per se* is not referenced in the Strategic or the Land Stewardship Business Board (LSBB) risk registers but the reputational risks are, such that a disorderly exit strategy may exacerbate “LSBB3 Failure to achieve required standards of operational management on the NRW Estate” due to the resources it could take to deal with any campaigning or increased need for monitoring and enforcement.
23. There is a risk that we are deciding ahead of any review undertaken by the MFHA following the trial outcome or any appeal, but this is mitigated by the fact that that we are deciding on the evidence in front of us and seeking to make a reasonable decision, it is within our powers to take that decision. This does not prevent organisations coming forward in future requesting consideration of different agreements.

Next Steps

24. We will implement and communicate the decision.

Financial Implications

25. None significant.

Equality Impact Assessment (EqIA)

26. Our EqIA is available on request. This found no evidence for significant differential impact on people with the protected characteristics, on human rights, via our socio economic duty, or on the Welsh language.

Index of Annex

Board Paper

	Paper Details
Paper title:	Current status and recommendations from Storm Overflow Taskforce Wales
Paper Reference:	21-11-B20
Paper sponsored by:	Gareth O'Shea, Executive Director of Operations
Paper Presented by:	Mark Squire, Sustainable Water Manager; Sian Williams, Head of North West Wales Operations; Nadia De Longhi, Head of Regulation and Permitting
Purpose of the paper	Update/Endorsement
Recommendation	<p>The Board is asked to:</p> <ul style="list-style-type: none"> - endorse the approach and provide comment on whether we are setting the right level of ambition at this stage. - provide feedback on the draft timescales for delivery that will be presented to the Board within the wider context of key water quality work.

Issue

1. This agenda item is to update the Board on progress made since the first Storm Overflow summit in June 2021 and the partnership working between NRW, water companies, Welsh Government and Ofwat to deliver improved river quality.
2. In the meetings of the Chairs of NRW, Ofwat, Dŵr Cymru/Welsh Water (DCWW), and Hafren Dyfrdwy, four key areas for improvement to be worked on in partnership have been identified, namely:
 - pulling water company capital spend for improvement works forward,

- undertaking a high-profile joint communications campaign across Wales on what's going into our sewers with the aim to change public behaviours,
 - with others improving the evidence base of our river water quality, including parameters such as microplastics and pharmaceutical products, that becomes more necessary when considering potential increased inland bathing water designations, and
 - Bringing in other stakeholders to start a movement of collaborative and complementary action on improving river water quality.
3. We plan to prioritise the first two areas within our current resourcing levels. Pacier delivery and longer-term outcomes have resourcing implications which are covered below. This work programme forms part of the wider arena of our roles in water quality and nutrient management across Wales. We will look across all of our priority water quality delivery to identify where there are synergies and where there are gaps that need to be filled. This will include work on phosphorus (P) in designated (Special Area of Conservation - SAC) rivers and the Water Framework Directive (WFD) requirements.

Background

4. Following the first Storm Overflow Summit in June 2021 and an initial meeting and commitment from the Chairs in July 2021, a working group - 'Storm Overflow Taskforce' has been convened to develop a Roadmap for ensuring we tackle and improve unsatisfactory discharges, improve regulatory controls and continue to understand the impacts on Water Quality and aesthetic impacts on Welsh rivers. This group is meeting frequently in order to develop the Roadmap, a draft of which is currently out for comment with member organisations to be finalised.
5. The Roadmap itself is a high-level summary of our collective ambition. Once agreed, the next step will be for each organisation to develop detailed project plans to sit under the Roadmap, showing our timetable and how each of us will contribute to the joint work programme. These will be shared, ensuring interdependencies are identified, and that we are each holding each other accountable for delivering individually to meet our collective programme.
6. Delivery against the Roadmap will contribute to the Welsh Government's priority of 'Better Water Quality' in Wales, as discussed and agreed at the previous Chairs meeting in July 2021. The Welsh Government will be publishing its net zero plan during this Senedd term which will drive all government work, giving us a fantastic opportunity to consider decarbonisation and low carbon options for improving water quality, rather than the energy intensive solutions that might have been relied upon in the past. So, we must view the work in this broader context.

Assessment

7. Work has progressed at pace with good commitment from all taskforce and summit members. The Roadmap will focus on four principal areas for improvement:

Visual and local impacts from overflows

The taskforce has highlighted the need to respond to the challenge from stakeholders around visual impacts from overflows. We will recommend a programme of assessment for all unscreened assets.

Following this, we will develop a programme of investment at overflows where screens are assessed as being a requirement. This will take account of priorities for this AMP (Asset Management Planning) period (to 2025) and costs to deliver over the next AMP period (2025-30). Through the Wales legislation and Programme for Government, we are confident we can develop a programme that can be supported via Ofwat and the price review process. At this stage, we are not proposing a blanket screening of all overflows – we intend to prioritise based on need and cost. A mixture of assessment and improvement is expected.

It is recognised that this area of work could drive significant investment not directed at water chemistry or biodiversity improvements. However, reducing sewage related litter and aesthetic impacts is a key element in delivering for wellbeing and for the promotion of Inland Bathing Waters (within the Programme for Government).

Effectiveness of the network.

The taskforce has looked at the relationship between the network and subsequent spills. In partnership with the other taskforce members, we will assess the network to ensure it is treating required flows under normal conditions.

This is a complex area and will encompass Drainage and Wastewater Planning, nature-based solutions and the already established SOAF (Storm Overflow Assessment Framework) process. It will also in turn lead to work to remove surface water from the network. This is a long-term ambition and will require close working with Welsh Government, Local Authorities and highways authorities to ensure any surface water moved from the network does not cause flooding elsewhere.

NRW has already begun the process with Dŵr Cymru to bring the unpermitted overflows into environmental permitting (EPR). Further work is focusing on the tools, guidance, ICT infrastructure and regulatory resources required to drive this area of work forward. Bringing these discharges under regulatory control will also enable us to bring about direct improvements (screening, potential reduction in frequency / duration, installation of storm storage and so on).

While we feel the regulatory framework is an area where we can make short term wins overall, this is an area that will require large scale investment over the next 2-3 AMP programmes as well as clear regulatory delivery to drive the outcomes. This will include enforcement action where a discharge is excessive and causing harm.

Environmental Monitoring programmes.

The task force will assess monitoring needs both in environmental and asset performance. This will provide us with environmental data to show the impact of these discharges and assist in investment decisions. For NRW, we will also use this as an opportunity to reassess our approach to collecting and using existing monitoring data to help with compliance assessment and regulation of discharges.

The future monitoring proposal will include emerging pollutants such as microplastics and pharmaceuticals, as well as Public Health monitoring, should Welsh Government (WG) proceed with a programme of designation of Inland Bathing Waters within this Government term. The additional monitoring will require resourcing, and this will be discussed with WG and Water Companies.

The work programme developed as part of the Roadmap will look at the options, cost, and scope of any revised monitoring programmes, including improving links to academia. There are options to ask Water Companies to increase monitoring around overflows as well as look at the relative priority of monitoring overflows as part of NRW's review of Water Quality (WQ) monitoring, currently underway.

Stakeholder/Customer Engagement.

The taskforce is looking at what needs to be done to engage with stakeholders and customers as we develop the work programme. The work programme developed as part of the Roadmap will develop on the engagement with key partners and stakeholders needed.

Communications specialists from each organisation are involved in the Task Force and discussions. The current proposal is for us to jointly fund a campaign aimed at raising awareness of water quality in Wales, including the impacts every individual can have (good and bad) on water quality.

We will also be delivering an NRW-focused campaign to sit alongside the joint initiative. This is an important element that will help reinforce our role as regulator, ensuring a clear distinction between us and the operator on issues such as compliance, monitoring and enforcement.

Both programmes of engagement would dovetail into wider communication plans in areas such as WFD, price review (PR24) and SoNaR (State of Natural Resources) reporting.

8. We have made initial assessments of resources needed to deliver, and are concerned that without additional resources, delivery of all four areas in full will take as much as five years and may fall short in some areas. Resourcing is important, and discussions are under way with the Head of Finance with a view to funding additional posts to project manage this element of the work, and to lead on WQ governance across the board. We will also seek to develop innovative solutions for funding such as joint funding of certain roles and seeking funding from the water companies where this is possible. It is important that this work is linked to our wider work to address water quality (WFD, SAC Rivers, Inland Bathing Waters etc) across Wales. Further work is required on governance and funding across the Water Quality programme, and this will be a priority over coming weeks in our business planning. This shortfall is identified in the relevant monitoring and regulatory water quality elements of the baseline exercise.
9. We are being challenged by customers and stakeholders in relation to our regulation of discharges to water. In addition to the work on the joint Roadmap, we are considering the best way to respond to this and to give confidence to stakeholders that we are regulating the discharges in an appropriate way. Investment in existing NRW staff, systems and processes will be needed if we are to deliver a long-term regulatory framework that is robust and gives confidence to stakeholders and even then, it will take time to demonstrate that the outcomes have been delivered.

Summary

10. The Roadmap provides an excellent opportunity for us in Wales. Once finalised, it will set the direction of travel required to secure the following long-term outcomes:
 - a) Regulate all storm discharges in Wales
 - b) Obtain the data and evidence necessary to assess the impact of discharges on water quality in Wales, where this is not currently known and take action where necessary;
 - c) Plan for, and deliver, improvements to storm discharges on a prioritised basis in line with WG priorities and funding available;
 - d) Ensure the public and stakeholders have confidence in the way the sewerage network is managed and the way it is regulated.
 - e) Ensure Wales is better placed for future designation on Inland Waters, as outlined in the Programme for Government.

Many of the actions are underway already; others will need to be prioritised (depending on resources) over the next two years, and others will be longer term (five years +), for example through PR24.

11. Success is entirely dependent on all partners (WG, Ofwat, Dŵr Cymru, Hafren Dyfrdwy) making a clear commitment to funding and delivery of the Roadmap priorities and achieving the milestones within it. Whilst NRW has a key role to play, the main onus on delivery should fall to the water companies and it will be essential that we, Ofwat and WG ensure water companies' commitment to deliver.

Recommendation

12. We ask the Board to endorse the approach and provide comment on whether we are setting the right level of ambition at this stage.
13. We ask for feedback on the draft timescales for delivery that will be presented to the Board within the wider context of key water quality work.

Key Risks

14. Balancing the priority of the Storm Overflow Roadmap against other key water quality work areas is a risk, PR24 planning and SAC river work.
15. There has been significant media coverage over the amendment to the UK Environment Bill and whilst that has been helpful in raising public awareness of the issues, there has also been a lot of miscommunication which will need to be addressed within the communication campaign.

Next Steps

16. If endorsed by all member organisations, the Roadmap will be published, outlining the areas of focus, to reduce spills, tackle problem discharges through regulation and ensure better water company planning in this area.
17. Underpinning the Roadmap will be a series of organisational workplans detailing work required and timescales to achieve our overall outcome for overflows (within three months of the Roadmap). These will:
 - Address evidence and monitoring gaps.
 - A programme of sustained improvement
 - Ensure a Regulatory Framework that is robust and gives confidence to stakeholders is in place
 - A narrative outlining the path we are on and the improvements already secured
 - An overarching engagement strategy that adds value to the roles of each organisation and leads to greater customer and stakeholder participation and awareness.

18. NRW's workplan will provide detail of our contribution to the overall roadmap. These will include areas such as monitoring and evidence, improving our regulatory response, reviewing the legislative requirements, and developing a timeframe for delivery based on current resources.

Financial Implications

19. We will develop a delivery plan for NRW to fit in with the wider Water Quality programme, ensuring connection between this work, WFD, SAC Rivers and regulatory priorities. We will seek to obtain temporary funding to move forward with the work and ensure good governance in the short term (more detail on this will be worked through with the wider WQ delivery leads)
20. Longer term, we look forward to the outcome of the baseline review with Welsh Government and will use this to assess future resource and budget availability. The level of resource available may impact on our capability to deliver the work programme, and we may need to adjust ambition and timescales as a result.
21. There will be a need to finance any external support for stakeholder engagement but at this stage the scope and size of the campaign work is yet to be determined. Costs will be shared with taskforce members.

Equality Impact Assessment (EqIA)

22. At this point of development, the Roadmap is on an all Wales planning level. As the evidence work unfolds, we will need to address the implications on local communities and the benefits that can we achieve via this work.



Board Paper

	Paper Details
Paper title:	New fishing controls in three rivers Usk; and Wye and Severn (in Wales) - proposed application to Welsh Government for confirmation of new fishing byelaws for salmon and sea trout.
Paper Reference:	21-11-B21
Paper sponsored by:	Ceri Davies, Executive Director of Evidence, Policy and Permitting
Paper Presented by:	Dave Mee, Lead Specialist Advisor, Freshwater Fisheries Management; Ben Wilson, Principal Advisor, Fisheries
Purpose of the paper	Scrutiny / Decision
Recommendation	<ol style="list-style-type: none">1. Consider the final byelaw proposals for the three rivers and provide comments.2. Endorse an application to Welsh Government for confirmation of new byelaws for rod fishing for salmon and sea trout on the Rivers Usk and Wye in Wales (of eight years' duration).3. Endorse an application to Welsh Government for confirmation of new byelaws for rod fishing for salmon and sea trout on the River Severn in Wales (of ten years' duration).

Issue

1. The status of our stocks of salmon and some sea trout, which are discrete to individual river catchments, continue to give serious cause for concern. Directors and Board have previously been briefed on, and agreed to, the development and

implementation of fishing controls to respond to this. These included the following:

- 'All Wales' Byelaws (Wales Rod and Line (Salmon and Sea Trout) Byelaws 2017) (which came into force on 1st January 2020).
 - 'Cross Border Rivers' Byelaws (Cross Border Rivers Rod and Line (Salmon and Sea Trout) (Wales) Byelaws 2017) (which came into force on 31st January 2020).
 - Severn (in Wales) Emergency Byelaws (came into force on 1st March 2021).
2. In each case the driver has been to reduce mortality in rod and, where appropriate, net fisheries to maximise the survival of fish to spawn, thereby promoting stock recovery to more sustainable levels.
 3. We subsequently identified that further byelaws would be required on the following rivers in order to ensure a consistent and sustainable approach to protecting fish stocks in Wales.

Usk - where the catch and release (C&R) elements of the 'All Wales' byelaws as they relate to the Usk, are due to expire on 31st December 2021

Wye - where current Wye C&R byelaws are due to expire on the 31st December 2021

Severn - where the existing emergency byelaws are due to expire on the 28th February 2022, and Wales byelaws are required to be consistent with those that the Environment Agency (EA) introduced on the English Severn during September 2021.

4. The Board indicated their approval (14th July 2021) for this evidence-based approach to launch the statutory consultation for these further controls on the Usk, Wye and Severn in Wales, which was carried out over 12 weeks between July and October 2021.

Statutory and Legal Scheme (SaLS)

5. Under the SaLS, delegated approval level for launch of a statutory consultation and, subsequently, of an application to the Minister for confirmation of new area-based byelaws is to the Head of Operations together with the Head of Legal Services. However, where such proposals can be regarded as high profile or controversial then they may be referred to the Board for advice and support, prior to the delegated SaLS approval.
6. This paper summarises the reasons and details of the byelaw proposals, and the actions taken since the last Board meeting as part of our statutory consultation.

7. We also set out the next steps in the process seeking advice from the Board to support the SaLS approval and application to Welsh Government for confirmation of new byelaws.

Background

8. Directors and Board members will be aware that our annual stock assessments for salmon and sea trout have demonstrated that all populations of salmon in Wales (in 23 principal salmon rivers), and now most sea trout populations (28 of 33 main sea trout rivers), are unsustainable. The latest salmon stock assessments can be found at [Salmon Stocks and Fisheries in England and Wales 2020](#). Annex 1 contains a brief background to development of proposed new fishing controls, maps detailing the current 2020 salmon and sea trout stock assessments and tables describing the rivers in Wales ranked by their stock vulnerability.
9. In proposing further byelaws now, we are following the management approach that was scrutinised in a Local Inquiry in 2019. The Inspector concluded then that the byelaws proposed were "...necessary, proportionate and reasonable in view of the decline of salmon and sea trout stocks throughout Wales.". The Minister for Environment, Energy and Rural Affairs accepted this advice later that year when she confirmed the new byelaws, implemented in 2020.
10. It is important that such fishing controls are synchronous with other initiatives and actions by NRW and partners to address the underlying causes of stock declines, for example by restoring river habitat quality and addressing causes of water pollution. Coordinating these actions was an explicit requirement of the Minister in approving byelaw controls, the NRW response to which was the [Plan of Action for Salmon and Sea Trout](#).
11. The current position on rod fishing controls in the three rivers is: -

Severn

The EA has completed their statutory consultation and DEFRA confirmed new byelaws on the Severn in England during September 2021 and these are now in force. The EA have adopted a broadly similar approach to NRW's 'All Wales' byelaws. The confirmed byelaws include mandatory C&R of all salmon and, as there is no recognised fishery for them, sea trout, together with specified method restrictions.

Fishing on the Severn in Wales is currently regulated by Emergency Byelaws, implemented by NRW following Board approval in February 2021 and expiring after 12 months.

NRW has now concluded a 12 week statutory consultation, adopting the technical case published by the EA, thereby maintaining the principle that they lead on such management matters for the whole River Severn. The objective is to gain

approval for such measures to coincide with expiry of the Emergency Byelaws at the end of February 2022.

On the Severn the proposal is for byelaws with a period of ten years, aligning with the EA's byelaws. The proposed controls are intended to maintain rod fisheries with the associated socio-economic benefits, whilst maximising the survival of fish to spawn.

Wye

Existing Welsh and English byelaws mandating the release of all rod caught salmon and sea trout have been in place since 2012 but will expire in December 2021.

NRW concluded a 12 week statutory consultation in October 2021. The proposal is to maintain the catch controls (byelaws) that have been in place since 2012, with an amendment to shorten the season on the upper Wye and tributaries to have a common close season of 17th October throughout the catchment. The proposal is for these byelaws to be in place for eight years, concluding at the same time as the 'All Wales' and 'Cross Border Rivers' byelaws in 2029.

The EA has adopted our technical case for their own concomitant byelaws and consultation in England, which also concluded in October. We are advised that they have received three representations to their own consultation on the Wye in England.

Both jurisdictions are seeking approval for new measures to be confirmed before the 2022 rod fishing season commences on the 3rd March.

Usk

Existing C&R byelaws are in place under the 'All Wales' byelaws. However, in contrast to all other rivers wholly in Wales, covered by these byelaws, measures for the C&R of Usk salmon and sea trout expire in December 2021. This arrangement was a specific response to the recruitment (breeding) failure of salmon in 2015/16 and the early expiry date was implemented as a precautionary measure pending re-consideration in 2021. All other controls within the 'All Wales' byelaws (method controls and size limits) remain in place until 31st December 2029.

NRW concluded a 12 week statutory consultation in October 2021, with the proposal to maintain the catch controls (byelaws) that have been in place since 2020. The proposal is for these byelaws to be in place for eight years to synchronise the end

date in 2029 with the end of the 'All Wales' and 'Cross Border Rivers' byelaws.

Our conclusion now is that new byelaw controls are required, and we will seek approval for new measures to be confirmed before the 2022 rod fishing season commences on the 3rd March.

Assessment

Proposals for fishing controls

12. Our proposals were advertised with statutory 12-week consultations on the NRW Consultation Hub, including copies of the byelaws and technical cases:
- A. The Severn (in Wales), [Fisheries Byelaws Consultation 2021 - River Severn](#)
 - B. The Wye (in Wales) and the Usk [Fisheries Byelaws Consultation 2021 - River Usk and River Wye in Wales](#)
13. Throughout this process we liaised extensively with angling stakeholders and Welsh Government and, where appropriate, the EA. We compiled a comprehensive technical case for the Wye and Usk and following a review, agreed to adopt the EA technical case for the River Severn. In both technical cases options were assessed and a final proposal for new byelaws identified.
14. The core measure for all three rivers is statutory C&R fishing, providing a clear and level playing-field for all. On the Severn, there is also proposed regulation of permissible fishing methods to minimise the risk of post-release mortality. These method restrictions are already in place in Wales under the 'All Wales' and 'Cross Border Rivers' byelaws.
15. The key to our proposed measures has been the ongoing liaison, engagement and communications with local stakeholders, who have broadly supported our proposals.

16. Our proposals are: -

SEVERN (IN WALES)

SALMON

Statutory C&R fishing at all times

Method controls: Ban on bait fishing
 Barbless hooks only
 Ban on treble hooks for spinning
 Hook size restrictions

SEA TROUT

Statutory C&R fishing at all times

Method controls: Ban on bait fishing
Barbless hooks only
Ban on treble hooks for spinning
Hook size restrictions

WYE (IN WALES)

SALMON

Statutory C&R fishing at all times
Revised end date for the season so that it runs from 3rd
March to 17th October for the whole river and tributaries

SEA TROUT

Statutory C&R fishing at all times

USK

SALMON

Statutory C&R fishing at all times

SEA TROUT

Statutory C&R fishing before 1st May

Consultation responses

17. Details and analysis of the consultation representations are presented in Annex 2 and summarised below.

Severn in Wales

18. NRW received 11 representations to the consultation.

Consultation Question	Agreed	Disagreed Objected	Don't Know
Do you agree with the Severn Salmon Stock Assessment	7 (64%)	4 (36%)	0
Do you agree that there is a need to reduce the number of salmon being taken	7 (64%)	3 (27%)	1 (9%)
Do you support the proposal for mandatory C&R for salmon?	6 (55%)	5 (45%)	0
Do you support the proposed rod angling method restrictions?	6 (55%)	5 (45%)	0

19. In addition to the responses via the NRW Consultation Hub, substantial additional information was submitted, on issues including but not exclusively: the technical case, stock assessment methodology, the need for voluntary controls rather than

mandatory, water quality (in particular agriculture and sewage issues) and avian predation.

Wye in Wales

20. NRW received 22 representations to the consultation.

Consultation Question	Agreed	Disagreed Objected	Don't Know
Do you agree with the Wye salmon and sea trout stock assessments?	22 (100%)	0	0
Do you support the proposed catch and release fishing byelaws for salmon on the Wye? (C&R at all times).	20 (90%)	1 (5%)	1 (5%)
Do you support the proposed catch and release fishing byelaws for sea trout on the Wye? (C&R at all times).	20 (90%)	1 (5%)	1 (5%)
Do you support the revised date for the end of the salmon fishing season on the Wye of 17 October for the whole River Wye and all its tributaries?	16 (73%)	4 (18%)	2 (9%)

River Usk

21. NRW received 17 representations to the consultation.

Consultation Question	Agreed	Disagreed Objected	Don't Know
Do you agree with the Usk salmon and sea trout stock assessments?	16 (94%)	1 (6%)	0
Do you support the proposed C&R fishing byelaws for salmon in the Usk? (C&R at all times)	16 (94%)	0	1 (6%)
Do you support the proposed C&R fishing byelaws for sea trout in the Usk? (C&R before 1 May)	11 (65%)	5 (29%)	1 (6%)

22. In addition to the responses via the NRW Consultation Hub, additional information was submitted by two objectors, on issues including the stock assessment methodology; the need for sea trout C&R measures on the Usk to be 100%; banning bait fishing for salmon and sea trout; water quality (in particular agriculture and sewage issues) and avian predation.

NRW's responses to the representations

23. As part of the consultation we received a wide range of proposals for amendments to the proposed byelaw controls. These are presented in Annex 3, along with our considered responses to each. We have concluded that there should be no changes to the byelaws for the Usk, Wye or Severn in Wales as advertised.
24. In light of the calls for more extensive action on sea trout in the Usk however, we do now propose to consider whether further controls are merited in the mid-term review of the 'All Wales' byelaws in 2025 and will review all available evidence at that point.
25. NRW responded to all objections individually by the 15th October, clarifying our approach to responses with a request to consider removing objections by the 29th October 2021.
26. No objectors to the byelaws have removed their objections to the proposals following our responses.

Other issues raised during consultation

27. The Board should note that respondents raised a wide range of themes and pressures (Annex 2), which they consider that NRW are not addressing. These are similar to those raised in the 'All Wales' consultation and Local Inquiry, including (*Inter alia*):
- I. Water Quality - Agricultural pollution, CSO, sewage, phosphates
 - II. Evidence and data - veracity of stock methodology
 - III. Predation (fish eating birds)
 - IV. Enforcement (resources, illegal fishing and enforcing new regulations)
28. NRW has identified many of these pressures under the [Salmon and Sea Trout Plan of Action](#). These are also being addressed through other plans and projects such as the Dee River LIFE, 4Rivers For LIFE projects and Reconnecting the Salmon rivers of Wales' projects.
29. In developing these proposals, we have given due consideration to the socio-economic impact. These were presented to the Board in the previous July 2021 papers.
30. As salmon are a feature of both the Usk and Wye SACs (Special Areas of Conservation designated under the Habitats Directive), we have carried out a Habitats Regulations Assessment (HRA) to help inform Welsh Government who are the competent authority in this instance. We have consulted both Natural England and NRW (Governance) on this and will submit both the Assessment and the advice received from both statutory nature conservation bodies.

Summary

31. In summary we have identified that there is a requirement for new byelaws on these three rivers in order to protect their vulnerable salmon and sea trout stocks.
32. Having identified the appropriate measures, we have undertaken a statutory consultation.
33. We have responded to the representations and objections that arose from the consultations and are now seeking approval to apply to Welsh Government to confirm these byelaws.

Recommendation

34. Noting the urgent need to protect salmon and sea trout stocks as existing controls expire and the requirement for an integrated catchment approach in the cross-border rivers Severn and Wye, and the need for consistency with the EA.
35. The Board are asked to:
 1. Consider the final byelaw proposals for the three rivers and provide comments.
 2. Endorse an application to Welsh Government for confirmation of new byelaws for rod fishing for salmon and sea trout on the Rivers Usk and Wye in Wales (of eight years' duration).
 3. Endorse an application to Welsh Government for confirmation of new byelaws for rod fishing for salmon and sea trout on the River Severn in Wales (of ten years' duration).

Key Risks

Further challenge

(Reputational risk)

36. We are aware that some stakeholders are unlikely to accept these proposals and may continue to find opportunities to challenge our approach. We continue to review our evidence-led approach to ensure that it remains fit for purpose.
37. Our stock assessment procedures are currently under review after which any amendments will be peer-reviewed. This is a commitment in the ministerial-approved [NASCO "Implementation Plan" for 2019-24](#) and NRW is fully committed to this. We will do what we can to explain the science, the concepts, the resource constraints and the implications for regulation of fishing.
38. In order to ensure that assessments of stock status, compliance procedures and associated Decision Structure make best use of available data and remain fit for purpose, we will continue to assess ways in which assessment procedures and the related Decision Structure can be improved and changes implemented. These developments will be subject to discussion and review with stakeholders, Welsh Fisheries Forum (WFF).

Compensation claims

(Financial and legal risk)

39. Past claims to seek compensation for further regulation of rod fishing have been unsuccessful. We are aware of risks and have discussed them with legal advisors, concluding that the risk of challenge might be moderate, but the likelihood of success is low.

Delayed progress:

(Environmental risk)

40. The timescales for implementation of these byelaws before the start of the 2022 fishing season are challenging. Any delays within the NRW approvals process may result in reduced protection for vulnerable stocks.

41. We are aware that legal staff in WG are committed to a range of other work and that their time may be restricted, which could delay the confirmation process. However, we are in regular contact with WG fisheries staff, and they have reassured us that this is a priority work area, and that they are aware of the consequences.

Ministerial Approval

(Environmental, reputational and administrative/resource risk)

42. The Minister may decide, after due consideration, to approve our application, or to approve with amendments or not to approve the proposals. In 2019 the Minister referred NRW's application for confirmation of byelaws to a Local Inquiry. NRW considers the outcome of this to represent a positive precedent and that the risk of a second inquiry is low. We are in regular liaison with Welsh Government to ensure they are fully briefed on the issues and risks. However, if convened this would represent a substantial resource and financial burden.

Next Steps

43. Following endorsement from the Board we will seek approval under SaLS from the Heads of Operations for Mid Wales and SE Wales, along with the Head of Legal.

44. On receipt of approval, the made byelaws will be submitted to the Welsh Government Minister for confirmation.

45. Following Ministerial decision, we will inform our stakeholders.

Financial implications

46. We do not consider that these byelaws themselves present any substantial change to existing resources within NRW. They may require some reprioritisation of enforcement effort to achieve regulatory compliance.

47. As noted in the risks (above) should Welsh Government require a Local Inquiry to inform their decision, then this would have substantial financial and resource implications.

Equality Impact Assessment (EqIA)

48. Equality impact assessments have been carried out for both sets of byelaws (Annex 4).

Index of Annex

- **Annex 1: Background to development of proposed new fishing controls for salmon and sea trout and 2020 stock assessments**
- **Annex 2: Summary analysis of proposed rod fishing byelaws consultation responses**
- **Annex 3: Recommendations made in consultation responses for alternative proposals**
- **Annex 4: Equality Impact Assessments (EqIA)**

Annex 1

Background to development of proposed new fishing controls for salmon and sea trout

Our overall objective for migratory salmon and sea trout stocks in Wales is: -

“To protect, through the application of best-practice science and management, the sustainability of our natural resource of wild salmon and sea trout stocks in Wales.”

In addressing the objective, we consider the Sustainable Management of Natural Resources (SMNR) as defined in the Environment (Wales) Act (2016), together with our statutory duties and associated Government guidance. We are also mindful of UK’s international commitments to NASCO (North Atlantic Salmon Conservation Organisation). In delivering these objectives we will secure sustainable fisheries.

Our annual stock assessments for salmon and sea trout have demonstrated that all populations of salmon (in 23 principal salmon rivers), and now also most sea trout populations (28 of 33 main sea trout rivers), are unsustainable. This has triggered work over the past decade to develop proposals for new fishing controls, based largely on statutory catch-and-release (C&R) fishing, to initiate stock recovery.

In proposing further such byelaws now, we are adopting the management approach that was successfully tested in a Local Inquiry in 2019. The Inspector concluded then that the byelaws proposed were “...necessary, proportionate and reasonable in view of the decline of salmon and sea trout stocks throughout Wales.”. The Minister for Environment, Energy and Rural Affairs accepted this advice later that year when she confirmed the new byelaws implemented in 2020.

It is important that such fishing controls are synchronous with initiatives and action by NRW and partners to address the underlying causes of stock declines, for example by restoring river habitat quality and addressing all causes of water pollution. Planning such action was an explicit requirement of the Minister in approving byelaw controls, the NRW response to which was the Plan of Action for Salmon and Sea Trout. (read [NRW's Salmon and sea trout plan of action for Wales 2020](#)).

TECHNCIAL CASES

The background technical information is set out in full in our Technical Cases that supported our current fishing controls proposals can be found on the NRW's Consultation Hub:

Rivers Usk and Wye in Wales

[Fisheries Byelaws Consultation 2021 - River Usk and River Wye in Wales](#)

Read the [technical case for Usk and Wye byelaw proposals](#)

River Severn in Wales

[Fisheries Byelaws Consultation 2021 - River Severn in Wales](#)

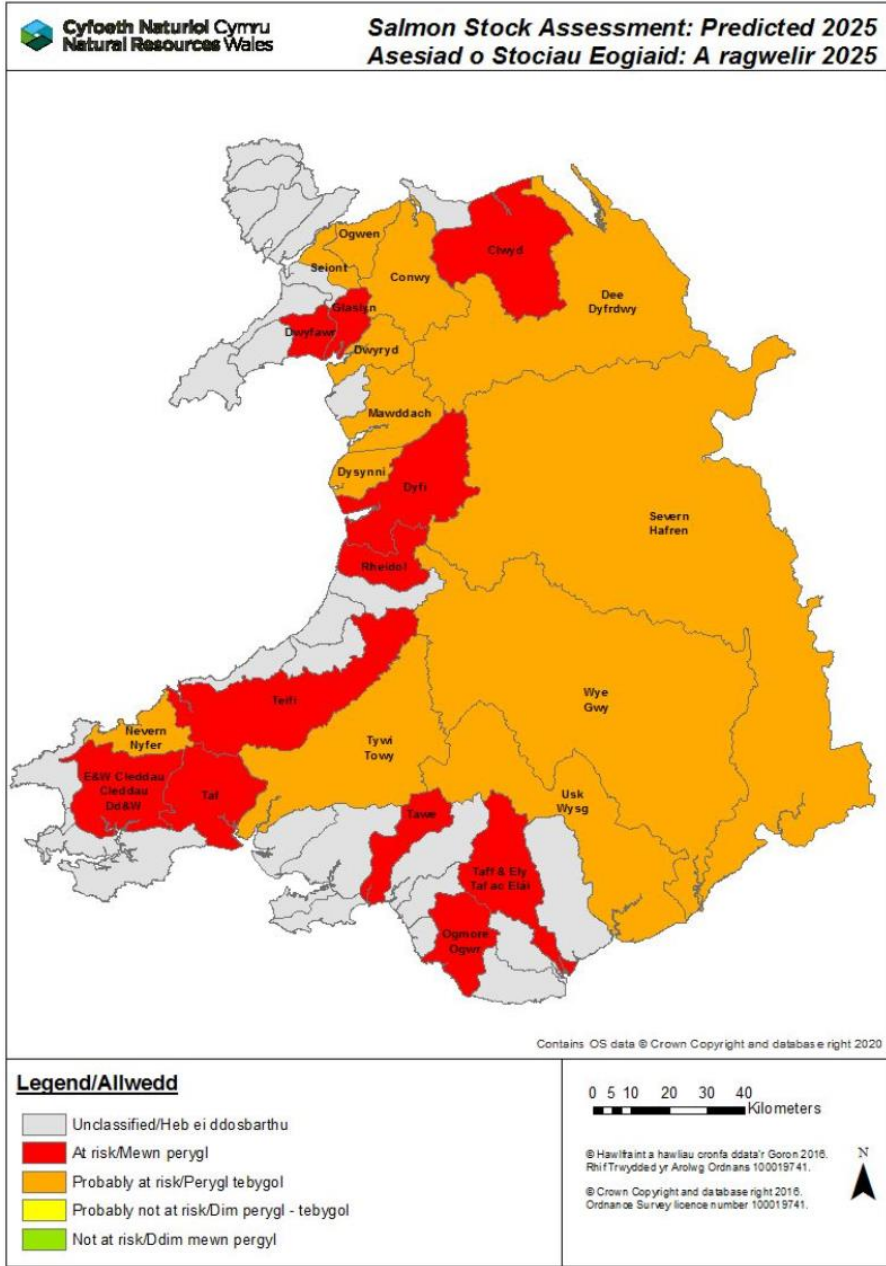
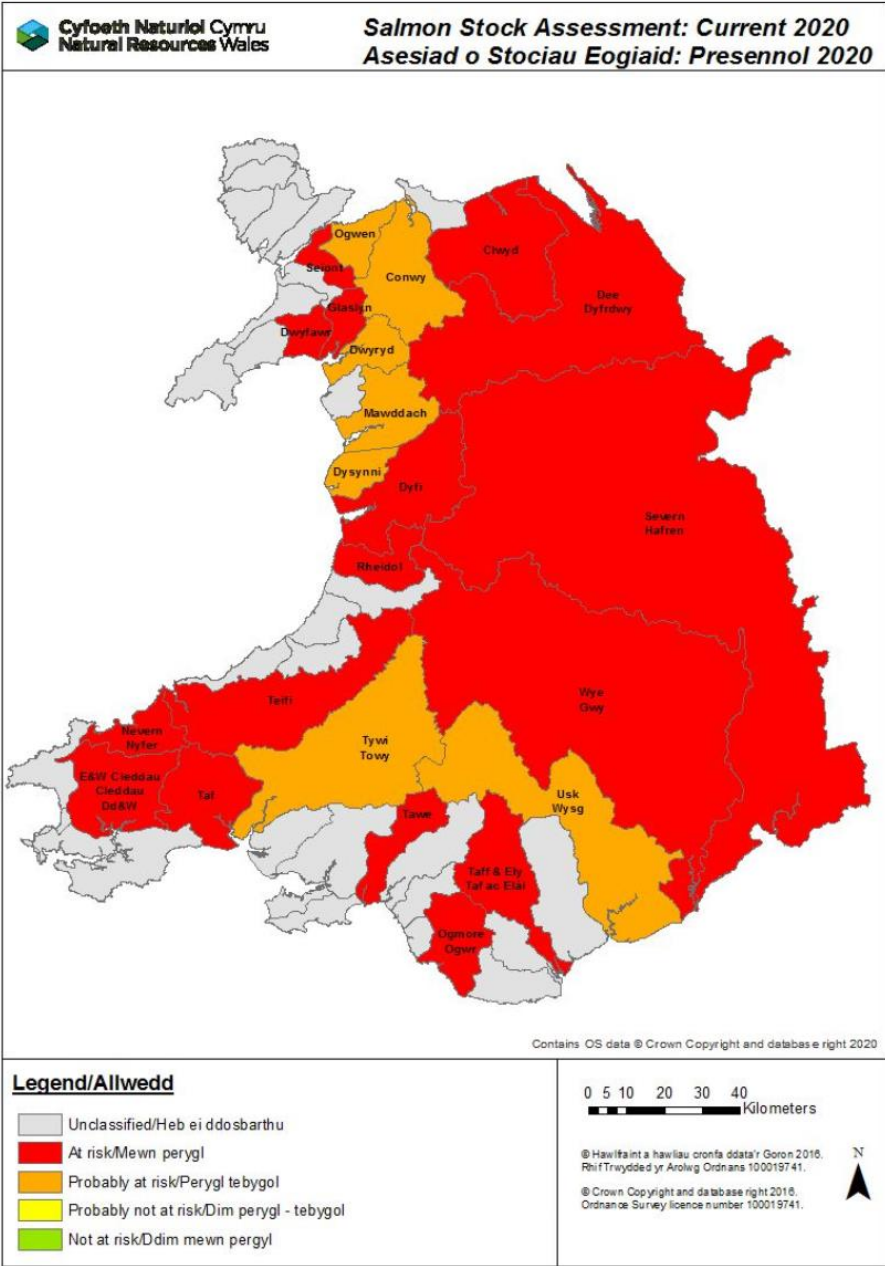
Read the [technical case for Severn byelaw proposals](#)

Since the publication of the technical cases and consultation a comprehensive annual report on the status of salmon stocks and fisheries in England and Wales - including compliance with Conservation Limits – has been produced jointly by Cefas, the Environment Agency and Natural Resources Wales:

[Assessment of Salmon Stocks and Fisheries in England and Wales in 2020](#)

[Assessment of Salmon Stocks and Fisheries in England and Wales: Background Report 2020](#)

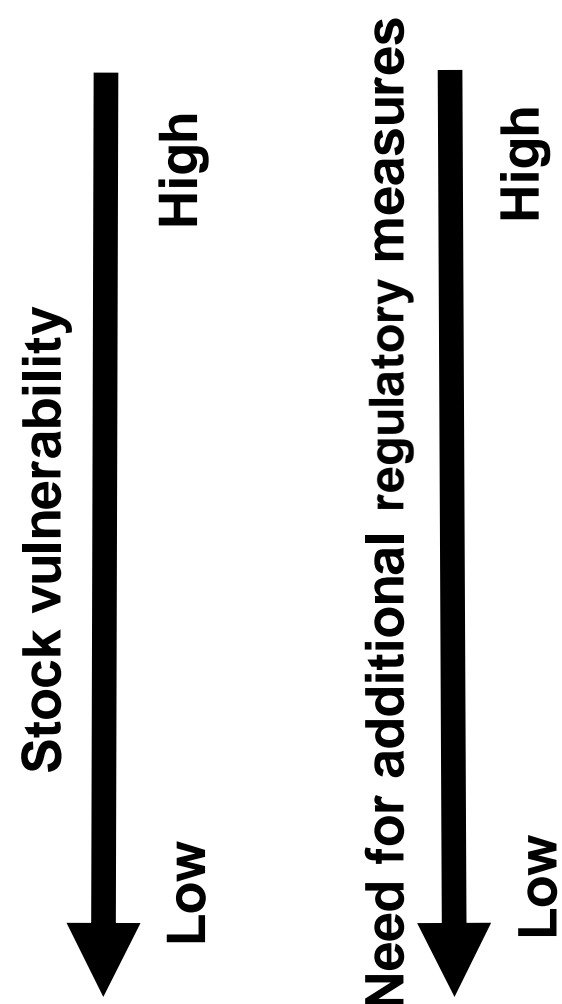
In addition to these we have produced maps of the principal salmon rivers and main sea trout rivers for Wales depicting the Risk status of each of the stocks along with a table ranking the vulnerability of stocks, by Risk status, trend in egg deposition and the egg deficit on the management target (see maps and tables below).



Ranked salmon stock performance and vulnerability

Table 2 Overview of salmon stock status: 2020 assessment

River		Risk' status: 2025	Trend	*Egg deficit/surplus on Management Target (%)
Rheidol		At risk	---	-90.7
Clwyd		At risk	---	-86.8
Tawe		At risk	---	-85.8
E&W Cleddau	#	At risk	---	-78.5
Teifi	#	At risk	---	-76.4
Taf	#	At risk	---	-68.3
Glaslyn	#	At risk	---	-67.5
Taff & Ely		At risk	---	-86.8
Dwyfawr		At risk	--	-88.8
Ogmore		At risk	--	-83.8
Dyfi	#	At risk	--	-63.5
Seiont		Prob at risk	--	-76.3
Severn	##	Prob at risk	--	-40.4
Usk		Prob at risk	--	-27.5
Mawddach	#	Prob at risk	--	-9.3
Nevern	#	Prob at risk	-	-61.4
Dwryd	#	Prob at risk	-	-57.0
Wye		Prob at risk	-	-50.4
Tywi	#	Prob at risk	-	-43.0
Dee		Prob at risk	-	-41.7
Ogwen		Prob at risk	-	-9.4
Conwy	#	Prob at risk	-	11.3
Dysinni	#	Prob at risk	++	-90.2



Trend:	
p<0.05	---
p<0.10	--
0.10<=p<0.30	--
0.30<=p<0.50	-
0.70=>p>0.50	+
0.90=>p>0.70	++
p>0.90	+++
p>0.95	+++

Review of Net Limitation Order 2017
 ## England lead on fisheries regulation

* Egg deficit/surplus based on 5-year mean 2016-2020

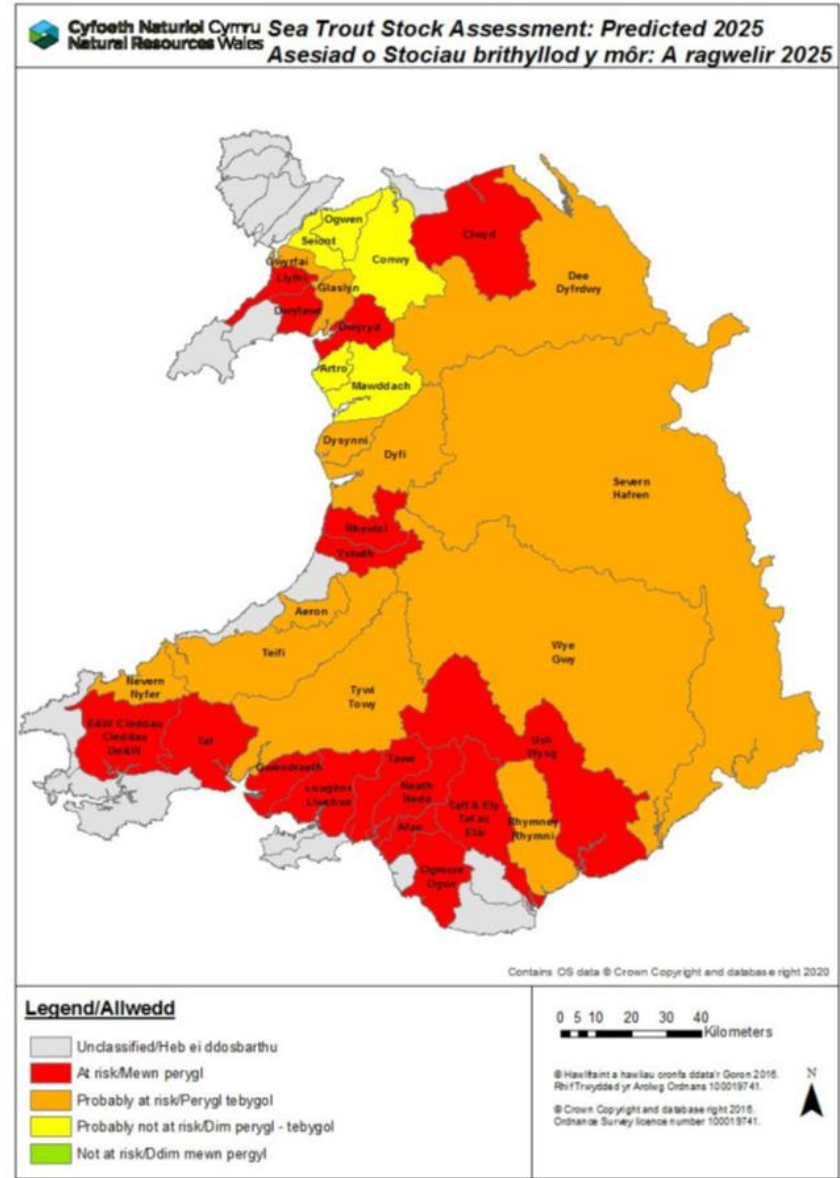
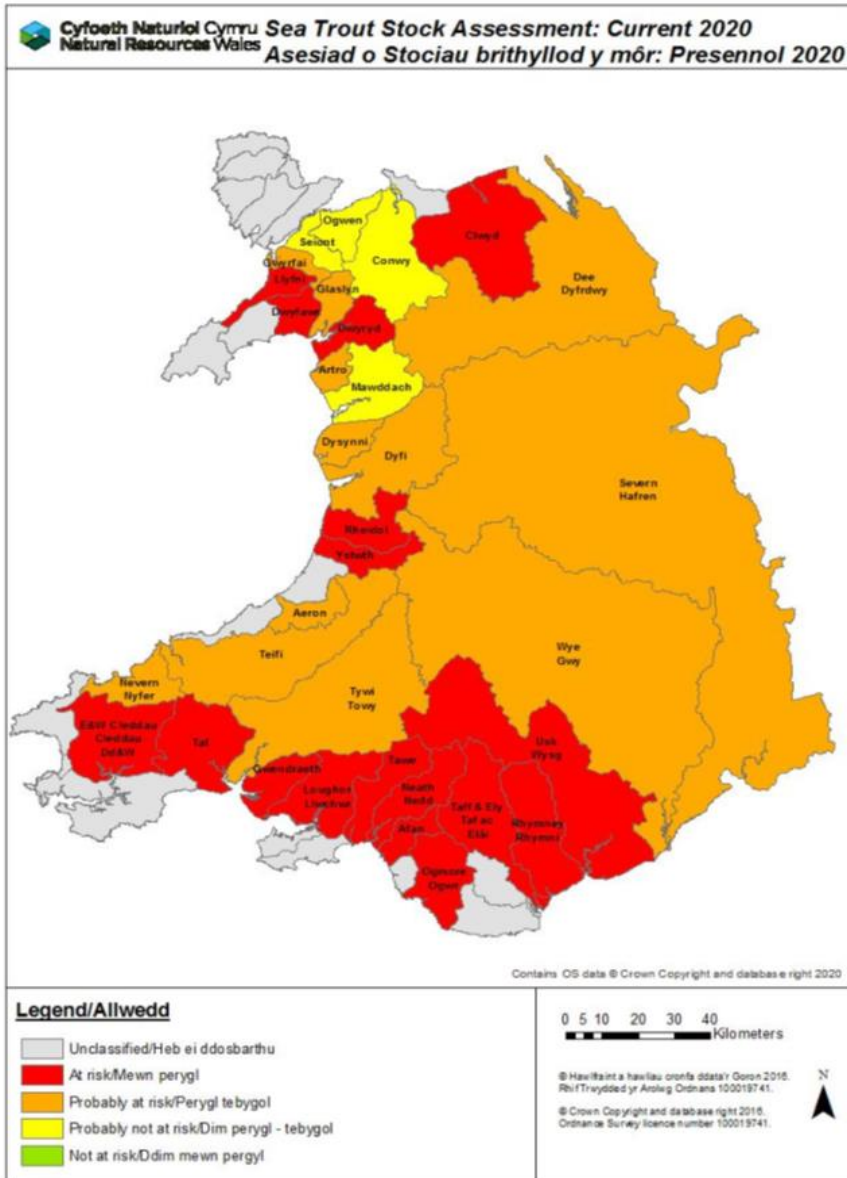


Table 2 Overview of sea trout stock status: 2020 assessment

River Risk status: 2025 Trend *Egg deficit/surplus on Management Target (%)

Ranked sea trout stock performance and vulnerability

River	Risk status: 2025	Trend	*Egg deficit/surplus on Management Target (%)
Taff & Ely	At risk	---	-95.4
Taf #	At risk	---	-83.2
Tawe	At risk	---	-80.0
E&W Cleddau #	At risk	---	-74.2
Neath	At risk	---	-67.0
Afan	At risk	---	-44.6
Ogmore	At risk	---	-43.7
Llyfni	At risk	---	-68.1
Dwyfawr	At risk	---	-60.2
Clwyd	At risk	---	-50.8
Rheidol	At risk	---	-50.8
Ystwyth	At risk	---	-44.0
Usk	At risk	--	-86.6
Dwryrd #	At risk	--	-83.9
Loughor	At risk	--	-78.8
Gwendraeth	At risk	--	-78.3
Glaslyn #	Prob at risk	---	-32.3
Nevern #	Prob at risk	---	-27.4
Wye	Prob at risk	--	-43.4
Dyfi #	Prob at risk	--	-23.3
Dee	Prob at risk	--	-16.5
Gwryfai	Prob at risk	--	-14.7
Severn ##	Prob at risk	--	-4.4
Dysinni #	Prob at risk	--	3.1
Tywi #	Prob at risk	-	-40.8
Teifi #	Prob at risk	-	-19.0
Rhymney	Prob at risk	+	-93.4
Aeron	Prob at risk	+	-42.8
Mawddach #	Prob not at risk	--	30.1
Ogwen	Prob not at risk	-	46.2
Conwy #	Prob not at risk	+	39.4
Artro	Prob not at risk	++	-17.8
Seiont	Prob not at risk	++	91.0

Stock vulnerability

High

Low

Need for additional regulatory measures

High

Low

Trend:	
p<0.05	---
p<0.10	---
0.10<=p<0.30	--
0.30<=p<0.50	-
0.70=>p>0.50	+
0.90=>p>0.70	++
p>0.90	+++
p>0.95	+++

Review of Net Limitation

Order 2017

England lead on fisheries regulation

* Egg deficit/surplus based on 5-year mean 2016-2020

Annex 2

Summary analysis of proposed rod fishing byelaws consultation responses.

Consultation Hub [Fisheries Byelaws Consultation 2021 - River Usk and River Wye in Wales](#)

We received 27 representations in total to the byelaws consultation in English. We received 0 representations to the byelaws consultation in Welsh.

River Usk

The 17 representations on the Usk byelaws were made by:

- 11 Individuals
- 4 On behalf of a group or organisation (comprising an angling club; Salmon and Trout Conservation Cymru; and 2 groups of anglers)
- 2 Other

Their stated home counties were: -

Option	Total	Percent
Monmouthshire	3	18%
Berkshire	1	6%
Blaenau Gwent	1	6%
Cardiff	1	6%
Gloucestershire	1	6%
Greater London	1	6%
Newport	1	6%
Powys	1	6%
Rhondda Cynon Taf	1	6%
Somerset	1	6%
Swansea	1	6%
West Midlands	1	6%
West Sussex	1	6%
Not answered	2	12%

What is your preferred method of contact?

E-mail	15	(88%)
Letter	1	(6%)
Not answered	1	(6%)

Are you happy for your consultation response to be published?

Yes	16	(94%)
No	1	(6%)

Please tell us how you found out about the Byelaws 2021 consultation

From Natural Resources Wales	6	(35%)
Through an organisation you're a member of	5	(29%)
From another organisation	2	(12%)
Social media e.g. Facebook, Twitter	2	(12%)
Through a meeting you attended	1	(6%)
Other club)	1	(6%) (fishing forum; angling club)

The responses to our 3 core questions were: -

1. Do you agree with NRW stock assessments?

Yes	16	94%
No	1	6%
Don't know	0	0%

2. Do you agree with the proposed salmon C&R byelaws?

Yes	16	94%
No	0	0%
Don't know	1	6%

3. Do you agree with the proposed sea trout C&R byelaws?

Yes	11	65%
No	5	29%
Don't know	1	6%

River Wye in Wales

The 22 representations on the Wye byelaws were made by:

- 17 Individuals
- 3 On behalf of a group or organisation (comprising an angling club; Salmon and Trout Conservation Cymru; and the Angling Trust)
- 2 Other

Their stated home counties were: -

Option	Total	Percent
Herefordshire	3	14%
Monmouthshire	3	14%
Powys	3	14%
Gloucestershire	2	9%
West Midlands	2	9%
Berkshire	1	5%
Blaenau Gwent	1	5%
Cardiff	1	5%
Rhondda Cynon Taf	1	5%
Somerset	1	5%
Swansea	1	5%
West Sussex	1	5%
Not answered	2	9%

What is your preferred method of contact?

E-mail	21	(95%)
Letter	0	
Not answered	1	(5%)

Are you happy for your consultation response to be published?

Yes	21	(95%)
No	1	(5%)

Please tell us how you found out about the Byelaws 2021 consultation

From Natural Resources Wales	5	(23%)
From another organisation	5	(23%)
Through an organisation you're a member of	5	(23%)
Social media e.g. Facebook, Twitter	2	(9%)
Through a meeting you attended	1	(5%)
Other club)	4	(18%) (fishing forum; angling club)

The responses to our 4 core questions were: -

1. Do you agree with NRW stock assessments?

Yes	22	100%
No	0	0%
Don't know	0	0%

2. Do you agree with the proposed salmon C&R byelaws?

Yes	20	90%
No	1	5%
Don't know	1	5%

3. Do you agree with the proposed sea trout C&R byelaws?

Yes	20	90%
No	1	5%
Don't know	1	5%

4. Do you agree with the proposal to end the salmon fishing season on the 17th October for the whole River Wye and tributaries?

Yes	16	73%
No	4	18%
Don't know	2	9%

The key themes raised were: -

Themes raised	Number of times raised	Percentage
Water quality	15	56%
Pollution - agriculture	12	44%
Pollution - sewage	8	30%
Low flows / abstraction	7	26%
Usk - C&R sea trout should be 100%	7	26%
Predation - FEBs	5	19%
Usk - ban shrimp / prawn fishing for salmon	5	19%
Usk - ban worm fishing for sea trout	4	15%
Navigation	3	11%
Juvenile stocks very low	3	11%
Include juveniles in stock assessment models	2	7%
Lack of salmon condition assessment on SAC rivers	2	7%
Stock assessments understate salmon and sea trout situation	2	7%
Pollution - pesticides	2	7%
Pollution - sediment in the gravels	2	7%
Predation - other	2	7%
Estuary fishing	2	7%
Illegal fishing	2	7%
Wye - unfair on anglers in the upper river and tributaries	2	7%
Usk - fly only after 31st August (no spinning)	2	7%
Enforcement	1	4%
Improve stock assessment models - real time	1	4%
Potential criminalisation of anglers	1	4%
Stock assessment methodology queries	1	4%
Wild swimming damaging spawning grounds	1	4%
Ban all bait fishing	1	4%
Salmon fishing season on all rivers should end on 30th September	1	4%
Usk - close salmon fishing season on 15th September	1	4%
Usk - close salmon fishing season on 30th September	1	4%
Usk - close salmon fishing season on 7th October	1	4%
Usk - increase shrimp/prawn fishing season to 4 weeks (currently 2 weeks)	1	4%
Wye - bring forward start of salmon fishing season to 26th January	1	4%
Wye - close salmon fishing season on 30th September	1	4%
Wye - fly only until 16th June	1	4%
Wye - no spinning until at least June	1	4%

River Severn in Wales

Consultation Hub [Fisheries Byelaws Consultation 2021 - River Severn](#)

We received 11 representations in total to the byelaws consultation in English. We received 0 representations to the byelaws consultation in Welsh.

The 11 representations on the Usk byelaws were made by:

- Responding as an individual 7 (64%)
- Responding on behalf of an organisation or group 3 (27%)
- Other 1 (9%)

Their stated home counties were: -

Option	Total	Percent
Cardiff	1	9%
Powys	2	18%
Rhondda Cynon Taf	1	9%
Cheshire	1	9%
Cumbria	1	9%
Herefordshire	1	9%
Oxfordshire	1	9%
Shropshire	1	9%
West Midlands	1	9%
Not Answered	1	9%

What is your preferred method of contact?

E-mail 11 100%

Are you happy for your consultation response to be published?

Yes 10 91%
No 1 9%

Please tell us how you found out about the Byelaws 2021 consultation

(more than one answer per response)

From Natural Resources Wales	7	64%
From another organisation	2	18%
Through an organisation you're a member of	1	9%
Social media e.g. Facebook, Twitter	4	36%
Not Answered	1	9%

The responses to our 5 core questions were: -

1. Do you agree that salmon stocks on the River Severn have declined within recent years and require additional protection to ensure their future sustainability?

There were 11 responses to this part of the question.

Option	Total	Percent
Yes	7	64%
No	4	36%
Don't know	0	0%

2. Do you have any evidence to support a different stock assessment conclusion?

Severn stock assessment evidence: There were 8 responses to this part of the question.

3. Do you agree that there is a need to reduce the number of salmon being taken within the fisheries that exploit them?

There were 11 responses to this part of the question.

Option	Total	Percent
Yes	7	64%
No	3	27%
Don't know	1	9%

Reason don't agree with need to reduce salmon being taken: There were 5 responses to this part of the question.

4. Do you support the proposal for mandatory catch and release for the salmon rod fishery as set out in these rod fishery byelaws for the River Severn in Wales?

There were 11 responses to this part of the question.

Option	Total	Percent
Yes	6	55%
No	5	45%
Don't know	0	0%

Reason don't support Severn C&R: There were 6 responses to this part of the question.

5. Do you support the proposed rod angling measures (no bait fishing, requirement to use barbless hooks and restrictions to hook sizes) to protect salmon stocks in order to maximise the survival of salmon that are released on the River Severn?

There were 11 responses to this part of the question.

Option	Total	Percent
Yes	6	55%
No	5	45%
Don't know	0	0%

Reason for not supporting rod measures: There were 6 responses to this part of the question.

The key themes raised were: -

Themes raised	Number of times raised	Percentage
Water quality	6	55%
Pollution - agriculture and Sewerage	6	55%
Veracity of Stock assessment methodology queries	6	55%
Voluntary measures preferred approach	4	36%
Predation - FEBs	4	36%
Veracity of angling method controls	4	36%
Accuracy of data used in stock estimates, catch returns, exploitation, fecundity, survival	3	27%
Precautionary Principle - premature and over used	3	27%
Discrimination against elderly and less able anglers	3	27%
Juvenile stocks no decline	3	27%
3 year moratorium on changes to current arrangements (statutory 100% C&R until June 16)	2	18%
Illegal fishing and Enforcement	2	18%
Fish counters and data	2	18%
Disenfranchises Anglers	2	18%
Alternative stock model and approach (Scottish Model)	1	9%
Barriers to migration	1	9%
Criminalisation of Anglers	1	9%
Thermal cut off controls required	1	9%
Bag Limit of 2 fish	1	9%
Climate change	1	9%
Increased angling measures to cover all fish to help prevent risks with bycatch	1	9%
Hatcheries	1	9%
Inappropriate forestry practices	1	9%

Annex 3

Recommendations made in consultation responses for alternative proposals

There was a range of suggestions for alternatives to the proposals made by NRW. These are summarised here, together with a brief comment by NRW.

Issue	Consultation response	Adopt? Comment by NRW
C&R	<p><u>River Usk</u></p> <p>C&R for sea trout on the Usk should be 100%, not just before 1st May (issue raised by 7 respondents).</p>	<p>No</p> <p>This suggestion was made by some members of the Usk Local Fishery Group during the informal liaison and was assessed and discounted in the technical case. The Usk has a small sea trout fishery and we have proposed to manage it as we do the other sea trout fisheries in Wales.</p> <p>Our legal advice is that, as an increase in measures would be more prohibitive than those advertised, we would have to readvertise any such changes. This would then trigger another 3 month consultation. A delay of this nature would risk measures not being in place on the Usk for the start of the 2022 season for both salmon and sea trout.</p> <p>We now propose to include the Usk in the mid-term review for the 'All Wales' byelaws and reconsider all evidence at that point, in line with management decisions for the other sea trout fisheries in Wales.</p>

Issue	Consultation response	Adopt? Comment by NRW
Bait fishing	<p><u>River Usk</u></p> <p>Ban shrimp / prawn fishing for salmon (issue raised by 5 respondents).</p> <p>Increase the shrimp / prawn fishing season to be 4 weeks, to have parity with other Welsh rivers (issue raised by 1 respondent on behalf of a group of 11 Usk anglers).</p> <p>Ban worm fishing for sea trout (issue raised by 4 respondents).</p> <p><u>Usk and Wye</u></p> <p>Ban all bait fishing in all Welsh rivers (issue raised by 1 respondent).</p>	<p>No</p> <p>All options were raised by members of the Usk Local Fishery Group during the informal liaison and were assessed and discounted in the technical case.</p> <p>The feedback received from our public engagements included mixed views on the option to ban shrimp / prawn fishing for the entire season on the Usk. Views were either strongly for it, or strongly against it and included suggestions that the use of these baits should be permitted for at least 4 weeks of the season, in line with most other rivers in Wales. We believe that the approach we took in the 'All Wales' byelaws continues to be an appropriate one for the Usk.</p> <p>The move to increase the length of the shrimp / prawn fishing season amounts to increasing exploitation and would be inconsistent with our principles and current approach to the wider regulation of exploitation of vulnerable stocks. Furthermore, it would not be consistent or compatible with NASCO advice and would be unlikely to be acceptable in an HRA (Habitats Regulations Assessment).</p> <p>We consider our stance on worm fishing for sea trout to be appropriate for the C&R measures that we have proposed. However, as mentioned above, we will include the Usk in the mid-term review for the 'All Wales' byelaws and reconsider evidence on sea trout C&R and fishing methods at that point.</p>

Issue	Consultation response	Adopt? Comment by NRW
Salmon fishing season	<p><u>River Usk</u></p> <p>Close salmon fishing season on 15th September (issue raised by 1 respondent)</p> <p>Close salmon fishing season on 30th September (issue raised by 1 respondent)</p> <p>Close salmon fishing season on 7th October (issue raised by 1 respondent)</p> <p>Fly only after 31st August (no spinning) (issue raised by 2 respondents)</p> <p><u>River Wye</u></p> <p>Bring forward start of salmon fishing season to 26th January (issue raised by 1 respondent)</p> <p>Close salmon fishing season on 30th September (issue raised by 1 respondent)</p> <p>Fly only until 16th June (no spinning) (issue raised by 1 respondent)</p> <p>Fly only until at least June (no spinning) (issue raised by 1 respondent)</p> <p><u>Usk and Wye</u></p> <p>Salmon fishing season on all rivers should end on 30th September (issue raised by 1 respondent).</p>	<p>No</p> <p>Whilst we acknowledge the potential to save more fish under these proposals, we also have a duty to consider the socioeconomic value of the fisheries.</p> <p>These measures sit alongside the additional method controls (restricting hook size and type and the use of barbless hooks to expedite release) introduced in the 'All Wales' byelaws will help to improve handling of fish to be released and reduce potential mortality after release. By manging the fishing as C&R and having introduced the method restrictions, we believe that we can maintain the socioeconomic value of the fishery whilst protecting the stock.</p> <p>Furthermore, earlier closing of the salmon fishing season on the Usk or Wye would have a disproportionate impact on those anglers fishing the upper beats, where fish tend to arrive later in the season.</p> <p>We do not believe at this time that altering the salmon fishing season is proportionate.</p>

Issue	Consultation response	Adopt? Comment by NRW
Stock assessment	<p><u>All rivers in Wales</u></p> <p>Stock assessments should take account of juvenile salmon and trout populations.</p> <p>SAC Condition Assessments should be included in the stock assessments (issue raised by 2 respondents).</p>	<p>Yes partially</p> <p>We remain confident that the current salmon stock assessment process remains fit for purpose. This position is supported by the conclusions of the Planning Inspector following the Inquiry held in connection with the All Wales rod and net fishery byelaw.</p> <p>NRW with its partners EA and CEFAS, are committed to a review of the way in which we assess stocks, to ensure that we are following the most up to date methodology and using the most current evidence. This commitment is within the NASCO Implementation Plan.</p> <p>The use of data on juvenile populations in the assessment of stock, is a part of this review.</p> <p>The review is ongoing and is due to report in 2022.</p>

Issue	Consultation response	Adopt? Comment by NRW
C&R	<p><u>River Severn</u></p> <p>Objection: to mandatory measures – measures should be voluntary.</p> <p>5 of 11 respondents</p>	<p>No</p> <p>We recognise that voluntary restrictions would typically be more acceptable to anglers than mandatory restrictions, however based on the information available, further and continued voluntary restrictions would not go far enough in NRW's view for this failing salmon stock.</p> <p>We accept that the proposal to place a new regulatory controls may be unpopular to some anglers, we however believe it is proportionate, reasonable and a consistent measure over the length of the whole Severn</p>

		fishery that can be enforced, which we believe necessary for the recovery of the Severn salmon stocks at this time.
Issue	Consultation response	Adopt? Comment by NRW
Bag limit of 2 fish	<p><u>River Severn</u></p> <p>Objection to mandatory C&R of all fish - a bag limit of 2 fish should be introduced.</p> <p>1 of 11 respondents</p>	<p>No</p> <p>Bag limits can be viewed as an intermediate step between no catch controls, voluntary restraint and the introduction of mandatory catch and release, in an attempt to control the 'harvest' of fish.</p> <p>Bag limits or carcass tags may well be effective measures of controlling the numbers of fish killed where stocks can sustain some level of exploitation.</p> <p>Unfortunately, we believe there is no harvestable surplus of salmon in the Severn catchment. The evidence from recent annual salmon stock assessments indicates a decline in the status of salmon in the River Severn, with a substantial deficit in the number of spawning adults, and a shortfall in the number of eggs deposited, currently estimated at around 40%.</p> <p>The suggested use of bag limits or carcass tags as an alternative to the proposed byelaws are not considered to be appropriate when fish stocks are not able to sustain levels of exploitation (as is currently the case). There is no convincing evidence that bag limits or carcass tags would reduce the level of harvest and exploitation required, and we are concerned that they could wrongly endorse and encourage a higher take than the current level of harvest.</p>

Issue	Consultation response	Adopt? Comment by NRW
<p>Angling method restrictions</p>	<p><u>River Severn</u></p> <p>Objection: to mandatory method restrictions – measures should be voluntary.</p> <p>5 of 11 respondents</p>	<p>No</p> <p>Fishing method restrictions to promote successful catch and release for salmon have been place for over 20 years in part, through National Spring Salmon byelaws which banned bait fishing, as well as more comprehensively on other rivers such as the nearby River Wye, and also commonly applied in other countries such as Ireland.</p> <p>The restriction of certain fishing equipment and methods for catching salmon and subsequently releasing them back into the river, will improve their chances of survival and further increase numbers that can successfully spawn improving the opportunity for recovery and longer term sustainability of stocks.</p> <p>We are seeking to maximise that contribution with proposed method restrictions that will lead to increased fish survival and spawning success. We have considered these methods will help in minimising handling time when releasing fish, and reduce the physical damage associated with capture, especially to reduce the amount deeply hooked fish and injury from handling as well as exposure to the air.</p> <p>These method restrictions have been in place across Wales since 2020 with the exception of the river Severn, having the methods restriction byelaws in place will provide a fair and consistent approach to the whole Severn catchment including the river in England reducing any ambiguity across national boundaries.</p>

Issue	Consultation response	Adopt? Comment by NRW
Stock assessment procedures	<p><u>River Severn</u></p> <p>Propose moving to an annual revising conservation measures approach with C&R measures applied to a Scottish style - 5 year average mean historic attainment to conservation Limit. (Alternative modelling and approach) (1 respondent)</p> <p>Veracity of Stock assessment methodology queried (6 respondents)</p>	<p>Yes partially</p> <p>We remain confident that the current salmon stock assessment process remains fit for purpose. This position is supported by the conclusions of the Planning Inspector following the Inquiry held in connection with the All Wales rod and net fishery byelaw.</p> <p>NRW with its partners EA and CEFAS, are committed to a review of the way in which we assess stocks, to ensure that we are following the most up to date methodology and using the most current evidence. This commitment is within the NASCO Implementation Plan.</p> <p>The use of data on juvenile populations in the assessment of stock, is a part of this review.</p> <p>The review is ongoing and is due to report in 2022.</p>
Issue	Consultation response	Adopt? Comment by NRW
Delay implementation	<p><u>River Severn</u></p> <p>3 year moratorium on changes to current arrangements (statutory 100% C&R until June 16)</p> <p>Until the stock assessment review is completed (2 respondents)</p>	<p>No</p> <p>We cannot commit to postponing further consideration of mandatory angling control measures for three years, until the national salmon stock assessment review has concluded. Salmon stocks continue to deteriorate with all rivers in Wales now classified as “Probably at Risk” or “At Risk” and therefore require further protection to ensure that salmon exploitation is reduced to zero, particularly where there is a need to restrict specific types of angling methods that are not conducive to maximising salmon spawning escapement.</p> <p>We remain confident that the current salmon stock assessment process</p>

		remains fit for purpose. This position is supported by the conclusions of the Planning Inspector following the Inquiry held in connection with the All Wales rod and net fishery byelaw.
Issue	Consultation response	Adopt? Comment by NRW
Suggested additional measures	<p><u>River Severn</u></p> <p>In the interests of consistency, we believe the prohibition on the use of treble hooks should be applied without reference to species, ideally at all times, but certainly for the duration of the game fishing season. This would avoid accidental capture by anglers targeting predator species and also deny transgressors claiming the same in defence. (1 respondent)</p>	<p>No</p> <p>While we share some concerns regarding anglers still targeting salmon whilst fishing for other species, we do not agree that there is case on the Severn and would wish to</p> <p>We understand occasionally adult salmon are unintentionally caught by coarse fish anglers. Coarse fish angling on the Severn provides more chances for more people to fish, significantly boosts the local economy, and supports many of the largest fishing clubs. Coarse fish anglers provide an important resource through rod licence revenue to improve habitats, fishing facilities and protection for all the Severn fisheries.</p> <p>We will improve on advice and guidance to coarse anglers and will raise awareness through a 'fish responsibly' campaign to educate and engage with all angling groups</p>

Annex 4

Equality Impact Assessments (EqIA)

Equality Impact Assessment in relation to the River Severn Rod and Line (salmon and sea trout) (Wales) Byelaws 2021

Our equality duties are set out in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 which came into force in April 2011.

Welsh Government states that: -

“The Act aims to ensure public authorities and those carrying out a public function consider how they can positively contribute to a fairer society in their day-to-day activities through paying due regard to eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations.

The Regulations place duties on the devolved public sector, including Welsh Government, covering equality impact assessments, publishing and reviewing Strategic Equality Plans, engagement, pay differences, procurement, reporting arrangements and equality and employment information.”

NRW requires an Equality Impact Assessment to be carried out for any subject that might impact upon any component of society.

<http://naturalresources.wales/about-us/equality-and-diversity/?lang=en#>

Equality Impact Assessment (EqIA)

This paper follows a commended structure for an EqIA.

Background

Name of function	Environment Policy and Permitting (Fisheries)
Person responsible	David Mee / Lead Specialist Advisor: Freshwater Fisheries Management
Timescale	November 2021, associated with NRW Board consideration of Consultation outcomes for the River Severn Rod and Line (salmon and sea trout) (Wales) Byelaws 2021
Due date	November 2021

Summary of outcome of impact assessment: **Adverse effects not found**

Date due for review: **5 years after implementation of new measures**

Person responsible for review: David Mee / Lead Specialist Advisor: Freshwater Fisheries Management

(1) NRW function and policy	NRW response
Purpose of the function	Implementation of statutory duties for fisheries and Welsh Government guidance.
Who benefits from the function?	<ul style="list-style-type: none"> • People of Wales, in terms of environmental quality and sustainability • Rod fishermen in terms of access to fish stocks
How have they been involved with current policy? (interpreted here as the proposed new fishing controls):	Liaison with local fishery group and engagement during development of proposals
How does it fit into broader corporate aims?	Restoring stocks to sustainable levels, with respect to SMNR
What outcomes are intended from this policy?	Maximising spawning escapements; arresting declines in stocks
What are the resource implications?	Existing resources for: <ul style="list-style-type: none"> • Routine annual stock assessments • Enforcement of new byelaws
(2) Rapid impact checklist	
Have potential negative impacts been identified for racial or other equality groups?	<ul style="list-style-type: none"> • Racial No • Disabled and elderly <ul style="list-style-type: none"> - Prohibition of bait fishing might reduce opportunity for both groups. - Proposal is only to prohibit bait fishing for salmon and sea trout . Subject to this, bait fishing may continue for brown trout and other non-salmonid species.
If yes, has a full Equality and Diversity impact assessment been recommended?	N/A
If no, are you satisfied that the conclusions of the RIC are accurate and comprehensive?	Yes (but see impacts assessment and modifications sections below)

(3) Impacts		
<p>(a) What is the likely impact (intended, or unintended; positive or negative) of the initiative on individual users or the public at large?</p> <p>Restriction of use of bait fishing might constrain some elderly and disabled anglers less able to use fly-fishing and spinning techniques for salmon and sea trout.</p> <p>However, the proposed restrictions have been in place until June the 16th , since 1999 (some 21 years) and are partial as: prohibition on bait fishing for other fish species, including brown trout and coarse fish will be unaffected and continue to be permitted.</p> <p>Overall therefore the proposals are for partial control and not full prohibition on bait fishing and only apply to salmon and sea trout.</p>		
<p>(b) Is there likely to be a differential impact on any group? If yes, state if this impact may be adverse and give further details (e.g. which specific groups are affected, in what way, and why you believe this to be the case).</p> <p>A full bait ban might have a differential impact on anglers who may be elderly or disabled and potentially less able to practice other fishing techniques.</p> <p>However as noted above the proposed prohibitions are partial in the fact that bait fishing for other species (brown trout and coarse fish) is permitted and therefore only restrict, and do not fully prohibit, this fishing technique.</p>		
Sector	Yes / No	Adverse? If so, give further details
(i) Grounds of race, ethnicity, colour, nationality etc.	No	n/a
(ii) Grounds of sex or marital status	No	n/a
(iii) Grounds of gender: transgender; trans-sexual	No	n/a
(iv) Grounds of religion or belief	No	n/a
(v) Grounds of physical or sensory impairment or mental disability: disabled people	No - noting points (a) and (b) above	n/a
(vi) Grounds of age: older and younger people	No - noting points (a) and (b) above	n/a
(vii) Grounds of sexual orientation: LGBT	No	n/a
(viii) Grounds of offending past	No	n/a
(ix) Grounds of mental health	No	n/a
(x) Other grounds: e.g. poverty, homelessness, immigration status, language, social origin	No	n/a

<p>(c) Is the policy directly discriminatory? No</p>	<p>(d)(i) Is the policy indirectly discriminatory? No</p> <p>(ii) If “yes”, is this objectively justifiable or proportionate in meeting a legitimate aim?</p>	<p>(e) Is the policy intended to improve equality of opportunity? No</p>
<p>If you answered Yes to QC and No to QE, this is unlawful discrimination If you answered Yes to QD(i) and No to QD(ii), this is unlawful discrimination</p>		
<p>If the policy is unlawfully discriminatory, you must decide how to ensure the organisation acts lawfully N/A</p>		
<p>(f) If the policy is not directly or indirectly discriminatory, does it still have an adverse impact? Yes / No Yes Please give details We were advised during statutory public consultation that identical proposals for the ‘All Wales byelaws’ could potentially reduce access to fishing for some elderly and disabled anglers. However, the question was also considered at the Inquiry held into the ‘All Wales’ byelaws and the Planning Inspector’s report refers to this: -</p> <p>https://gov.wales/sites/default/files/inline-documents/2019-07/190716%20-%20LG%20-%20Written%20Statement%20-%20Marine%20%26%20Fisheries%20Inspector%27s%20Report%20-%20English_0.pdf</p> <p>The Inspector concluded: “I appreciate the proposed byelaws may constrain some anglers such as the elderly who may be physically restricted in the type of fishing activity they can undertake. However, whilst the use of worm fishing for salmon would be banned as a result of the byelaws, there would still be open the option of using other forms of bait for salmon fishing such as shrimp/prawn, albeit with restrictions, whilst bait would also be permitted with restrictions for sea trout. Furthermore, less physically able anglers would still be able to continue to use bait for coarse fishing which is unaffected by the proposed byelaws. All these measures are a proportionate response given the current state of sea trout and salmon stocks in Wales.”</p> <p>“I consider the NRW has discharged its duties under the EA 2010 in a satisfactory manner and that the proposed byelaws are a proportionate response to the aim of conserving and restoring seriously depleted fish stocks in Wales.”</p> <p>Following on, some 18 months from implementation of the ‘All Wales’ salmon and sea trout byelaws with similar bait fishing controls, we have no evidence direct or anecdotal that the implementation of method restrictions has adversely affected disabled anglers’ participation.</p> <ul style="list-style-type: none"> - Salmon rod licence sales decreased by just 4 in 2020/21 to 134 following implementation of bait restrictions across Wales. This reduction of approximately 3% is set against a general reduction in salmon licence sales 		

in Wales during 2020 of 10%. Disabled Salmon Licence sales figures in Q1 of 2021 for have increased in Wales by 8%

(4) MODIFICATIONS

If you answered **Yes** to QF, and the policy could have an effect on any group, how could you modify the initiative to reduce or eliminate and identified negative impacts or to create or accentuate positive parts of the development?

Holders of migratory salmonid concessionary licences resident in Wales (including temporary short-term licence) in 2020/21: -

Senior 'salmon' licence holders	1,146	= 2.7 % of total licence sales
Disabled 'salmon' licence holders	134	= 0.3% of total licence sales
Other 'salmon' licence sales	2,574	= 6.0% of total licence sales

'salmon' rod licence total 9.0% of total rod licence sales and 19% of licence revenue

There were some 42,755 rod licences purchased by welsh anglers in 2020/21 (37,986 unique anglers). The majority of these 38,901 (91%) were non migratory trout and coarse fish that would be unaffected by the byelaw changes.

Considerations:

- **A full bait ban might have a differential impact on anglers who may be elderly or disabled and potentially less able to practice other fishing techniques.**
- **A notable proportion (3%) of 'salmon' licence sales are concessionary sales to senior citizens and disabled citizens, though not all of these anglers would restrict their fishing techniques to bait fishing for salmon and sea trout.**
- **They are all currently able to use bait fishing for brown trout and non-salmonid fish.**
- **Following on, some 18 months from implementation of the 'All Wales' salmon and sea trout byelaws, with similar bait fishing controls, we have no evidence direct or anecdotal that the implementation of method restrictions has adversely affected disabled anglers' participation. Salmon licence sales for disabled anglers were similar in 2020 compared to 2019 (2020-134, 2019-138). Indeed, Disabled Salmon Licence sales figures in Q1 of 2021 for have increased in Wales by 8%**
- **Survival of released salmon caught on bait is generally accepted as less than 50% and can lower. It is not considered commensurate with maintaining fisheries under catch and release restrictions whilst ensuring fish have a high chance of survival.**
- **Allowing bait fishing to resume after prohibition for 21 years for salmon before June 16th is not sustainable.**

Conclusion:

1. **The proposals seek to maintain the control and the use of tactics available to concessionary licence holders (the use of bait) and not to deprive the opportunity to continue fishing.**

2. We therefore see no reason to offer a dispensation for an extended use of bait over and above that which would be offered under the proposals.
3. The proposals seek to control the use of tactics and methods available to concessionary licence holders (the use of bait) and not to deprive the opportunity to continue fishing.
4. We therefore see no reason to offer a dispensation for an extended use of bait over and above that which would be offered under the proposals.

NRW has therefore concluded, having considered its duties under the Equality Act 2010 and the provisions of the Equality Act 2010 more generally, that its proposals are appropriate and proportionate to meeting its legitimate aim (and indeed statutory duty) of protecting salmon and sea trout stocks.

If you make these modifications, would there be impacts on other groups in society or on the ability of the initiative to achieve its purpose?

n/a

(5) FURTHER RESEARCH

(a) Given the analysis so far, what additional research or consultation is desirable to investigate the impacts of the proposals on diverse groups?

(i) New primary data?

Yes / no

No

Describe:

(ii) Secondary analyses of existing data?

Yes / no

No

Describe:

(6) REVIEW

We propose to review the situation via our Local Fisheries Groups, from whom we shall seek evidence of unsatisfactory outcomes for any specific groups of participants.

Equality Impact Assessment in relation to proposed RIVER WYE ROD AND LINE (SALMON AND SEA TROUT) (WALES) BYELAWS 2021 and RIVER USK ROD AND LINE (SALMON AND SEA TROUT) BYELAWS 2021.

Our equality duties are set out in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 which came into force in April 2011.

Welsh Government states that: -

“The Act aims to ensure public authorities and those carrying out a public function consider how they can positively contribute to a fairer society in their day-to-day activities through paying due regard to eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations.

The Regulations place duties on the devolved public sector, including Welsh Government, covering equality impact assessments, publishing and reviewing Strategic Equality Plans, engagement, pay differences, procurement, reporting arrangements and equality and employment information.”

NRW requires an Equality Impact Assessment to be carried out for any subject that might impact upon any component of society.

[Read more about equality, diversity, and inclusion at NRW](#)

Equality Impact Assessment (EqIA)

This paper follows a commended structure for an EqIA.

Background

Name of function - South East Operations (Monmouthshire and Torfaen Environment Team)

Person responsible - Sophie Gott Senior Officer – Fisheries, Monmouthshire and Torfaen Environment Team

Timescale – November 2021, associated with Board consideration of new byelaws

Due date – November 2021

Summary of outcome of impact assessment: **Adverse effects not found**

Date due for review: No review required as byelaws expire 31st December 2029 with no review period.

Person responsible for review: N/A

(1) NRW function and policy	NRW response
Purpose of the function	Implementation of statutory duties for fisheries and Welsh Government guidance.
Who benefits from the function?	<ul style="list-style-type: none"> • People of Wales, in terms of environmental quality and sustainability • Rod fishermen in terms of access to fish stocks
How have they been involved with current policy? (Interpreted here as the proposed new fishing controls.)	Liaison with local fishery groups and engagement during development of proposals.
How does it fit into broader corporate aims?	Restoring stocks to sustainable levels, with respect to SMNR
What outcomes are intended from this policy?	Maximising spawning escapements; arresting declines in stocks
What are the resource implications?	Existing resources for: <ul style="list-style-type: none"> • Routine annual stock assessments • Enforcement of new byelaws
(2) Rapid impact checklist	
Have potential negative impacts been identified for racial or other equality groups?	<ul style="list-style-type: none"> • Racial No • Disabled and elderly No
If yes, has a full Equality and Diversity impact assessment been recommended?	N/A
If no, are you satisfied that the conclusions of the RIC are accurate and comprehensive?	Yes (but see impacts assessment and modifications sections below)

(3) Impacts
<p>(c) What is the likely impact (intended, or unintended; positive or negative) of the initiative on individual users or the public at large?</p> <p>Measures mandating catch and release (C&R) for all salmon and all sea trout throughout the season on the River Wye have been in place for 10 years. The proposed C&R byelaws will reinstate measures which due to expire in December 2021.</p>

<p>Measures mandating catch and release (C&R) for all salmon at any time, and any sea trout caught before the 1st May on the River Usk have been in place since January 2020. The proposed C&R byelaws will reinstate measures which due to expire in December 2021.</p> <p>The shortening of the salmon fishing season on the River Wye removes an additional week of fishing at the end of the season afforded to the upper river and tributaries. This may disadvantage anglers wishing to fish in this week but will not impact any group differentially.</p> <p>There has been broad support for the measures from the fishing community. Angling may continue on a C&R basis, some protection for stocks is in place, and the socio economic value of the fisheries preserved.</p>		
<p>(d) Is there likely to be a differential impact on any group? If yes, state if this impact may be adverse and give further details (e.g. which specific groups are affected, in what way, and why you believe this to be the case).</p> <p>No</p>		
Sector	Yes / No	Adverse? If so, give further details
(i) Grounds of race, ethnicity, colour, nationality etc.	No	n/a
(ii) Grounds of sex or marital status	No	n/a
(iii) Grounds of gender: transgender; trans-sexual	No	n/a
(iv) Grounds of religion or belief	No	n/a
(v) Grounds of physical or sensory impairment or mental disability: disabled people	No	n/a
(vi) Grounds of age: older and younger people	No	n/a
(vii) Grounds of sexual orientation: LGBT	No	n/a
(viii) Grounds of offending past	No	n/a
(ix) Grounds of mental health	No	n/a
(x) Other grounds: e.g. poverty, homelessness, immigration status, language, social origin	No	n/a

<p>(c) Is the policy directly discriminatory? No</p>	<p>(d)(i) Is the policy indirectly discriminatory? No</p> <p>(ii) If “yes”, is this objectively justifiable or proportionate in meeting a legitimate aim?</p>	<p>(e) Is the policy intended to improve equality of opportunity? No</p>
<p>If you answered Yes to QC and No to QE, this is unlawful discrimination If you answered Yes to QD(i) and No to QD(ii), this is unlawful discrimination</p>		
<p>If the policy is unlawfully discriminatory, you must decide how to ensure the organisation acts lawfully N/A</p>		
<p>(f) If the policy is not directly or indirectly discriminatory, does it still have an adverse impact? Yes / No No Please give details</p>		
<p>(4) MODIFICATIONS</p>		
<p>If you answered Yes to QF, and the policy could have an effect on any group, how could you modify the initiative to reduce or eliminate and identified negative impacts or to create or accentuate positive parts of the development?</p>		
<p>If you make these modifications, would there be impacts on other groups in society or on the ability of the initiative to achieve its purpose? n/a</p>		
<p>(5) FURTHER RESEARCH</p>		
<p>(a) Given the analysis so far, what additional research or consultation is desirable to investigate the impacts of the proposals on diverse groups?</p>		
<p>(i) New primary data? Yes / no No Describe:</p>	<p>(ii) Secondary analyses of existing data? Yes / no No Describe:</p>	
<p>(6) REVIEW</p>		
<p>We do not propose to review the byelaws before they end in December 2029. After this point, should new byelaws be required, a new EqIA will be completed according to the measures then proposed.</p>		

Board Paper

Paper title:	Proposed changes to the Statutory and Legal Scheme (SaLS) from the Regulatory Business Board and Natural Resources Management (NRM) Business Board
Paper Reference:	21-11-B22
Paper sponsored by:	Clare Pillman, Chief Executive
Paper Presented by:	Colette Fletcher, Head of Governance & Board Secretary
Purpose of the paper	To seek approval for proposed changes to the Statutory and Legal Scheme (SaLS) from the Regulatory Business Board and Natural Resources Management Business Board
Recommendation	To approve the proposed changes to the Statutory and Legal Scheme (SaLS)

Issue

1. This paper presents for approval proposed changes to the Statutory and Legal Scheme (SaLS) from the Regulatory Business Board and Natural Resources Management (NRM) Business Board, which have been submitted outside of the annual review process.

Background

2. The Governance Team conducts an annual review of the Statutory and Legal Scheme (SaLS), but occasionally we receive requests for updates outside of that process. We have recently received a request from the Regulatory Business Board to include two new entries related to Powers of Entry and Notices of Entry, and from the NRM Business Board to include four new entries relating to the Water Framework Directive.
3. Our procedures state that any new lines or sections in the SaLS, or changes to the delegated authority affecting the CEO herself or Executive Team members, must also be presented to the Board for approval.

4. This paper seeks approval from the Board for changes to SaLS to incorporate the additional six requested lines. The proposals were approved by the Head of Governance & Board Secretary, Head of Legal Services, and the Chief Executive in October 2021.

Assessment

5. The Regulatory Business Board has requested that two new entries are included, the first relates to Powers of Entry in relation to Section 36 (1) Salmon and Freshwater Fisheries Act 1975 legislation, and the second relates to Notices of Entry in relation to Section 108 (4)(d) Environment Act 1995 (as amended) legislation, which will support NRW officers in the execution of their duties.
6. There is a consequential effect on numbering for this section, but these revisions are not included in the annex as we will take approval of the additions to include approval of the consequential numbering changes.
7. Annex 1 presents the two new Regulatory Business Board entries to the Board for approval.
8. The NRM Business Board has requested that four new entries are included, which were identified during a review of Operational Guidance Note (OGN) 72, and which will support NRW officers in the execution of their responsibilities.
9. There is a consequential effect on numbering for this section, but these revisions are not included in the annex as we will take approval of the additions to include approval of the consequential numbering changes.
10. Annex 2 presents the four new NRM Business Board entries to the Board for approval.

Key Risks

11. SaLS is an important part of our governance framework and if we do not keep it current there is a risk that it will no longer be fit for purpose. There would also be a risk if staff did not have clarity about their authorisation and delegation levels.

Financial Implications

12. There are no additional financial implications or considerations.

Equality Impact Assessment (EqIA)

13. The governance requirements affect all members of staff equally. No adverse effects are anticipated for any particular protected groups or characteristics.

Index of Annex

Annex 1 – NRW SaLS 2021 - REGBB additions for Board approval

Annex 2 – NRW SaLS 2021 – NRMBB additions for Board approval

						Delegated Level						
	REF	Category	Sub-Category	Function	Applicable Board(s)	Section of legislation	Job Grade	Job Description	Link to MoM	Function Comments	Head of Legal & Head of Governance approval	Approved CEO
Proposed	18.7	Regulatory activities	Powers of entry	Authorising NRW staff to carry approved pattern baton and handcuffs whilst on official fisheries enforcement duties.	REGBB	Section 36 (1) Salmon and Freshwater Fisheries Act 1975	Grade 11	Head of Operations	No		20.10.2021	21.10.2021
Proposed	18.20	Regulatory Activities	Notices of entry	Issue of Notice for Direction to Leave Premises Undisturbed	REGBB	Section 108 (4)(d) Environment Act 1995 (as amended)	Grade 7	Place Team Leader	No		20.10.2021	21.10.2021

						Delegated Level						
	REF	Category	Sub-Category	Function	Applicable Board(s)	Section of legislation	Job Grade	Job Description	Link to MoM	Function Comments	Head of Legal & Head of Governance approval	Approved CEO
Proposed	20.3	Water Management	Water Framework Directive	Issue advice to a regulator (including an NRW permitting team) for the purposes of the Water Framework Directive Compliance Assessment of a project	NRMBB	Framework Directive) (England and Wales) Regulations 2017 Regulation 319	Grade 5	Officer in the relevant Team (Grade 5)	No		HoL - Agree 22.10.21 HoG&BS - Agree - 26.10.21	26.10.21
Proposed	20.4	Water Management	Water Framework Directive	Approve the Water Framework Directive Article 4(7) derogation of a water body due to a proposed new modification. Decision must be reported to Integrated Water Planning Team to be reported in River Basin Management Plan	NRMBB	Regulation 19 Water Environment (Water Framework Directive) Regulations 2017		Executive Director of Evidence, Policy and Permitting	No		HoL - Agree 22.10.21 HoG&BS - Agree - 26.10.21	26.10.21
Proposed	20.5	Water Management	Water Framework Directive	Approve the Water Framework Directive compliance assessment of a project requiring NRW consent in accordance with technical advice	NRMBB	Framework Directive) (England and Wales) Regulations 2017 Regulation 319	Grade 4	Officer (e.g. Permitting Officer 1) (Grade 4)	No		HoL - Agree 22.10.21 HoG&BS - Agree - 26.10.21	26.10.21
Proposed	20.6	Water Management	Water Framework Directive	Approve the Water Framework Directive compliance assessment of a project requiring NRW consent which is not in accordance with technical advice	NRMBB	Framework Directive) (England and Wales) Regulations 2017 Regulation 319		Leadership Team member of the team exercising the competent authority role	No		HoL - Agree 22.10.21 HoG&BS - Agree - 26.10.21	26.10.21