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**Title of meeting:** NRW Board Meeting - Public Session

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**Date of meeting:** 23<sup>rd</sup> March 2023      **Time of meeting:** 9.00-14.30

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**Venue:** Microsoft Teams

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**Time**

**Item**

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**9.00  
(5 mins)**

**1. Open Meeting**

- Welcome
- Declaration of Interests
- Explain conduct of meeting

Sponsor and Presenter: Sir David Henshaw (Chair)

**Summary: To NOTE any declarations of interest.**

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**9.05  
(5 mins)**

**2. Review Minutes and Action Log**  
**2A. Review Minutes from Public 27<sup>th</sup> January meeting**  
**2B. Review Public Action Log**

Sponsor and Presenter: Sir David Henshaw (Chair)

**To APPROVE the minutes of the previous meeting and the action log.**

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**9.10  
(5 mins)**

**3. Update from the Chair**

Sponsor and Presenter: Sir David Henshaw

**Summary: To NOTE the Chair's update to the Board.**

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**9.15  
(10 mins)**

**4. Report from the Chief Executive**

Sponsor and Presenter: Clare Pillman, Chief Executive

**Summary: To NOTE the current position and update the Board on key activities.**

**Paper ref: 23-03-B05**

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**9.25  
(20 mins)**

## **5. Update Reports of Committees and Forums**

Sponsors and presenters: Committee Chairs

Audit and Risk Assurance Committee – 9<sup>th</sup> March

Evidence Advisory Committee – 21<sup>st</sup> February

**Paper ref: 23-03-B06**

Finance Committee – 9<sup>th</sup> February and 7<sup>th</sup> March

**Paper ref: 23-03-B07**

Flood Risk Management Committee – No meeting held

Land Estate Committee – No meeting held

People and Customer Committee – 15<sup>th</sup> March

Protected Areas Committee – 7<sup>th</sup> February

**Paper ref: 23-03-B08**

### Forum Updates

Wales Land Management Forum

**Paper ref: 23-03-B09**

Wales Fisheries Forum

**Paper ref: 23-03-B10**

Wales Water Management Forum – no paper (meeting held 16<sup>th</sup> March)

National Access Forum for Wales – no paper (meeting held 14<sup>th</sup> March)

**Summary: To NOTE the updates from the Board committees, both within and outside of any meetings held.**

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**9.45  
(15 mins)**

## **6. Finance Performance Report**

Sponsor: Rachael Cunningham, Executive Director of Finance and Corporate Services

Presenter: Mark Collins, Business Finance Team Manager

**Summary: To NOTE the latest financial position**

**Paper ref: 23-03-B11**

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**10.00  
(15 mins)**

## **Break**

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**10.15  
(30 mins)**

## **7. Formal Approval of the Corporate Plan 2023-2030**

Sponsor and Presenter: Clare Pillman, Chief Executive

Presenters: Prys Davies, Executive Director of Corporate Strategy and Development; Sarah Williams, Head of Corporate Strategy and Programme Management Office

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**Summary: To APPROVE the Corporate Plan 2023-2030**

**Paper ref: 23-03-B12**

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**10.45  
(15 mins)**

**Break**

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**11.00  
(30 mins)**

**8. Update on Atlantic Salmon**

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

Presenter: Ben Wilson, Principal Advisor, Fisheries

**Summary: To DISCUSS the Atlantic Salmon Evidence Report**

**Paper ref: 23-03-B13**

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**11.30  
(20 mins)**

**9. Business Plan Performance Dashboard Quarter 3 Report**

Sponsor and Presenter: Clare Pillman, Chief Executive

Attendees: Caroline Hawkins, Corporate Planning, Performance & Strategic Assessment Manager, Sarah Williams, Head of Corporate Strategy and Programme Management Office

**Summary: To APPROVE the Business Plan Performance Dashboard Quarter 3 Report**

**Paper ref: 23-03-B14**

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**11.50  
(40 mins)**

**10. Diversity and Inclusion Report 2022-23 and Discussion**

Sponsor: Prys Davies, Executive Director of Corporate Strategy and Development

Presenter: Sarah Stacey, Head of Organisational Development; Shaheen Sutton, EDI Specialist; Lyn Williams, Specialist Advisor, People Management

**Summary: To APPROVE the Diversity and Inclusion Annual Report 2022-23, including the Gender Pay Gap Report**

**Paper ref: 23-03-B15**

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**12.30  
(15 mins)**

**11. Wellbeing, Health and Safety Quarter 3 Report**

Sponsor: Prys Davies, Executive Director of Corporate Strategy and Development

Presenter: Charlotte Morgan, Wellbeing, Health and Safety Manager

**Summary: To APPROVE the Wellbeing, Health and Safety Quarter 3 Report**

**Paper ref: 23-03-B16**

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**12.45  
(60 mins)**

**Lunch**

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**13.45  
(5 mins)**

**12. Review of Board Committee Membership**

Sponsor: Prys Davies, Executive Director of Corporate Strategy and Development

Presenter: Colette Fletcher, Head of Governance and Board Secretary

**Summary: To APPROVE the Annual Review of Board Committee Membership**

**Paper ref: 23-03-B18**

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**13.50  
(5 mins)**

**13. Terms of Reference**

Sponsor: Prys Davies, Executive Director of Corporate Strategy and Development

Presenter: Colette Fletcher, Head of Governance and Board Secretary

**Summary: To APPROVE the Terms of Reference for the Protected Areas Committee, Land Estate Committee, and Finance Committee**

**Paper ref: 23-03-B19**

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**13.55  
(5 mins)**

**14. Board Forward Look**

Sponsor: Sir David Henshaw

Presenter: Colette Fletcher, Head of Governance and Board Secretary

**Paper ref: 23-03-B20**

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**14.00  
(5 mins)**

**15. AOB**

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**End of Public Board meeting**

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**14.05  
(25 mins)**

**Public Q&A**

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**14.30**

**Close Meeting**

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## Unconfirmed Minutes

<b>Title of meeting:</b>	<b>NRW Board Meeting – Public Session</b> <b>The Metropole Hotel, Llandrindod Wells and Microsoft Teams</b>
<b>Date of meeting:</b>	27 <sup>th</sup> January 2023
<b>Present Board Members:</b>	Sir David Henshaw, Chair Clare Pillman, Chief Executive Prof Steve Ormerod, Deputy Chair Karen Balmer Julia Cherrett (9:30 to 10:00; 11:30 to 12:00) Geraint Davies Zoë Henderson Prof Calvin Jones Mark McKenna Dr Rosie Plummer Prof Peter Rigby
<b>Present Executive Team Members:</b>	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
<b>Additional Attendees Present:</b>	Colette Fletcher, Head of Governance & Board Secretary (All items) Rob Bell, Head of Finance (Items 6 & 7) Russell De’Ath, Senior Specialist Advisor, Vision 2050 (Item 8)
<b>NRW Observers:</b>	Gavin Bown, Head of Operations Mid Wales (All items) Kate Evans, Public Affairs and Private Secretary (All items) Sarah Williams, Head of Corporate Strategy & PMO (All items)
<b>Public Observers:</b>	Helen Pittaway Steve Griffiths, BASC Tom Tibbits, Chair of Friends of the Upper Wye Kim Waters, Welsh Rivers Union Lloyd Evans  Additional members of the public
<b>Declarations:</b>	<ul style="list-style-type: none"> <li>• Dr Rosie Plummer – Member of Pembrokeshire Coast National Park Authority which has wide-ranging interactions including (relevant to this agenda) landscape designations, Special Area of Conservation (SAC) rivers, and Marine zone. Plantlife Trustee – Plantlife is a collaborator on the Natur am Byth project and recipient of other NRW grants.</li> </ul>

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- Prof Steve Ormerod – Member of two Welsh Wildlife Trusts (no influence on policy); Vice President of RSPB (no influence on policy); Fellow of Chartered Institute of Ecology and Environmental Management (no influence on policy); Scientific research interest in water quality through Cardiff University
  - Prof Calvin Jones – Management Board Member for Skyline which has interests on NRW managed Estate
  - Geraint Davies – Member (no influence over policy): RSPB Cymru; National Trust; National Farmers Union of Wales; Farmers Union of Wales; Game and Wildlife Conservation Trust; Member of an advisory group working on the future direction of the Efyrynwy/Lake Vyrnwy Estate that has land in a SSSI
  - Mark McKenna – Chief Executive of Down to Earth which has an ongoing planning application in a SAC area
  - Karen Balmer – Group CEO of Groundwork North Wales (Wrexham venue for Natur a Ni Citizens' Assembly)
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**Apologies:** Julia Cherrett (10:00 to 11:30)

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**Secretariat:** Jocelyn Benger  
Natalie Williams  
Deborah Lee

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### **Item 1. Open Meeting**

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

### **Item 2. Review Minutes and Action Log**

#### **2A. Review Minutes from Public 16<sup>th</sup> November meeting**

2. The minutes from the public meeting on 16<sup>th</sup> November were reviewed and agreed.

#### **2B. Review Minutes from Public 17<sup>th</sup> November meeting**

3. The minutes from the public meeting on 17<sup>th</sup> November were reviewed and agreed.

#### **2C. Review Public Action Log**

4. The action log was reviewed and noted.

### **Item 3: Update from the Chair**

5. The Chair gave an update on Board member appointments. The process was nearing completion and an announcement would be made shortly on the final appointments to the Board.
6. Meetings and discussions had been taking place with the Minister on budget and on water quality issues.

### **Item 4: Report from the Chief Executive**

7. The Chief Executive provided an update to the written report.
8. The Yellow weather warning as noted in the written report had resulted in a sustained period of bad weather and flooding, to which the response teams had responded well. A

wet February was forecast and therefore, combined with industrial action by the Public and Commercial Services (PCS) Union and others, NRW was in rolling incident mode.

9. The appointments of the new Chief Scientific Adviser for Wales, Prof Jas Pal Badyal FRS, was noted and it was explained that the Chair of the Evidence Advisory Committee (EAC) would want to be in contact with him.
10. Board members commented on the content of the Report. The Strategic Review of Charging (SRoC) had been discussed at the private Board meeting and the importance of learning from this process was highlighted. Concerns were raised about the time taken for a review to take place, the resulting proposed scale of increases, and the suggestion in the media that the process was being used as leverage for unwelcome activities. It was confirmed that this was not the intention or purpose of the process, and it was recognised that regular reviews should take place in future to avoid large scale increases.
11. The importance of assuring that costs were properly covered through the permitting regime was explained. Board members noted that the Report highlighted global biodiversity issues and referred to the discussions at the private Board meeting on the global, substantial risk to people in the future, pollution issues, climate change, the urgency of the issues, and the importance of appropriate funding, of which income from charging was highly important.
12. The impact on the farming community of increases in charging for permits was raised, particularly in relation to outcomes on sheep dip disposal. The level of stress currently being experienced by the farming community was highlighted.

#### **Item 5: Update Reports of Committees and Forums**

13. Karen Balmer as Interim Chair of the Audit and Risk Assurance Committee (ARAC), updated the Board on the meetings held on 15<sup>th</sup> December and 13<sup>th</sup> January. The summary of the meeting on the 15<sup>th</sup> December was contained in the paper. The additional meeting on 13<sup>th</sup> January had taken place on cyber security, and had resulted in an action for the Executive Team (ET) on undertaking a gap analysis.
14. Prof Peter Rigby, as Chair of the Evidence Advisory Committee (EAC) noted that the next meeting would take place on 21<sup>st</sup> February.
15. Sir David Henshaw as the Chair of the Finance Committee (FC) updated the Board on the meeting held on 10<sup>th</sup> January. A summary of the meeting was contained in the paper. Updates on the Business Transformation Programme and progress on Procurement and Contracts (Funding Framework) were highlighted.
16. Julia Cherrett as Interim Chair of the Flood Risk Management Committee (FRMC) updated the Board on the meeting held on 24<sup>th</sup> January. The Capital Programme had been reviewed and considered. It had been good to see some of the schemes that were successfully delivered at Llanfair TH and Cowbridge, and particularly at Llyn Tegid which had received positive community feedback. The Ammanford Scheme was discussed and further work on this would take place with FC. Work was ready to commence on the project at Stephenson Street.
17. Professor Calvin Jones as the Chair of the Land Estate Committee (LEC) updated the Board on the first meeting held on 19<sup>th</sup> January. This was a new Committee set up to give assurance on the Estate and National Nature Reserves (NNRs) managed by NRW. This had been a good first meeting and all agreed that the opportunity to talk about the Estate was appreciated. An introductory piece was welcomed along with an interesting

presentation on the Renewable Energy Developer (RED) Programme. A draft outline of the scope and approach to the Recreation Strategy was presented. The Committee agreed that more engagement should take place than recommended on the scope and proposed an increased timeline to facilitate this. It was proposed that this would return to the Board in early 2024 for approval.

18. The Board considered the proposal to increase the timeline on the Recreation Strategy delivery. Some concerns were expressed about the extended time period. The LEC Chair explained the rationale on ensuring a full engagement process. Board members agreed to the extended timeline.

**DECISION: The Board approved the increased timeline for the Recreation Strategy to the full Board in January for their approval.**

19. Julia Cherrett as the Chair of the People and Remuneration Committee (PaRC) recommended that LEC should scrutinise the Wellbeing, Health and Safety updates relating to the public. The Board agreed to this proposal.

**DECISION: The Land Estate Committee to scrutinise the Wellbeing, Health and Safety updates relating to the public.**

20. Julia Cherrett as the Chair of PaRC updated the Board on the meeting held on 13<sup>th</sup> January. The agenda had been restructured to follow the People Programme led by the Head of Organisational Development, which would facilitate reporting of the milestones and dependencies. Good progress on was being made on leadership and an update was received on the Business Transformation Programme. The Wellbeing Health and Safety (WHS) update was reviewed, and the Committee were pleased to see the reaccreditation to ISO450001. Thanks were offered to all those involved. A deep dive took place on the WHS risk. The Audit Report on poor behaviours was scrutinised and lessons learned considered. It was highlighted that there was a need to land the work on management and team members' roles and responsibilities. A good discussion took place on customers, although it was noted that there would not be an improvement in the information available until an appropriate ICT system was put in place.
21. Board members discussed the ICT requirement for the customer information. The Executive Director of Communications, Customer and Commercial (CCC) explained that the Development and Innovation (D&I) programme on this had been paused due to resourcing. The unintended consequences of this were noted, although it was recognised that there were some things that had to be paused. Board input on priorities was welcomed. The Chair of PaRC confirmed that a detailed discussion had taken place at PaRC which recognised a significant reputational risk on this.
22. Dr Rosie Plummer as the Chair of the Protected Areas Committee (PrAC) noted that the next meeting would take place on 7<sup>th</sup> February.
23. Zoe Henderson as the Chair of the Wales Land Management Forum (WLMF) updated the Board. The paper was taken as read. The Sub-Group continued to meet monthly, and included very useful discussions with good presentations, in particular on achieving alternative measures, and understanding of phosphate issues from an agricultural perspective. Areas for consideration for future meetings would include considering the time taken for matters to get going, and a focus on phosphates as well as nitrates.
24. Professor Steve Ormerod as Chair of the Wales Fisheries Forum (WFF) and Wales Water Management Forum (WWMF) took the papers as read and noted the importance of receiving these papers in giving more visibility for the public on the issues and the



breadth of work that was ongoing. Board members requested that the Welsh spelling should be used in reference to places.

**ACTION: Secretariat to amend the spelling of the Faenol Estate in the WFF Update paper and to ensure that Welsh spelling of place names are used in the future.**

25. Geraint Davies as Chair of the National Access Forum for Wales (NAFW) took the paper as read and highlighted that the Forum enabled stakeholders access to talk with government officials. The next meeting would take place in March. The Chair of the NAFW would be meeting with the Minister in two weeks' time, and was looking forward to reporting on the work of the Forum and access in general.
26. The Board welcomed the fora reports. It was recommended that information on the scrutiny by relevant committees should be included in the Board papers, particularly in relation to items for approval.

### **Item 6: Finance Performance Report**

Presenter: Rob Bell, Head of Finance

27. The Executive Director of Finance and Corporate Services introduced the item. The Head of Finance presented the Finance Performance Report to 30 November 2022, which had been reported to ET and FC. The position to date on income was behind profile on timber at the end of November and the timber income forecast had been reduced from £36m to £34m. Further trade was awaited before a decision was taken on whether to amend the forecast again. The pay award had been processed in December and had been found from salary savings and vacancies through the year.
28. Expenditure was ahead of profile and around 2% more than this time last year, however there was around £20m more to spend this year overall. The risk areas of overspend for the end of the year were explained. These related to Capital and Non-Staff costs, mainly in the Land Stewardship Programme. Discussions were ongoing to ensure that the Land Stewardship Programme came in on budget. An exercise had taken place with the Leadership Team (LT) and reported to ET; a summary of this was included within the report. Budgets had been reduced by £2.3m. There was confidence that the Forest Holidays receipt of £1.8m would be retained. It was anticipated that there would be a net central pressure of around £0.5m. Around £3.5m additional Capital funding was in the process of being secured for this year; £1m of this would be for the Peatland Programme within the Nature and Climate Emergencies Programme (NaCE). A grant offer letter had been drafted which was now with the Minister for approval. An additional £2.5m had been requested to undertake the Flood Capital Programme this year. It was noted that if the additional funding was secured, the total budget for this year would increase to £241m.
29. The Head of Finance requested Board approval for receipt of a pensions' payment from WG for next year of up to £7m, and to make the subsequent adjustment to the budget. It was noted that this request was not included within the paper and was part of the balancing of next year's budget. Final confirmation was awaited from WG. Board members approved this request.

**APPROVED: Receipt of the pension payment from Welsh Government and subsequent increase in the overall budget.**

30. The Chair thanked the team for their work on balancing the budget. It was noted that there were a number of variables which could create challenges going forward. An update would be provided to FC and the Board Update Call in February. Board members suggested that there could be some slippage resulting from the Resilient Communities

grant. The impact of tree diseases on timber income was queried. The Executive Director of Operations explained that this was not having a significant effect as it had been managed for a number of years as part of a programme.

### **Item 7: Internal Drainage Districts Budget**

Presenter: Rob Bell, Head of Finance

31. The Executive Director of Finance and Corporate Services introduced the item and the Head of Finance presented the item for approval. This was an annual request which had been scrutinised by FRMC. It was explained that the Board was the administrator for the Internal Drainage Districts (IDDs) and therefore formal approval and delegated authority were requested as detailed in the paper. A brief overview of the function of the IDDs was provided, which included works that were undertaken on main rivers with a benefit to the IDDs and costs covered by raising drainage rates and special levies on agricultural users and local authorities.
32. Board members discussed the IDDs and queried if there were NRW staff fully employed to deliver the IDDs. The Executive Director of Operations confirmed that there were dedicated staff but IDDs were mainly delivered as a part of staff roles. It was queried whether a complete track of the costs was maintained and whether the costs were fully funded from the IDD budget. The Head of Finance explained that every IDD had a discreet cost centre for recharge, but the effort involved by a team might not necessarily be completely covered due to the size of the precepts. The Chair recommended that FRMC should consider this, particularly in view of Board discussions on ensuring regular reviews of costs in order to avoid sudden large increases.

**ACTION: FRMC to consider the full costs of the Internal Drainage Districts in conjunction with the Head of Finance**

33. The Board approved the recommendations as set out in the paper.

**APPROVED: The Internal Drainage District (IDD) special levies, drainage rates and precepts for 2023/24**

**APPROVED: The common seal to be affixed to the Approved Drainage Rates**

**APPROVED: Delegation of the Board's responsibilities for approving annual statements to Rachael Cunningham, Executive Director for Finance and Corporate Services.**

### **Item 8: Natur a Ni**

Presenter: Russell De'Ath, Senior Specialist Advisor, Vision 2050

34. The Executive Director of Corporate Strategy and Development introduced the item. Work had been undertaken with harder to reach groups to obtain input from them to add to the first phase input. Feedback on the process would be received from the consultative group. The next steps would involve preparing the vision to ensure that it would be truly reflective of the input from communities. It was emphasised that this was not an NRW vision but a shared vision for Wales. A Citizens' Assembly would be developed over the next few months.
35. The Senior Specialist Advisor, Vision 2050 presented an update on the Natur a Ni Programme and the work towards developing a shared vision for the natural environment of Wales. It was noted that there was a slight error in the paper, which referred to an appendix, which had not been included with the paper. The Phase 2 Report and the session plans for the Citizens' Assembly would be shared after the meeting.

36. The first phase was explained, and the nine emerging themes were shared. The plan to develop a mini vision around each one was described. An example of statements of the future were shared. The focus groups had been specifically set up to include those who were less likely to be engaged. Roadshows had taken place in areas of least response from the first phase. The membership of the focus groups was described. The three main objectives were shared. The statements had been set out in full to the focus groups for their views on how much they saw these as a part of their future. The responses were shared, along with one of the audio recordings from the groups.
37. The work on the planned Citizens' Assembly was described. This aimed to bring the work together to create a shared vision for the future. This would be developed in co-production with an Advisory Group made up of external advisors, which would be followed by deliberating expert evidence to develop a vision. The first Assembly would take place online on 11<sup>th</sup> February, followed by in person meetings in March in Wrexham and Swansea. The outcome from the Citizens' Assembly would be a shared vision of what the future would look like when society and nature thrived together.
38. Board members welcomed the content of the presentation. The approach to the next phase was queried and Board members asked how the evidence base would be considered and brought into the process. It was proposed that the results and vision would feed into the next State of Natural Resources Report (SoNaRR). The team were also looking at building an external network with partnership organisations around commitment towards some of the actions. The market and global challenges were noted but the desire of the public to bring these actions forward would be emphasised. The synergy between the Corporate Plan and the Natur a Ni process was noted.
39. It was queried whether the spread of voices from across Wales could be achieved and evidenced. The approach to the response options was considered. Copies of the full vision statements were requested. It was confirmed that advice on the cohort had been received from Sortition and the Diversity and Inclusion Advisor. The diverse make-up of the Assembly was described. The methods of support for those who were harder to reach were discussed. It was suggested that in some cases, vouchers would be a more suitable form of payments, particularly for those on benefits. The Senior Specialist Advisor, Vision 2050, explained that advice had been taken from Sortition on enabling everyone to participate and the effects on benefits had been considered. Work was also taking place with the arts sector on encouraging engagement with the issues.

**ACTION: The Senior Specialist Advisor, Vision 2050 to share copies of the full vision statements with the Board**

40. Board members welcomed the approach to engaging with Young Farmers but emphasised the importance of reaching out to a broad range of farmers and businesses, particularly those involved in food production in Wales, as this could help in challenging the global norm approach to food production. The alignment with the Area Statements was queried. It was explained that the Natur a Ni programme was working at national level but also trying to engage on a local level, particularly through Public Service Boards.
41. The venues for the Citizens' Assemblies were discussed, particularly the Swansea University Bay Campus. It was considered that this offered an opportunity to promote discussion and stimulate ideas. The Senior Specialist Advisor, Vision 2050, noted that the venue for north Wales would be at Groundwork, Wrexham. Karen Balmer declared an interest in this venue.

42. The opportunities for shared information and learning were discussed, particularly with the other UK nations and Ireland but also with other organisations. The approach to bringing everything together was considered and the fit with SoNaRR was discussed. Discussions would take place at a future Board meeting on this and the Advocacy Strategy.

### **Item 9: Public Engagement and Transparency at Board Meetings**

Presenter: Colette Fletcher, Head of Governance and Board Secretary

43. The Executive Director of Corporate Strategy and Development introduced the item. This had been discussed on several occasions and the team had undertaken a piece of work to consider the approach to public engagement and develop the evidence to put forward for the Board to consider.

44. The Head of Governance and Board Secretary gave a presentation on the results of the public survey. The background to the issue was described and the survey methodology and responses were explained. It was noted that there had been a limited response, which had not been very diverse. There was an appetite for NRW to explore other mediums than Teams. The results in relation to engagement options were described. There was strong support for public questions to be submitted in advance, responses given in the meeting and minuted, and also strong support for additional separate local sessions. Other suggestions from responders were described, particularly around engagement on local issues. There was a strong appetite for citizen science and public discussion on topics around planning issues and local area interests.

45. It was noted that NRW were meeting its statutory obligations in terms of transparency and public scrutiny at Board meetings and therefore it was recommended that the focus should be on the areas of highest priority. The recommendations on this were shared. The suggested approach to the Q&A session was described. Questions received in advance that were relevant to agenda items could be included within the paper and answers provided and minuted that way. Other questions not related to agenda items would then be directed to general enquiries. The open mic part of the Board meeting would therefore be removed as the questions would be integrated into the Board meeting. It was recommended that additional public engagement opportunities could be identified around Place and national Public Affairs work. Communications would be issued to the public following the Board decision on this item.

46. Board members considered the content of the presentation and recommendations. The parallels with Natur a Ni were noted. The opportunities to engage more with diverse voices across Wales were recognised and it would be important to continue to challenge on this. The relationship between Board members and their local Head of Place was highlighted. The relationship and connection with local issues was discussed and it was suggested that the Engagement Practitioners Network could consider the approach to Board members' local area engagement.

47. The approach to the public questions of the Board was discussed. Board members emphasised that it would be important for the Board to see the questions and responses on issues as these had been addressed to them. It was suggested that NRW should consider asking the public what topics they would like to discuss with the Board. The Board preferred to retain the public Q&A session and agreed that this should remain. In addition to this, it was proposed that a travelling in-person engagement session should be developed, which would involve the Chair and/or Vice-Chair, local Board members and Heads of Place. This could allow the public the opportunity to set the agenda for their local area. The Board agreed to this proposal. It was highlighted that the Area Statements could be used to inform the sessions. The current methods of Board in-

person engagement were considered, for example at the Royal Welsh Show and Eisteddfod.

**ACTION: The Head of Governance and Board Secretary to develop the approach to Place-based Board public engagement sessions**

48. Board members asked to see the desk-based study and research that had been drawn out internationally on how other countries approached this issue. The Head of Governance and Board Secretary would recirculate the information from the November Board meeting.

**ACTION: The Secretariat to recirculate the information from the November Board meeting on the review of public engagement**

**APPROVED: The recommendations for public engagement and transparency at Board meetings except for the removal of the Public Q&A session from the public Board agenda**

**Item 10: Proposed Changes to the Statutory and Legal Scheme (SaLS)**

Presenter: Colette Fletcher, Head of Governance and Board Secretary

49. The Head of Governance and Board Secretary presented on the proposed changes to the Statutory and Legal Scheme (SaLS) as detailed in the paper.

50. The Board approved the proposed changes to the SaLS.

**APPROVED: The proposed change to the Statutory and Legal Scheme (SaLS)**

**Item 11: Board Forward Look**

Presenter: Colette Fletcher, Head of Governance and Board Secretary

51. The Head of Governance and Board Secretary shared the Board Forward Look document and provided an overview. The meeting in March would focus on the Corporate Plan, Budget and Business Plans.

52. Zoe Henderson requested additional time for the item on the Diversity and Inclusion Annual Report to enable a full discussion by the Board on what NRW were doing to ensure that inclusion and diversity were truly supported. It was noted that a full conversation had taken place on this issue at PaRC.

**ACTION: Secretariat to include additional time on the March Board agenda for a full discussion on Diversity and Inclusion in NRW**

**Item 12: AOB**

53. Mark McKenna left the room for this agenda item.

54. It was proposed that Mark McKenna should be appointed as Chair of the People, Customer and Stakeholder Committee (PCSC). The Board approved this proposal.

**APPROVED: The appointment of Mark McKenna as Chair of the People, Customer and Stakeholder Committee (PCSC)**

55. Mark McKenna re-joined the meeting and the Chair thanked him.

56. The Board noted the approval by correspondence of the temporary Board membership of the Land Estate Committee.

## **APPROVED: The temporary Board membership of the Land Estate Committee**

### **- Board meeting closed –**

#### **Public Q&A**

57. A question had been received in advance of the meeting from Lloyd Evans on the Dairy Project and this had been responded to outside the meeting.
58. The Board took questions from Kim Waters. These included:
- a) *Can NRW make a public statement at the next public board meeting as to the Prof Elwyn Evans report on the floods of 2019/20. Specifically, the river Usk's (a SAC) ecological and biodiversity health is greatly impacted by multi 5 Metre plus floods each year. Could NRW make comment on attenuation options available given the system has 4 Welsh Water reservoirs at the system.*
  - b) *2022 will see the worst return on Salmon and Seatrout across Wales rivers. Many tributaries of our iconic salmonoid rivers are now devoid of any salmonoid species fry, parr etc. What is the plan to repopulate these damaged catchments? Will re-stocking only happen by "wandering" fish or will SNR become part of the strategy. Can NRW point to a vision or target of what they aim to achieve with this and programmes like LIFE. Can NRW point us to the evidence that supports its non-stocking policy.*
59. It was agreed that a full response would be provided to the questions outside the meeting but the Executive Director of EPP provided an overview response to the questions.
60. The report by Prof Elwyn Evans was being produced on behalf of the Welsh Government and therefore NRW did not have the publication date. The outcome would however be reported to a future meeting. All NRW's information reports and section 19 reports had been published on the website. NRW had reviewed its own evidence and taken actions which were part of the public record.
61. An overview of attenuation reservoirs was provided, and it was explained that their ability to attenuate was limited by their capacity due to size. Additional activities and actions such as the Peatland Restoration Programme and Natural Flood Management approaches were being pursued to help with this however these would have limited ability in a storm event.
62. The question regarding Fisheries was noted. This was a very topical issue and due to be considered at the next WFF meeting. Prof Steve Ormerod as the Chair of the WFF commented on the question and noted that the papers would be in the public domain by the following week. The links and evidence base on the non-stocking policy would be sent to Mr Waters as part of the formal response to his questions.

#### **ACTION: The evidence base on the non-stocking policy and links to be sent to Mr Kim Waters as part of a formal response to his questions**

63. Tom Tibbits, as a representative of a citizen science group, asked why NRW were not using citizen science more routinely in line with the approach by the Environment Agency.
64. The Executive Director of Operations noted that a response had recently been sent on the Lower Wye and a full response relating to the Wye would be sent after the meeting.



The Chair commented on the Board's view on welcoming citizen science and support for this as a key element of the approach going forward.

65. Tom Tibbits asked a question regarding poultry manure concerns on impacts on river catchments and why NRW were not objecting to new planning applications on this.
66. The Chair confirmed that this was an important topic on NRW's agenda and had been discussed as part of the private meeting. The Executive Director of EPP confirmed that conversations were taking place with the Environmental Protection Assessor for Wales, who was charged with looking at any gaps in the legislation. NRW's roles and responsibilities were explained in relation to the permitting process and as a statutory consultee in the planning process. It was noted that no comment could be made on specific applications. It was agreed that NRW would respond to Mr Tibbits in writing and confirm NRW's responsibilities with regard to the process.

**ACTION: A formal response to be sent to Tom Tibbits on NRW's roles and responsibilities to planning and permitting.**

**- Meeting closed –**

## Board Meetings

Action No.	Meeting Category	Meeting Date	Item No	Para No	Paper Sponsor	Action	Owner	Due	Status	Notes/Updates
2	Public	14/07/2022	8	40	Ceri Davies Executive Director EPP	ACTION: An update to be circulated to Board members of the Brecon Beacons mega catchment project.	Ceri Davies Executive Director EPP	17/08/2022	Ongoing	Gavin Bown pulling together an update with Natalie Hall and David Letellier
15	Public	27/01/2023	5	24	Prof. Steve Ormerod, Chair of WFF	ACTION: Secretariat to amend the spelling of the Faenol Estate in the WFF Update paper and to ensure that Welsh spelling of place names are used in the future	Secretariat	20/02/2023	Completed	
16	Public	27/01/2023	7	32	Rachael Cunningham, Executive Director of FCS	ACTION: FRMC to consider the full costs of the Internal Drainage Districts in conjunction with the Head of Finance	Jeremy Parr, Head of Flood and Incident Risk Management; Rob Bell, Head of Finance	11/04/2023	Ongoing	Rob Bell and Jeremy Parr are meeting to discuss in advance of the FRMC meeting on 18th April
17	Public	27/01/2023	8	39	Prys Davies, Executive Director of CSD	ACTION: The Senior Specialist Advisor, Vision 2050 to share copies of the full vision statements with the Board	Russell De'Ath, Senior Specialist Advisor, Vision 2050	02/03/2023	Completed	
18	Public	27/01/2023	9	47	Prys Davies, Executive Director of CSD	ACTION: The Head of Governance and Board Secretary to develop the approach to Place-based Board public engagement sessions	Colette Fletcher, Head of Governance & Board Secretary	27/04/2023	Ongoing	
19	Public	27/01/2023	9	48	Prys Davies, Executive Director of CSD	ACTION: The Secretariat to recirculate the information from the November Board meeting on the review of public engagement	Secretariat	20/02/2023	Completed	
20	Public	27/01/2023	11	52	Sir David Henshaw	ACTION: Secretariat to include additional time on the March Board agenda for a full discussion on Diversity and Inclusion in NRW	Secretariat	20/02/2023	Completed	
21	Public	27/01/2023	Q&A	62	Sir David Henshaw	ACTION: The evidence base on the non-stocking policy and links to be sent to Mr Kim Waters as part of a formal response to his questions	Ben Wilson, Principal Advisor, Fisheries	02/03/2023	Completed	
22	Public	27/01/2023	Q&A	66	Sir David Henshaw	ACTION: A formal response to be sent to Tom Tibbits on NRW's roles and responsibilities to planning and permitting.	Becky Favager, Regulation Policy and Approach Manager	02/03/2023	Completed	



# NRW Board Paper

	<b>Paper Details</b>
<b>Date of meeting:</b>	23 <sup>rd</sup> March 2023
<b>Paper title:</b>	CEO Report
<b>Paper Reference:</b>	23-03-B05
<b>Paper sponsored by:</b>	Clare Pillman, Chief Executive
<b>Paper Presented by:</b>	Clare Pillman, Chief Executive
<b>Purpose of the paper</b>	Information/Discussion

## Introduction

1. Whilst the weather has been kinder to us than anticipated, it has been a busy couple of months with a number of pollution incidents and work on the Corporate Plan, Natur a Ni and budget proceeding at pace. Industrial action by teachers and rail workers continues to have an impact on our work, and one of our recognised unions, the Public and Commercial Services Union (PCS), called their members out on strike as part of their national civil service dispute on 1 February. In total 175 NRW staff participated (of a PCS union membership of 240). A further planned national day of action is scheduled for 15 March. We have been informed that Prospect are also planning on balloting their members, but we have not been informed formally when this will be taking place.
2. Recruitment continues for the Head of Projects and Programmes, and has started for the two Head of Place roles. I am pleased that we have recently appointed Ian Mowatt to the newly-created position of Head of Procurement and Contracts. Ian was previously our Contract Management Support Service Manager and he takes up his new role on 1 April. We were sad to learn recently that Colette Fletcher, Head of Governance and Board Secretary, will be leaving us to return to consultancy work in the Higher Education field.
3. Although it has not been as wet as it might have been, there have been few opportunities to get out and about. However, I spent an enjoyable day with Martin

Cox, Head of Operations, North and Mid Wales, Dylan Williams, Operations Manager, Land and Assets, and some of the North West Wales team on 3 February, meeting at the Coed y Brenin Visitor Centre before moving on to Glasdir Copper Mine and then to the freshwater mussel bed at Afon Eden. Protected Areas Committee (PrAC) will be visiting the latter in May, a visit that is open to all Board members. I am looking forward to a farm visit in Mid Wales with the Country Land and Business Association (CLA) later this week.

## Engagement

### Stakeholders

4. I had an extremely useful meeting with Eilish McGuinness and Andrew White from the National Lottery Heritage Fund in late February, as they launched their new ten-year strategy. We discussed the opportunities for greater partnership working in a number of areas and will be talking to Andrew again in the near future to explore these and agree next steps. I also met Transport for Wales' (TfW) CEO, James Price on 27 February, to discuss the management of vegetation on railway embankments and other ways in which TfW can deliver biodiversity improvements. We agreed to work towards having a Memorandum of Understanding (MoU) with TfW, like the one we have with Network Rail, and to working with both organisations on common issues.
5. Rhian Jardine, Head of Development Planning Advice Service (DPAS) and Marine Services, and I met with the Haven Waterway Enterprise Zone Committee to discuss marine licencing and decarbonisation. I will look to meet some of them in person when I am down in the South West in April.
6. I had an introductory meeting with Dafydd Rees, Arts Council for Wales Chief Executive, and the new Future Generations Commissioner, Derek Walker, who made a point of meeting with me on his first day in post. We discussed his ambition to make the impact of the Act more visible to the person on the street and how the Commission could help to influence and support our work. I noted the positive experience our staff had had with the Future Generations Leadership Academy and our support for this to continue. We hope that he will be able to join us at our Senedd Event in June.

### Welsh Government

7. On 7 February I met with Claire Bennett who is taking over from Gian Marco Currado as Director of Environment & Marine within Welsh Government (WG) from 27 February. Claire comes to the role having been the Director of Communities and Tackling Poverty, and has a keen interest in social justice and anti-racism. Gian

Marco has moved across to the Rural Affairs brief within the Directorate, and will continue to work with us on issues such as agriculture and food.

8. I have had a couple of meetings with the Minister on operational issues, namely Llangennech and the Infrastructure Bill.

### **Senedd**

9. On 9 February, Ceri Davies, Executive Director of Evidence, Policy and Permitting, Rachael Cunningham, Executive Director for Finance and Corporate Services, and I attended NRW's annual scrutiny session with the Senedd's Climate Change Environment and Infrastructure Committee. I am pleased to say that the meeting went well, with the members' questions primarily focusing on the development of our Corporate Plan and budget setting, water quality and biodiversity. To follow up, we will be writing to the Committee with an update on the Service Level Agreement discussions with WG, and the detail of how our post-pandemic staff expenses have more than halved. We will be inviting all Senedd Members to the external launch of the new Corporate Plan at the Senedd on 6 June.

### **Natur a Ni (Nature and Us)**

10. The findings from the second phase have now been published on the Nature and Us website. Nine artworks capturing the discussions around these statements have been finalised and will be available on our website soon.
11. The first session of the Nature and Us Citizens' Assembly was held on 11 February. Participants explored priorities for a sustainable lifestyle and were presented with output from the first phase of Nature and Us, alongside evidence on the importance of the natural world for people, with presentations from Prof. Steve Ormerod, Sharon Thompson (RSPB Cymru), Nerys Edmonds (Public Health Wales), Alex Ioannou (NRW) and Marie Brousseau-Navarro (Future Generations Commissioner's Office). There was time for deliberation and group reflection. Participants were clearly engaged and shared lots of questions and feedback.
12. The second session was held over the first weekend in March and focused on living with nature, drawing further on Nature and Us findings and peoples' own lived experiences. I attended the Wrexham session with Geraint Davies. The third and final session, on 18 March, will focus on agreeing the vision.
13. The facilitating organisation, Natcen, will prepare a report that will answer the questions asked of the assembly, drawing on data and participant insight generated in the sessions, notes taken by facilitators and post-session facilitator debriefs. A separate report will capture the process followed and lessons learnt. We are

expecting an outline mid-April and the first version of both reports by the first week of May.

14. We are working with the Co-Production Network Wales, the Nature and Us Programme Board and the Assembly Advisory Panel to develop a detailed plan for promoting the vision and collaboratively consider how we respond to the recommendations set out in the vision as part of the next phase of this work. A workshop with the Assembly Advisory Panel will be held on 6 March for this purpose. Other public bodies have been invited to take part as well. We are also starting to review how we aim to implement the vision and deliver on the programme's strategic objectives in light of the new Corporate Plan.

### **Customer Satisfaction Survey**

15. In January, our membership of Institute of Customer Service saw us feature in their UK Customer Satisfaction Survey for the second consecutive time, allowing us to begin to track progress and understand the data. Early data shows we have improved slightly on our overall rating and moved up amongst our Public Services peer organisations.

### **Complaints Policy and Procedure**

16. In January, we shared an outline of our refreshed Complaints Policy and Procedure with Leadership Group, Management and Team Leaders. These have been produced in line with the Complaints Standards Authority (CSA), an arm of the Public Service Ombudsman of Wales. The new policy aims to ensure complaints are handled effectively and to avoid protracted several-stage processes, which are time-consuming for customers and our staff.
17. The refreshed policy will reduce the number of stages we have in our process from three to two. Stage 1 complaints will be responded to within ten working days (currently twenty working days) and we have introduced a simplified Stage 2 process, which is no less robust than the current process but means we can respond to most Stage 2 investigations within twenty working days. We have received positive feedback from staff regarding the new Stage 2 process.
18. A key focus of the new policy is to use feedback from complaints to improve processes and procedures, therefore avoiding repeat complaints and improving the overall customer experience. We are already working towards delivering against the policy, which will go live from 1 April. This demonstrates our commitment to continually improving the way we handle customer complaints, to ensure they are investigated thoroughly and quickly, which has benefits for customers and staff. To support delivery of the new policy, the CSA will be rolling out training for lead investigation officers over the next couple of months.

## Communications & Digital

### Cyber Essentials Plus

19. The Cyber Essentials Plus scheme is the foundation of our annual cyber assurance programme. The scheme involves an independent cyber accreditation using an approved external specialist company in compliance with central government National Cyber Security Centre (NCSC) standards. In recent years, these key standards for public sector bodies have evolved and so have our controls and adoption of security measures to reduce the likelihood of cyber-attacks occurring and minimising the impact if incidents do occur.
20. We have successfully maintained our Cyber Essentials Plus accreditation for another year. This will be the seventh consecutive year that we have maintained the required standards and this year's assessment has been challenging at times, with the introduction of additional controls and compliance around Home Working, Bring Your Own Device (BYOD), Multi-Factor Authentication (MFA) for all users and all Cloud Services being within scope.
21. In addition, NRW successfully achieved Information Assurance for Small and Medium Enterprises Consortium (IASME) Cyber Assurance Level 1 (formerly IASME Governance Standard) this February, meeting a WG target set out to all Welsh Government Single Bodies to attain this accreditation in 2023. Our ambition now is to carry this good work forward, with a view to achieving IASME Cyber Assurance Level 2 in 2024.

### Flood

22. The Communications Team supported NRW's preparations and response to the January rainfall and flood events, sharing warning and informing messages with stakeholders and the public and undertaking a range of media interviews. We were able to share key messages around the impact of climate change and the challenges of managing Wales' future flood risk. This continued in our proactive communication around the anniversary of the February 2020 floods, which included interviews with ITV Wales and BBC Wales.
23. The team has also supported the launch of the twelve-week consultation of the Flood Risk Management plans and is working with partners to support the launch of the Dawns Glaw campaign.

### Llangennech pollution incident

24. There were some challenging messages to manage in communicating the decision not to pursue prosecutions following the Llangennech pollution incident. The Communications Team worked closely with Operations teams and Legal Services to

choreograph the extensive pre-announcement planning and briefing with stakeholders, political and media audiences, and coordinate a range of media interviews to ensure coverage around this difficult topic was balanced and as fair as possible.

## Strategic Issues

### Landfill Disposals Tax Joint Strategy

25. Since 2018, NRW and the Welsh Revenue Authority (WRA) have been working in close partnership with regards to Landfill Disposals Tax within Wales. The WRA, as the tax regulator, have delegated certain functions to NRW in relation to the collection and management of the tax and these duties are carried out by NRW's Landfill Disposals Tax (LDT) team on a national basis. The team is fully funded by the WRA.
26. Through the delegation, NRW and the WRA have built a mutually beneficial relationship enabling both organisations to build a shared understanding of the waste landscape within Wales (including behaviour within the illegal waste sector) and to ensure LDT is applied in a way that complements both NRW's and WG's environmental objectives.
27. Waste crime is financially driven as some wastes are valuable, and others are costly and problematic to deal with. The financial gains therefore from avoided costs are large enough to mean that waste can be moved across large distances with the illicit activity remaining profitable for those involved. NRW and the WRA are working collaboratively and have now developed a joint strategy which will set out our approach to LDT and Unauthorised Disposals Tax for the next three years to deliver mutual objectives. The strategy recognises the important role each organisation plays in working towards the aims of LDT policy and tackling waste crime within Wales.
28. The strategy sets out high level strategic objectives and overarching themes which will shape our partnership working. To implement the strategy, we have developed a joint action plan which details the current and future activities which link through to the strategic objectives, providing a clear direction for those responsible for the delivery.
29. The strategy has progressed via NRW governance. Along with approval of the strategy, our Executive Team has endorsed the continuation of the delegation from the WRA to NRW for another three years and supported a revision of the current Memorandum of Understanding to reflect this change in our approach (the strategy).

The MoU will shortly be presented to the Chief Executives of both organisations for sign-off.

## Operational Issues

### Project Erebus Marine Licence

30. In February, NRW issued a marine licence to Blue Gem Wind for the Erebus project, Wales' first floating windfarm, which will be located off the Pembrokeshire coast and house seven next generation 14MW turbines on floating platforms. Blue Gem Wind is a joint venture between Simply Blue Group and Total Energies, one of the world's largest energy companies.

### Ash Dieback

31. The work to manage tree safety on the land in our care as a result of Chalara ash dieback is making reasonable progress. As at the end of Quarter 3 (Q3), over 8,000 potentially dangerous infected trees in high-risk areas had been felled in this financial year, and a further 15,000 trees were still to be felled (compared to 20,000 at end Q2).
32. We have advised procurement to give access to a wider pool of contractors. Where contractor availability is limited, we are prioritising the riskiest sites. The bulk of the work to manage ash dieback remains in the south-east, with a significant number of trees that need work in south-west, particularly in Carmarthenshire.
33. Teams have reported reduced levels of infection compared to previous years. This is supported by research in France which indicates high summer temperatures particularly during July and August reduce the production of spore. This shows the cyclical nature of the disease; a wet cool summer may result in increased levels.

### Completion of Waste Incineration sector permit reviews

34. Environmental permits for Wales' large waste incineration sites have been reviewed and updated to ensure the sites are performing to the highest environmental standards.
35. The EU Best Available Techniques Reference Document (BREF) for this sector was published on 3 December 2019 and existing waste incineration sites were given four years to comply (i.e., by 3 December 2023). Our work involved reviewing permits against the latest industry best practice, called Best Available Techniques (BAT). This is a requirement of the Industrial Emissions Directive and ensures that industry continues to use the best techniques for preventing or minimising emissions and

impacts on the environment. Techniques can include both the technology used and the way an installation is maintained, operated and decommissioned.

36. Wales' five sites included two municipal waste incinerators, two biomass incinerators and a clinical waste incinerator. All sites have had tighter limits imposed on them for pollutant emissions and additional monitoring. For example, across all sites, the emission limit for particulate matter has been reduced by 50%. At the two municipal waste incinerators, the new mercury emission limit secures a 60% reduction and at one site the limit for oxides of nitrogen has been tightened by 55%. Through an improvement condition added to all permits, operators are now required to investigate the reduction of oxides of nitrogen beyond the BAT limit.
37. All sites are required to implement new management plans in relation to abnormal, start-up and shut-down operations. Overall, the new conditions ensure that permits for this sector continue to be an efficient regulatory tool, driving ongoing improvement and bringing all sites up a consistent standard across Wales and England.

### **Special Areas of Conservation (SAC) Rivers Project Update**

38. The First Minister's second Phosphate Summit was not held on 9 February as planned and has been rearranged for 8 March. An Action Plan has been developed by WG with input from members of the SAC Rivers Oversight Group (SACROG). It is hoped the organisations responsible for actions in the Plan will sign up to them at the summit.
39. NRW's Chair has, following discussions with the Minister, agreed to chair a high-level task force and lead work on the Water Quality Wales programme so that critical work can be delivered at pace. The detail of how this will be implemented is still being developed but our key partners have already signalled support.
40. We have been reviewing our approach to planning and permitting consultations for intensive poultry units following a recent increase in development proposals. We have also been re-assessing links between our role as appropriate nature conservation body for planning advice and our environmental permitting responsibilities. The regulatory framework associated with these units and managing manures produced by them is complex making it challenging to identify coherent and effective new approaches. Legal advice is being sought as well as WG's policy view.
41. We are now working on producing the compliance assessment for the other water quality attributes as an Evidence Report, which we plan to publish in 2023. Alongside this we are developing a paper on how we will manage the implications as well as a governance process for any future changes in water quality standards



or targets, which would include a communications plan. This has led to discussions for cross-border sites over targets applied in Wales and England. Targets for the lower Dee have been a particular focus and Natural England (NE) and the Environment Agency (EA) have agreed to publish near-natural targets for the two cross-border water bodies on the Dee SAC. This means there will be different phosphate targets in Wales and England, requiring careful communication. NE and the EA have agreed to work with NRW on this.

42. Mitigation measures work for phosphate reduction that NRW has undertaken is currently being reviewed which will include focus on the regulatory requirements. Also, mitigation measures are being collated including from other commissioned work (Carmarthenshire County Council) to produce a list to be reviewed internally prior to publishing. This appears as an action in the Plan for which NRW is responsible. The Arup Nutrient Calculator Report has been submitted to Welsh Government to consider and we have developed the tender specification for WG to procure an all-Wales Nutrient Calculator.
43. NRW has convened the Nutrient Management Boards (NMBs) External Officers Meeting to provide support and ensure there is consistency and sharing of knowledge between the NMBs. All Boards from the failing SAC Rivers have met, apart from the Usk which will be launched in March. The Terms of Reference for the Boards are currently being reviewed and NRW are working with the key stakeholders to ensure the Boards can develop and subsequently deliver the objectives of a Nutrient Management Plan. There have been discussions regarding a National NMB to avoid at the local level exploring national issues. This is reflected in the Action Plan.
44. The SAC River Agricultural Pollution Technical Group – a sub group of the Wales Land Management Forum met for the first time on 8 February. This is a small, sector led Group formed to understand the issues related to the SAC Rivers, develop an evidence base, produce communications to the farming industry, and provide technical advice to the NMBs.
45. In terms of evidence the first meeting of the Wye NMB Evidence Working Group was held in December. Data holdings of the members are being collated by NRW and their applicability to the preferred method for assessing the “pollution gap” is being assessed. Bristol University has held their start-up meeting for their Quantum project, which intends to quantify and describe the impact of livestock manures on water quality in terms of nutrients, pathogens and other chemicals. A meeting with EA, Dŵr Cymru Welsh Water (DCWW) and the Wye and Usk Foundation focused on our networks of instrumentation on the Rivers Wye and Usk, sharing experiences of different technology and how we could work together to ensure our networks complemented each other.

46. We met with the Wye Salmon Association who have written a report assessing source apportionment of phosphate in the Llynfi catchment using available data including their citizen science data. The report complements our Source Apportionment Geographical Information System (SAGIS) modelling outputs with similar conclusions regarding loadings and the relative contributions of sewage treatment and agriculture. NRW and EA have produced a joint summary of the SAGIS models for the Wye catchment for the Wye NMB, including a single file of the data outputs for each water body in the catchment. That file combines the outputs of the EA Lower Wye and NRW/DCWW Upper Wye model.
47. The Review of Permits is a critical element of the Action Plan but will need to be viewed hand in hand with the water companies monitoring requirement in order to release headroom for any new development. The final permit review list for DCWW has been completed and agreed. There are 152 sites on the list that will need a Phosphorous limit included in the permit. The rules of engagement and the roles and responsibilities for the permit review process have been set out and agreed. The technical assessment for the reviews will be carried out within Water Quality Policy with the permit review work being primarily administrative. The workstream lead will manage the work and act as technical lead for the permit reviews.
48. We plan to share information on which wastewater treatment plants already have a permit that is sufficiently protective of the SAC with the Planning Authorities on a SAC-by-SAC basis as early as possible. This plan is heavily dependent on NRW verifying the DCWW SAGIS work which continues to experience delays. There is on-going discussion to identify when in the process we will be able to share this information with the Local Authorities.

### **River Severn Partnership**

49. Whilst there is significant focus on flood risk management and water resources, the River Severn Partnership (RSP) includes consideration of water quality, biodiversity and wider related issues. Recognising the different legislative landscape in Wales, potential contentiousness of these matters and limited engagement with WG and Welsh Ministers to date, we have held off from signing up to the RSP Memorandum of Understanding.
50. Further to our raising awareness of the RSP and Severn Valley Water Management Scheme with WG, an initial meeting between Department for Environment Food and Rural Affairs (DEFRA) and WG has now been held and further information provided to WG. A follow-up meeting is currently being arranged between DEFRA and WG, which NRW will also attend. We understand the current intent is that following this meeting that the Minister will be briefed on proposals.

### **South West pollution incidents**

51. The most serious of three recent pollution incidents in South West occurred on 18 February alongside the A40 near Nantycaws, Carmarthenshire, where 70,000 litres of diesel was 'lost' from large fuel storage containers behind a local distribution garage during/as a result of a theft. Some diesel was stolen; the remainder pooled in the nearby field and spread into and along several kilometres of the nearby Nant Pibwr, a tributary of the Towy SAC. No diesel entered the Tywi. The Nant Pibwr is the same watercourse that was badly affected by the 2017 kerosene spill due to a fractured major pipeline, where the outcome was an Enforcement Undertaking.
52. Specialist contractors worked alongside our staff to deploy booms and other mitigation measures. Fifty Brown trout, 91 bullheads, two sticklebacks and one Sea trout were found dead. The incident is now closed; although we continue to liaise with the contractors, landowners, garage owners and their representatives while developing a proposal to remediate the contaminated land, informed by our geoscience specialists. NRW's investigation is ongoing, as is a separate police investigation.
53. Oil pollution of a local stream in Broadhaven, North Pembrokeshire occurred on 23 February. NRW investigations led to the Coastguard cordoning off the stream at Broad Haven North beach, popular with dog walkers. Subsequent worsening of the situation triggered an oil spill response and clean-up, including deployment of an absorbent oil boom. Investigation into the source is continuing. We issued press statements to Twitter and Facebook to help manage the considerable media attention.
54. Finally, as well as a separate incident on the Clettwr (tributary of the Teifi in Mid Wales), NRW's Analytical Service (Laboratory) has been dealing with samples from two other slurry lagoon collapse.
55. These recent incidents occurred whilst the local Carmarthenshire Team is trialling the implementation of NRW's new duties under the Water Resources (Control of Agricultural Pollution) (Wales) Regulations 2021. During the three-month trial period, each incident reported under the Regulations must be assumed to be High category, so it has been a particularly busy time for the local team.

### **Cribyhau Weir Removal – Afon Clywedog Fish Passage Improvements**

56. The Cribynau Weir Removal Project has been funded by the European Fisheries Fund to improve fish passage in Afon Clywedog near Llanidloes. Clywedog reservoir is approximately 3.5km upstream of the weir and flow is controlled in the river to enable Severn Trent / Hafren Dyfrdwy to abstract water for supply further downstream.

57. Clywedog reservoir traps gravel and sediment, preventing it from being transported downstream. This means there are no suitable gravel spawning beds and consequently no salmon in the watercourse. Removal of the weir in January 2023 has opened up 3.5km of river habitat, enabling natural river processes to be encouraged. NRW intends to reintroduce gravel beds into this section of river as a part of the project to encourage spawning in the future.

### **Usk to Towy Grid Link Project**

58. Bute Energy recently presented their Green Gen Cymru Usk to Towy Grid Link Project to NRW's Development Planning Advice Service Team. The proposal is for an above-ground pylon grid link from several renewable energy parks in Mid Wales to follow the Towy valley in a south-westerly direction, from an area close to Llandrindod Wells to a new substation to be built in the area between Trimsaran and Carmarthen. The development will comprise a Development of National Significance (DNS) planning application.
59. The meeting enabled our early engagement in the process and the potential provision of advice through our Discretionary Advice Service (DAS). It is a substantial project with a challenging timescale, and there is already media attention with public concern over the installation of pylons. Public consultation is planned to run for eight weeks from 6 March, with the formal DNS process planned to start with the submission of a scoping request to Planning and Environment Decisions Wales (PEDW) in Q3 2023.
60. Bute Energy have commissioned a team of environmental planning consultants to start survey work including ornithology, ecology, hydrology and landscape from this spring, and a request for discretionary advice from NRW is likely to be received at a similar time. We are engaged in separate discussions with them regarding the use of WG Woodland Estate.

### **Velindre Hospital**

61. Discussions remain ongoing with the WG Project team and Cardiff County Council regarding dormouse mitigation for the hospital development proposed for Whitchurch, Cardiff. The Planning Committee is scheduled for 16 March. Without a positive determination, the existing outline consent is expected to lapse on 27 March. We are expecting a formal consultation at the time of writing, at which point we will finalise our position.

## Internal Issues

### Corporate Health Standard

62. During February, we successfully retained the Silver Corporate Health Standard Award. The Corporate Health Standard is part of WG's "Healthy Working Wales" programme, which offers a national quality framework and award to recognise employers who promote health and wellbeing in the workplace.
63. The independent assessor was complimentary about the quality of our supporting evidence and our thorough follow-up to recommendations from previous assessments. During the assessment, he met with Executive Team (ET) and members of the Staff Wellbeing Group and observed a presentation on mental health. He was pleased to note how much more embedded staff wellbeing is within our organisational culture compared to the last assessment in 2019, and recommended that we should go for the Gold Standard on our next assessment. Ongoing active support and leadership on wellbeing matters from ET will be a key element of our continued success.

### Renewal

64. Our approach to procuring the design, build and operation of NRW Electric Vehicle Charging Infrastructure (EVCI) has been revised following comments from procurement and contract management colleagues. The approach is to split the procurement into two phases:
  - Phase 1 Design – this is out to tender and we expect to award in late March / early April, and
  - Phase 2, Build and Operate – will be put out to tender in late 2023 / 24.

Progress on the introduction of an EV Salary Sacrifice Scheme has been slower than hoped due to resourcing issues in both Payroll and Adfywio. However, we have commissioned the required work to MyNRW and this is expected to be completed in May.

65. Following the ET decision to consolidate our corporate offices in Cardiff, we are working with WG on plans to move to their offices in Cathays Park (CP2) in central Cardiff. All office-based staff in Tŷ Cambria and Rivers House that are to be based in CP2 will move into our newly furnished space when it is ready later this year. We will shortly launch a programme of future communications so that colleagues are kept updated and we can ensure a smooth transition to the new workspace.
66. We continue to progress identification of a suitable operational base in the South East / South Central area. We have taken the opportunity to vary the existing Rivers House lease to enable us to have more time to secure the most appropriate base

and provide colleagues the time to transition to the new digital telemetry service. It has been agreed that we will retain occupancy of Rivers House as a depot space until June 2025, albeit using a much-reduced floor space than we do currently. We will continue communicating with depot staff over the next twelve months or so to check that our requirements remain the same as we move closer to the 2025 deadline.

### **Ein Llais / Our Voice**

67. Over 1900 staff completed our Ein Llais / Our Voice staff survey, which is 76% of our entire workforce and 80% of permanent colleagues. We had a range of people from across directorates and in different parts of the country tell us about their experience of working here, ranging from people who have worked here less than twelve months to some with more than thirty years of service.
68. Our expert supplier, People Insight, will now analyse the answers to identify what is good about working at NRW and what we can do better. This will be done during April with a view to sharing the results with our people after Easter.
69. We will then prioritise the actions we want to take to enhance the staff experience and protect what is great about our organisation, by engaging with teams, our staff engagement group and trade union partners. This work will be much easier because of the time, energy and honesty our staff have already put into the survey.

### **Forward Look**

Wednesday 12 April – Extraordinary Board Meeting and Board Update Call

Tuesday 18 April – Flood Risk Management Committee

Thursday 27 April – Board Development Day

Friday 28 April – Finance Committee

Friday 5 May – Land Estate Committee

Wednesday 10 May – Evidence Advisory Committee

Wednesday 17 and Thursday 18 May – Board Meeting

Tuesday 6 June – Senedd Event: Corporate Plan Launch

## NRW Board Paper

<b>Date of meeting:</b>	23 <sup>rd</sup> March 2023
<b>Title of Paper:</b>	Evidence Advisory Committee (EAC) Update
<b>Paper Reference:</b>	23-03-B06
<b>Paper sponsored by:</b>	Peter Rigby – EAC Chair
<b>Paper presented by:</b>	Peter Rigby
<b>Purpose of the paper</b>	Information
<b>Summary</b>	To note the update

### Issue

1. This paper provides an update to the Board following the Evidence Advisory Committee (EAC) meeting held on 21<sup>st</sup> February 2023. The minutes from the meeting can be made available to any Board member interested.

### Update

#### Standard Committee Business

2. Due to a member standing down from the Committee, suggestions for a possible replacement could be sent to the Chair of EAC for consideration.

#### Innovation

3. EAC were presented with an overview of the current status on Innovation including the work with Nesta's Y Lab at Cardiff University and the Office for Public Sector Innovation (OPSI). The content of the update was discussed, and the issues, challenges, risks and behavioural social dynamics of innovation were considered.
4. EAC advised that further exploration was required on mechanisms, through platforms and specific lab operations; sandpits, to encourage input and bring different people together to provide time to discuss innovation; training and Continual Professional Development (CPD). EAC suggested that further discussion would be required to determine acceptable and unacceptable risk, and on the risks and rewards of innovation in the use of capturing evidence.

5. It was agreed that the focus, when discussing innovation, should be on environmental outcomes and that the new Corporate Plan Wellbeing Objectives would require innovation in NRW's responsibility for environmental care and management.

#### State of Natural Resources Report (SoNaRR)

6. An update was provided of the current position of the SoNaRR 2025, the vision, timeline and the changes from the 2020 Report were presented.
7. EAC discussed the update and advised to consider the different stakeholders and how this influenced the way the Report evolved.
8. EAC discussed the need for different communications for key audiences and the web design; advice was provided.

#### National Park Designation

9. EAC were presented with an update on the Designated Landscapes Programme including the team structure, area of search criteria and the evaluation framework with existing evidence sources used.
10. The All Wales Integrated Natural Beauty Mapping work was presented and EAC discussed the designation process; the use of evidence and the need for clear rationale and how the landscapes and seascapes would factor in to the analysis work.
11. EAC advised on the need to ensure that the evidence being used was robust and that decisions around the areas included were recorded.

#### Atlantic Salmon

12. An update on the conservation and management of small salmon populations was presented which highlighted extinction risk; conservation limits; extinction rates and evidence. EAC discussed the update and evidence presented and provided feedback and recommendations.
13. The Action Plan was outlined to identify key pressures and actions with prioritisation on interventions that would provide the most impact.

#### Relationship with the Academic Community

14. EAC were provided with an update on the relationship with the academic community and were advised that Cardiff University and Bangor University identified opportunities through PhD studentships, and this needed further discussion with the wider academic community.
15. EAC were advised that apprenticeships would be reviewed within NRW's Business Transformation Programme and further conversations with Welsh Government had been arranged to discuss Doctoral Training Programmes.

#### Data Analytics

16. EAC were updated on data analytics within NRW.





# Board Paper

Paper Title:	Finance Committee Update
Paper Reference:	23-03-B07
Paper Sponsored By:	Sir David Henshaw - Finance Committee Chair
Paper Presented By:	Sir David Henshaw

Purpose of Paper:	Information
Recommendation:	To note the update

## Issue

1. This paper provides an update to the Board following the Finance Committee (FC) meetings on 9<sup>th</sup> February and 7<sup>th</sup> March 2023.

## Update

### 9<sup>th</sup> February

#### Finance 2022-23 update

2. Committee members were provided with a short verbal update on the 2022-23 budget performance. The budget was on track to be within 1% of target by the end of the financial year.

#### Budget 2023-24

3. FC were presented with the approach taken to balance the 2023-24 budget including an overview of the funding outlook and the steps taken to mitigate the pressures. FC were supportive of the approach taken and suggested that ICT Programme updates should be included under their remit. The 2023-24 budget would be brought back to FC for approval in March.

#### Charges proposals 2023-24

4. The Committee were updated on the public consultation for the charges proposals including the approach, results and changes made to the proposals as a result of the consultation. FC welcomed the approach taken by the team particularly noting the public consultation and endorsed the proposals to go forward to Board for approval.

5. A new team would develop and maintain a process to set charges annually in subsequent years.

#### Ammanford Scheme lessons learned discussion

6. Following the approval of the Ammanford Scheme by the Board, FC discussed the issues and the process for programming projects. Some suggestions on how to improve the process were noted as well as how to improve public awareness of flood mitigation.

#### Corporate Plan

7. An update was provided on the development of the Corporate Plan and positive feedback from Welsh Government (WG) was noted, particularly around the simplification of monitoring metrics and indicators. FC welcomed the update and were encouraged by WG's positive response.

#### **7<sup>th</sup> March**

#### Budget Performance (Period 10 January)

8. FC were updated on NRW's current financial performance and any risks around expenditure. The timber markets and the level of risk that NRW were holding in that area were discussed.

#### NRW Board Approvals for endorsement by Finance Committee

9. FC endorsed three approvals for Board.

#### Budget 2023-24

10. The 2023-24 Budget was presented to FC for endorsement. There were several elements awaiting clarification and assumptions had been made when developing the budget.
11. FC endorsed the 2023-24 Budget and the recommendations as outlined in the paper.

#### Funding Silos

12. FC discussed funding streams, the constraints within funding and gave some recommendations on how to break down some of the barriers between funding silos. An update would be brought back to FC at a later date.

#### Corporate Plan and Business Plan update

13. The work on the Corporate Plan strategic indicators was highlighted. The Committee recommended that the indicators should be developed over the next year and that the current dashboard indicators were used in the interim. This would allow time to develop a robust set of strategic indicators.

#### Commercial Activities

14. FC discussed commercial activity in NRW including updating the Commercial Strategy and applying the principles of the Sustainable Management of Natural Resources. The

Committee felt decisions on commercial activity would need to be transparent and justified under the new Corporate Plan Wellbeing Objectives.

#### Business Transformation update

15. An update was provided on the stages of development of each of the six programmes within the Business Transformation Programme. FC welcomed the inclusion of these updates at FC.

#### Flood Warning System Project update

16. FC were provided with an update on the five main areas of activity for the Flood Warning System Project including recruitment, the Programme Management Office health check and securing an ICT integration partner. The Red, Amber, Green (RAG) status of the Project was Green.

#### Risk Management – SR01 – Insufficient funding annual review

17. Risk SR01- Insufficient Funding, controls and actions had been updated to reflect work activity during the last year. FC agreed the updates and the current and target scores.

#### Finance Committee Terms of Reference amendment

18. FC endorsed the amendment to the Terms of Reference that brought ICT updates under their remit.

#### Cardiff Accommodation Opportunity

19. An update on the Cardiff Accommodation Opportunity was provided. The Committee discussed NRW's obligation to implement carbon mitigation measures across the built estate.

# NRW Board Paper

<b>Date of meeting:</b>	23 <sup>rd</sup> March 2023
<b>Title of Paper:</b>	Protected Areas Committee (PrAC) Update
<b>Paper Reference:</b>	23-03-B08
<b>Paper Sponsored By:</b>	Rosie Plummer - PrAC Chair
<b>Paper Presented By</b>	Rosie Plummer – PrAC Chair
<b>Purpose of Paper:</b>	Information
<b>Recommendation:</b>	To note the update

## Issue

1. This summary provides an update on matters that in the opinion of the Protected Areas Committee (PrAC) Chair should be brought to the attention of the whole Board following the last PrAC meeting, which was held on 7<sup>th</sup> February 2023.

## Update

### Landscapes Wales - Tirweddau Cymru

2. The Principal Advisor for Protected Landscapes provided an update on the latest Landscapes Wales - Tirweddau Cymru, held in January. Discussions included a presentation on Natur a Ni; the Biodiversity Deep Dive; and the Sustainable Farming Scheme (SFS). The Tirweddau Cymru Seminar would be held on 9<sup>th</sup> and 10<sup>th</sup> March with a focus on the Biodiversity Deep Dive.

### Designated Landscapes

3. The Principal Advisor for Designated Landscapes provided an update. The programme team had been appointed and the current area of search had been presented at the January Board meeting.

### Legislative Update

4. PrAC were provided with an overview of legislation NRW should be aware of. This paper was subsequently circulated to Board for information, and an agenda item was added to the Board Forward Look.

### Protected Sites Programme Update

5. PrAC were presented with an update on NRW's various programmes to bring terrestrial Sites of Special Scientific Interest (SSSIs) into a more favourable condition. NRW had established a number of programmes to attempt to halt and reverse the decline of terrestrial habitats and species.
6. PrAC discussed and noted the difference in terms of the distinction between the valuable and substantial funding investments relative to the monitoring work on protected sites. Also discussed was the level of resources that would be required for future work to meet the scale of the LIFE Programme, given the end of EU funding.

#### Net Benefit for Biodiversity

7. An overview was presented on the Biodiversity Net Gain (BNG), the role of metrics, how it was being used, and the emerging and developing concept for biodiversity in the Wales context.
8. The Net Benefit for Biodiversity (NBB) was an emerging concept within Planning Policy Wales (PPW) 11 and had similar origins and principles to the BNG approach.
9. The concepts of NBB and BNG, and the way that NRW is able to input to developments, were explained. The need to review the realism of what was achievable from a planning perspective was noted. An updated edition of the PPW was expected in due course, which would clarify the concepts and implementation more clearly.

#### SSSI Notification of NRW Land Protocol

10. A gap in the process had been identified when considering and responding to a notification, renotification and denotification of land as SSSI whereby NRW owned or occupied land within the site boundary.
11. It was proposed that a review was required regarding the scope of the approaches NRW could take to address the gap identified, and to include wider consultation amongst various areas across NRW. This would be discussed more widely with staff whose work could be affected by SSSI notifications, such as the Land Management team.
12. This would return to a future PrAC meeting for further discussion.

#### 30 by 30 Update

13. There were three recommendations from the Biodiversity Deep Dive that needed to be progressed immediately. These were; the Nature Networks Programme expansion and scaling up; the Nature Networks Map and identifying connectivity opportunities; and to build a portal to allow key stakeholders direct access to challenges identified on NRW's designated sites.
14. The need to ensure that the aspirations of the 30 by 30 work were included within NRW's aspirations in the Corporate Plan was flagged.

## Board Paper

<b>Date of meeting:</b>	23 <sup>rd</sup> March 2023
<b>Title of Paper:</b>	<b>Wales Land Management Forum (WLMF) Update</b>
<b>Paper Reference:</b>	23-03-B09
<b>Paper sponsored by:</b>	Zoe Henderson, WLMF Chair
<b>Paper prepared by:</b>	Bronwen Martin, Specialist Advisor: Wales Land Management
<b>Paper presented by:</b>	Zoe Henderson, WLMF Chair
<b>Purpose of the paper</b>	Information

## Wales Land Management Forum (WLMF)

1. The Wales Land Management Forum (WLMF) meetings take place four times per year, and they provide an opportunity for Natural Resources Wales (NRW) and other WLMF membership organisations to share information, identify common interests and work together in a collaborative way on strategic land management issues.

[Natural Resources Wales - Wales Land Management Forum \(WLMF\)](#)

## Update

### 13<sup>th</sup> March 2023 Meeting

2. The first WLMF meeting of 2023 will be held on Monday 13<sup>th</sup> March. The agenda has not yet been confirmed, but the meeting will include a verbal update regarding Beavers, NRW Updates and updates from the WLMF member organisations.
3. Members are encouraged to suggest potential agenda items and discussion topics.
4. Once the meeting minutes have been reviewed and formally agreed by members, they are published on the WLMF page on the NRW website.

## WLMF Sub Group on Agricultural Pollution

5. The primary purpose of the WLMF Sub Group is to identify opportunities to eliminate agricultural pollution in Wales whilst maintaining a thriving farming sector following five

key themes (advice & guidance, voluntary approach, regulation, innovation, and investment), and working in collaboration with a range of agricultural and environmental stakeholders.

6. The WLMF Sub Group meetings are currently held monthly.

[Natural Resources Wales - Wales Land Management Forum \(WLMF\) Sub Group on Agricultural Pollution](#)

## Updates

### 23<sup>rd</sup> January 2023 Meeting

7. There were extensive discussions regarding the Welsh Government consultation on the proposed licensing scheme which was launched on the 25<sup>th</sup> November 2022 and closed on 17<sup>th</sup> February 2023. Welsh Government encouraged the group to engage with the consultation process and provided a brief overview of the timeline going forward.
8. Welsh Government provided a brief update on the Alternative Measures process.
9. This meeting also included a presentation about the Dairy Project. Caroline Moscrop (NRW) provided an update on the project which is due to come to an end in March 2023.
10. The members shared updates from their organisations and participated in a 'forward look' discussion. This was an opportunity for the group to discuss future agenda items, in-person meetings, locations for possible site visits, and share ideas about what the group can deliver in 2023/2024.

### 20<sup>th</sup> February 2023 Meeting

11. John Owen, Gelli Aur (Coleg Sir Gar) joined the meeting to provide a follow-up presentation about the Tywi Farm Nutrient Partnership Project.
12. Welsh Government and NRW gave a verbal update regarding the resources for The Water Resources (Control of Agricultural Pollution) (Wales) Regulations 2021.
13. The group was introduced to the work of the new Special Area of Conservation (SAC) Rivers Agricultural Technical Group. Ieuan Stephen Davies (NRW) explained the purpose of the group and gave an overview of the aims and objectives. This group will feedback information and progress to the WLMF Sub Group in order to prevent duplication.
14. The next WLMF Sub Group meeting is scheduled for Monday 27<sup>th</sup> March 2023.
15. Once the meeting minutes have been reviewed and formally agreed by members, they are published on the WLMF Sub Group page on the NRW website.

## NRW Board Paper

<b>Date of meeting:</b>	23 <sup>rd</sup> March 2023
<b>Title of Paper:</b>	Wales Fisheries Forum (WFF)
<b>Paper Reference:</b>	23-03-B10
<b>Paper sponsored by:</b>	Prof Steve Ormerod, WFF Chair
<b>Paper prepared by:</b>	Ben Wilson, Principal Advisor Fisheries; Evidence, Policy and Permitting, Natural Resources Management Team
<b>Paper presented by:</b>	Prof Steve Ormerod, WFF Chair
<b>Purpose of the paper</b>	Information

### Background

1. The Wales Fisheries Forum (WFF) meets three times a year and provides an opportunity for fisheries stakeholders and Non-Governmental Organisations to share evidence and opportunities for working together to achieve the sustainable management of Fisheries in Wales.
2. The remit of the group is:
  - a. To represent the range of stakeholders with an interest in the freshwater and diadromous fisheries resources of Wales and the work of Natural Resources Wales (NRW) and others to maintain, improve and develop migratory and freshwater fisheries in Wales.
  - b. To provide strategic advice to NRW, that reflects the views of fisheries interests. To inform NRW advice to Welsh Government (WG), including development of fisheries-related policy and strategy.
  - c. To review the performance of NRW's fisheries and associated work to ensure that anglers and fisheries interests have clarity that rod licence income and other funding is used to best effect to support delivery of NRW's statutory fisheries duty.
  - d. To consider the ecological, biological and economic impact of emerging and new issues affecting our fisheries.



- e. To help disseminate information from NRW and elsewhere to angling and fisheries interests.
- f. To provide clear feedback from angling and fisheries interests to NRW and to facilitate information provision to those interests.
- g. To identify opportunities for partnership working and new funding.
- h. To support horizon scanning for anticipated new developments, opportunities, and risks, and to raise awareness of wider issues relating to freshwater and migratory fisheries management, for example marine fisheries.

## Update

- 3. The most recent meeting was held virtually on 31<sup>st</sup> January 2023.
- 4. The group welcomed new members:
  - a. Sara Sherratt has taken over the role of group secretary
  - b. Nigel Davies joins the WFF representing the Ceredigion Local Fishery Group
- 5. The forum reviewed the minutes and actions from the previous meeting.
- 6. **Dwr Cymru Welsh Water (DCWW) National Environment Programme (NEP) delivery for fisheries**  
Tony Harrington and Margot Mear from DCWW discussed their ambitions for the coming years ahead in relation to how they measure their environmental impact by improving their Water Framework Directive (WFD) assessments under Asset Management Plan 8 (AMP8).
- 7. **Small Salmon Populations**  
Carlos Garcia De Leaniz and Nigel Milner presented a report commissioned by NRW into “The identification and characterisation of small salmon populations to support their conservation and management”. The report is intended to help understand and respond to declining populations of salmon and sea trout in Welsh Rivers.

As well as presenting the demographic and genetic consequences of the decline of salmon populations, the report highlighted the imminent risk of localised extinction for some stocks. They also pointed out that stocks can recover naturally, where pressures can be identified and addressed, though in the context of climate change such recovery seems less certain.

The full report will be circulated to the group when published and will be used to help NRW revise the Salmon and Sea Trout Action Plan, along with further evidence we are gathering on factors affecting freshwater of salmonids. It will also be raised as an update paper at the next NRW Board meeting.

## 8. NRW's Corporate Plan

Caroline Hawkins (NRW) provided an overview and update on progress of NRW's Corporate Plan and outlined the ambitions of the Plan to support the recovery of nature, resilience of nature to climate change and the prevention of harmful pollution. The Forum endorsed the need for NRW to firm up on the measures' targets within the Plan to ensure fisheries' duties are captured and met.

## 9. Fishing in Wales

Ceri Thomas (Angling Trust) provided a progress update on the promotional work and success of the Fishing in Wales (FiW) website [Fishing In Wales | The official website for Welsh angling \(fishingwales.net\)](https://www.fishingwales.net). The bilingual website was launched in July 2020, since when the site has recorded 1,548,325 page views from 475,883 unique users.

In the past 12 months:

- 94% of FiW site users are UK based, 5% USA & EU countries
- UK Users: 33% Wales, 65% England
- 27.4% users are Female, 72.6% Male
- The most frequent user age range 35-44

NRW are committed to supporting FiW for the next two years at least, as a key element of our fisheries' duties is to promote the socio-economic benefits of fishing and to support sustainable local and rural economic opportunities in Wales.

The forum discussed sustainability and noted that FiW does not promote salmon fishing in Wales, but focuses on other river, still water and sea species.

## 10. Proposals for sustaining sea trout net fisheries

Dave Mee (NRW) presented proposals for how the remaining net fisheries licenced by NRW to catch sea trout might be regulated differently to ensure vulnerable stocks are protected while maintaining the heritage value of these fisheries. NRW will be engaging directly with net licensees to seek their view on how best to protect stocks, prior to making firm proposals for a formal consultation later in the year.

## 11. The group received updates from:

- a. The Wales Land Management Forum Sub-Group on agricultural pollution.
- b. The Water Forum.

12. A general update on fisheries' issues was provided, including the changes to rod licence duties and sales and an emphasis on the NRW Annual Regulatory Report. This led to a discussion between WFF members on the fines varying from anglers and polluters.

## 13. GAME FAIR, FFAIR GÊM CYMRU

Davina Carey-Evans (DCE) from the Game and Wildlife Conservation Trust (GWCT) highlighted the opportunities to engage with the wider angling community through the Welsh Game Fair held on the Faenol Estate. DCE requested suggestions from WFF on where it may be possible to secure additional funding from angling participation schemes or funding bodies.

14. Agenda items forthcoming meetings:

- a. Stock Assessment Review
- b. Sustainable Sea Trout stocks
- c. Plan of Action/NASCO Implementation Plan
- d. Enforcement
- e. Angling participation

15. Meeting notes are made available on request and are circulated to members of the local fisheries groups.

## NRW Board Paper

<b>Date of meeting:</b>	23 March 2023
<b>Title of Paper:</b>	Finance Performance Report
<b>Paper Reference:</b>	23-03-B11
<b>Paper sponsored by:</b>	Rachael Cunningham, Executive Director of Finance and Corporate Services
<b>Paper prepared by:</b>	Rob Bell, Head of Finance; Mark Collins, Business Finance Manager
<b>Paper presented by:</b>	Rob Bell, Head of Finance
<b>Purpose of the paper</b>	Approval (change in forecast) / Discussion (Financial Performance)
<b>Summary</b>	<p><b>To approve:</b></p> <p>A revision to the forecast, from £238.5m to £237.1m.</p> <p><b>To consider</b></p> <p>Financial performance to the end of January 2023.</p> <p>Steps taken to balance the budget.</p>
<b>Scrutinised by:</b>	Finance Committee – 7 <sup>th</sup> March 2023

## Background

1. There is a separate paper for approvals.

### Financial Performance to 31 January 2023

2. The Finance Performance Report provides detail on progress across the different types of income, expenditure, and programmes. Annex A summarises the key messages in respect of:
  - Performance to end of January 2023, compared to the latest forecast.
  - Risks to us being able to spend within our funding levels.

- Commentary by exception on how we are progressing against forecast for the different types of expenditure.
  - Forecast changes.
3. In previous meetings we have explained the fluctuations to our forecasted funding/income for this financial year – mainly in relation to the Flood Risk Capital Programme, timber, and other types of commercial income. This resulted in the overall forecast reducing to £238.5m from the original budget of £241.9m. That forecast has reduced further to £237.1m due mainly to a reduction in the commercial income forecast, external funding and Nature and Capital Emergency grants.
  4. We are expecting a Grant Offer letter for additional Peatlands funding for the Nature and Capital Emergencies Programme (NaCE) (£1m) from Welsh Government. Welsh Government have also confirmed additional funding of £1.5m for the Flood Risk Capital Management Programme and we are hopeful for another £0.5m. Therefore, we expect total funding to be nearer £240m.
  5. Income at the end of January was £169.2m which is above the forecast to date (£168.1m). Expenditure was £175.6m against a forecast of £170.6m – 3% variance and 74% of the budget spent. Although we have taken action to balance the budget, there remains a risk of overspend. We have reduced our over-programming to £0.9m. The same time last year, we had expenditure of £152.7m (70% of annual budget).
  6. Key messages regarding our income performance as at the end of January are:
    - Timber income is £27.9m which is just behind profile based on a forecast for the year of £34.1m. Our latest forecast though is predicting an outturn of nearer £33.8m. This is based on an increase in despatches in the last two months of the financial year but with average prices still being suppressed. We have seen our average prices continuing to reduce – in January it was £52.10 per tonne compared to an average of £62.70 per tonne for the previous ten months.
    - We have received confirmation from Welsh Government to claim the full £7.3m Grant in Aid that was included in the letter of comfort.
  7. Key messages regarding our expenditure performance are:
    - Staff – spend to the end of January was £87.1m against a budget of £87.2m. With two months left of the financial year, we are predicting that staff costs will be slightly below forecast with any underspends being recycled into increased advertising costs.
    - Non-Staff budgets – we are ahead of budget at the end of January (£2.3m and 5%), and we are over £6m ahead of where we were this time last year (but the budget is £3.7m higher). We have 31% of the budget remaining to be spent in the last two months, compared to 37% last financial year. There is a risk of overspend, specifically in our Land Stewardship Programme, and we are taking action to reduce spend before the end of the financial year. If we cannot fully mitigate this risk, then we will need to write to the Minister requesting budget cover.
    - Overall, we have £62.2m budgeted for capital and revenue projects, and this is £6.6m (12%) more than we spent last financial year (£55.6m).

- Flood Risk Capital Programme – based on funding revised at the beginning of the financial year (£17m), the level of over-programming has reduced to £3.3m. We have discussed increasing the funding with Welsh Government, and they have now confirmed additional budget of £1.5m and we have requested a further £0.5m. We may still have to slow down certain projects. Spend is £12.8m against £9.9m forecast to date, against the core Programme budget of £13.9m.
- NaCE Capital Programme – third year of this programme. Spend is slightly ahead of budget at this stage of the year (£7.7m against £7.4m budget). We anticipate using the full year budget. Overall budget is £14.9m, inclusive of corporate service costs which should increase to £15.9m with the additional Peatlands funding.
- Externally funded projects – we now have several projects in progress at the same time, resulting in an overall budget of £7.7m. Expenditure to date is £4.8m and slightly behind plan (£5.5m), but funding can be carried forward to the next financial year.
- ICT Development and Innovation (D&I) budget is currently £6.5m, with spend to date of £5m, which is ahead of budget by £0.3m – we expect the Programme to be delivered within budget which is being revised to £6.8m.
- Compensatory Planting Programme – we have more than £2m planned for land acquisitions before the end of the financial year. One acquisition (£0.6m) is now not likely to go ahead and therefore that budget will be reduced accordingly. That will be returned to Welsh Government as part of the surplus windfarm income received this financial year.

8. The central level of over-programming is approximately £0.9m.

## Risks and opportunities

9. We hold a risk in the Finance and Corporate Services Risk Register for ‘in year spend’. This also links to SR01 (Insufficient Funding – Medium Term). With a larger budget this year, we felt there was a slightly increased risk to utilising the budget but that has been mitigated and the risk now is of an overspend.
10. Our over-programming is currently £0.9m. We expect that to reduce significantly due to budgets that will be returned during February. There is the risk of overspend in our Land Stewardship Programme and the latest forecast for timber income is showing a £0.3m reduction. Most other budgets are fully committed. We are assessing all Land Stewardship budgets for “stop, delay or reduce”. We are also assessing other commercial income streams and are hopeful it can cover the reduction in timber income forecast. Any overspend which we cannot mitigate, we will require budget cover from Welsh Government.
11. We are expecting Welsh Government to provide us with a payment to the Local Government Pension Scheme (LGPS) which will help with next year’s budget. Once known, we will increase the forecast for Grant in Aid and pay budgets in this financial year. If over £5m this requires Board approval which was provided at the last Board meeting.

## Wider implications

12. The wider implications are:
  - (a) **Finance:** This report is about the financial performance of NRW. We hold a risk within the Finance and Corporate Services Directorate Risk Register.
  - (b) **Wellbeing of Future Generations Act (WBFGA):** Every component of the budget contributes to one or many of our Wellbeing Objectives.

## Next Steps

13. We encourage budget and project managers to notify Finance of any further changes to forecast which can be returned centrally.
14. We will continue to undertake our normal Finance processes and review risks within the budget in the run in to the end of the financial year. Programmes such as ICT D&I, Flood and NaCE are re-forecasted every month.
15. This Report will be presented to Executive Team and Leadership Team as well as the Board and Finance Committee.
16. This report is produced every two months for the Board. The financial performance annex is produced every month for Executive Team.

## Recommendation

17. Board to scrutinise financial performance to end of January 2023.
18. Board to approve change to bottom line forecast is increased to £237.1m.

## Index of Annexes

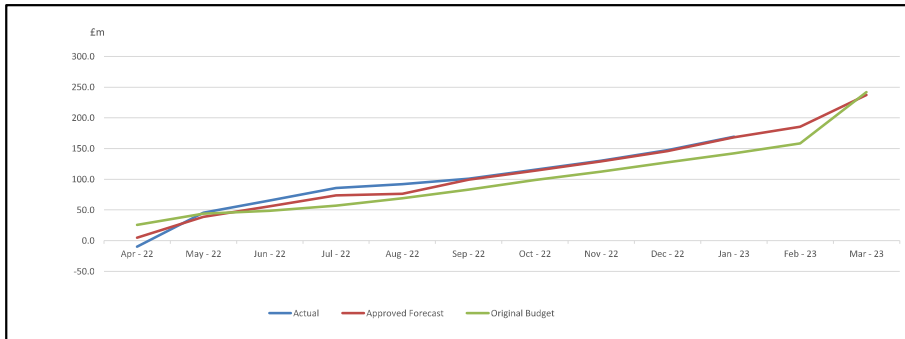
Annex A – Financial Performance Report

# NRW Board & Executive Team Budget Performance Report as at January 2023

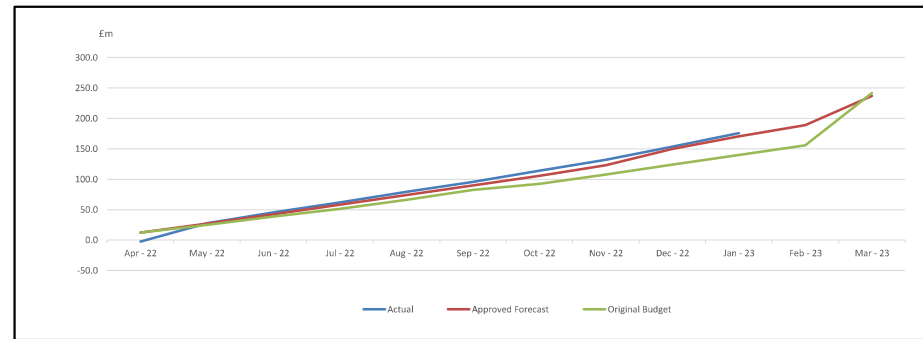
## SECTION 1: NRW Financial Performance Summary

Section 1. Summary	Actual YTD £m	Approved Forecast YTD £m	Variance YTD £m	Var YTD %	Approved Forecast FY £m	Remaining Budget %	Original Budget FY £m	Commentary
Income	169.2	167.9	1.4	1%	237.1	29%	241.9	Income to date is broadly in line with forecast - the variance is linked to externally funded income ahead of profile but not expecting any changes to the year end outturn reported here. During January anticipated income for the year has reduced by £1.4m to £237.1m. The key changes relate to a decrease in commercial income of £0.4m linked to retainable energy. Timber income for the full year now stands at £34.1m, current projections are that the outturn will be £33.8m. This will be reviewed for February reporting. European funding has also been reduced by £0.4m for two LIFE projects along with further reductions within the Welsh Government grant programme (£0.6m), predominantly linked to Nature & Climate Emergency (£0.4m). We have had formal confirmation of an additional £1.5m Grant in Aid for Flood capital and we should receive the grant offer letter of £1m for Peatlands soon. That will increase our funding to £239.6m. We are hopeful an additional £0.5m for flood capital will also be allocated.
Expenditure	175.6	170.6	-5.0	-3%	237.1	26%	241.9	Expenditure to date is ahead of profile by £5m. The main variances are in respect of capital projects (£3.1m over) and non staff costs (£2.3m over). This reflects our two main overspend risk areas. In respect to capital, we will be receiving an additional £1m for Peatlands as part of the NaCE programme and an additional £1.5m from WG for Flood capital works (hopefully increasing to £2m). This should mitigate the capital risk. In respect to non staff costs, the main risk is within the Land Stewardship programme, which is ahead of budget by £1.8m. We are reviewing the position with the relevant managers to look at the various options available and whether we can stop/reduce or delay work until next financial year. This could prove particularly challenging given a potential further fall in timber income and the advanced stage of the programme. Expenditure was £152.7m at the same time last year, so we are over £20m ahead with a budget that is approximately £18m more. We have spent 74% of the budget compared to 70% at the same time last year. We are ahead on all aspects - staff, non staff and projects. Over-programming still stands at £0.9m, although this is looking manageable with savings identified within FCS & EPP Directorates. Once confirmed the adjustments will be processed in the next reporting period.

Income



Expenditure





**SECTION 1.2:****Key messages on budget position****Background:**

In January we reported central over-programming of £0.8m and risks in respect to our capital and Land Stewardship budgets.

**Update on risk within the budget:**

(1) Ring fenced capital funded programmes - all progressing well and additional funding required - £1.5m for Flood and £1m for Peatlands have been agreed and hopeful another £0.5m flood capital will also be confirmed before the end of February. The grant offer letter for additional £1m for Peatlands is about to be sent.

(2) Ring fenced other programmes - there are some risks to end of year spend, but for example, external funded schemes - income would reduce correspondingly and be carried forward to next financial year. There are £2m+ planned on 5 land purchases - 4 of them considered to be 'green' and 1 "amber". It's likely that the amber rated purchase will not go ahead this financial year, therefore the repayment to WG of surplus windfarm fees would increase accordingly.

(3) Staff budgets - in overall terms we are forecasting staff costs to be very close to the end of year forecast with any underspends needing to transfer an additional budget to CSD for advertising costs.

(4) Non staff costs - Land Stewardship have only 11% of their budget remaining and we have taken action to "stop / reduce / delay" work to try and address the situation. That review is being undertaken between 15 February and 24 February with results being collated and discussed week beginning 27 February. We are also reviewing all other commercial income streams with a view to helping the land stewardship position. Although there are pockets of potential underspends elsewhere - that will be required to mitigate the central over-programming. Overall, there is a risk of overspend - estimated at £2m.

(5) Non ring fenced programmes - again progressing well with a relatively minor risk of underspend but for example, on Land Stewardship, this will be utilised to balance the overall Land Stewardship budget.

(6) Timber Income - The Marketing and Sales Manager has revised the forecast downwards from our current forecast of £34.1m to £33.8m. Although we are still expecting an uplift in despatches, we now believe average prices will not rise as much as originally thought. We have not processed this change yet.

(7) Over-programming remains at between £0.8m and £0.9m. We don't consider purchasing the laptops as budgetary viable this financial year.

**Summary:**

The net result is that it's very tight for the budget this financial year with some challenges to ensure that we do not spend above our allocation. The review of Land Stewardship budgets and any other changes to forecast are key. If we believe an underspend is unavoidable, then we will need to seek budget cover from Welsh Government.

**SECTION 2:****NRW Financial Performance - by Account Type**

Section 2.1:	Actual	Approved Forecast	Variance	Variance	Approved Forecast	Remaining Budget	Original Budget	Commentary
INCOME by Account Type	YTD £m	YTD £m	YTD £m	YTD %	FY £m	FY %	FY £m	
Charges	30.2	30.7	-0.5	-2%	39.8	24%	39.0	The variance on charges is largely due to a shortfall in Water Abstraction subsistence income because of credit notes being issued on past year overpayments. However this reduction in income may be mitigated by underspends in Water Resources project and routine spend and we will have a clearer understanding next month. Otherwise, this will place pressure on this regime which is already impacted by RPI changes on reservoir operating costs charge from DCWW.
Commercial	44.0	43.6	0.4	1%	59.0	26%	59.1	Timber income is behind the year to date forecast and there is a risk to the full year forecast of £34.1m. Current projections are likely to be lower at £33.8m. This will be reviewed and amended accordingly for the next reporting period. Visitor Centre income has already exceeded the full year target and will help the projected timber income shortfall. Other commercial income streams are also performing well and are being assessed to mitigate the timber income position and land stewardship pressures.
European & external	4.4	3.4	1.0	29%	8.5	48%	9.6	Profiles need to be reviewed in February but no risk to bottom line as ring fenced income and expenditure.
Grant in aid	90.7	90.6	0.1	0%	128.4	29%	133.9	
Brought forward	0.0	-0.4	0.4	-100%	1.4	100%	0.3	The variance reflects income received to date that will not be used this financial year.
<b>TOTAL: NRW</b>	<b>169.2</b>	<b>167.9</b>	<b>1.4</b>	<b>1%</b>	<b>237.1</b>	<b>29%</b>	<b>241.9</b>	

Section 2.2:	Actual	Approved Forecast	Variance	Variance	Approved Forecast	Remaining Budget	Original Budget	Commentary
EXPENDITURE by Account Type	YTD £m	YTD £m	YTD £m	YTD %	FY £m	FY %	FY £m	
Staff	87.1	87.2	0.0	0%	105.6	17%	104.6	Vacancy rate continues at 10% but savings are mitigated by the overspend on project recharges due to the number of vacant posts, currently standing at 69 and other staff costs. There is currently an overspend of £0.6m on other staff costs, mostly on training (£0.2m), mobile phone costs (£0.1m), temporary contractors (£0.1m), professional fees (£0.1m) and overtime and allowances (£0.1m). If we were to forecast the remaining 2 months of the year based on January expenditure there would be an underspend of £0.2m at year end. So, any variance at the end of the financial year is likely to be relatively minor.
Non Staff	47.9	45.6	-2.3	-5%	69.3	31%	64.2	Overall, non staff costs are ahead of profile in all Directorates, with Operations (£1.7m), EPP (£0.3m) & CSD (£0.2m over) making up the majority of the over spend. The Operations element almost solely relates to an over spend within land stewardship activities, with some teams already exceeding their full year allocation. Given the recent exercise to re-align expenditure budgets is now reflected in the system and, whilst the over programming has reduced by £0.2m from last month and now stands at £0.7m, there is a critical risk of over spend. We are reviewing the position with the relevant managers to look at the various options available and whether we stop/reduce or delay work until next financial year. The EPP element relates to the Flood, Regulation & Permitting Leadership Teams. However, with 35% & 64% of the respective full year budgets still to be utilised, there is limited risk of over spend at year end. The CSD overspend is linked to an increase in advertising costs. Executive Team have endorsed the shortfall being funded from any further staff savings. Currently we are anticipating a year end surplus of £0.2m on staff costs across the business, which will be transferred if required.  This year we have 31% left to spend - at the same time last year we had 37%. So, this is an area of overspend risk.
Revenue Projects	11.3	11.6	0.4	3%	19.0	41%	21.9	Overall, there is a slight under spend linked to externally funded projects (EU LIFE projects within Ops & Natur am Byth in EPP). There still remains 41% of the full year budget to be utilised by year end, which is a similar position to last financial year. However we under spent in this area last year. Key areas to focus on are external funding and the grants programme with £2.1m & £1.4m of their respective budgets remaining.
Capital Projects	29.3	26.2	-3.1	-12%	43.2	32%	51.3	The current position shows an over spend of £3m, predominantly linked to the flood programme which is currently £2.9m ahead of profile. The NaCE and ICT D&I programmes are also ahead, but to a far lower extent (both £0.3m ahead of current plan). Flood over programming has reduced to £3.3m from £4.2m last month, and forecasting that the programme will reduce further due to delays on Stephenson Street, Presteigne & Caerleon. WG have agreed to an additional £1.5m of funding with a further £0.5m hopefully being confirmed at the end of February. The NaCE Programme now stands at £14.9m, inclusive of overheads. There has been a reduction in over programming from £1.7m in December to £1.3m. A further £1m Peatlands funding is expected which should bring the over programming to a manageable level and is expected to be removed over the final two months of the financial year. ICT D&I overprogramming has reduced to £0.5m from December's position of £1.2m. This will reduce further with Water Resources contributing an additional £0.3m to the programme. This adjustment will be actioned in February. Across the various programmes there remains 32% of the full year budget still to be utilised, compared to 43% last year. Hence, part of the reason for additional funding required for Flood and NaCE programmes.
<b>TOTAL: NRW</b>	<b>175.6</b>	<b>170.6</b>	<b>-5.0</b>	<b>-3%</b>	<b>237.1</b>	<b>26%</b>	<b>241.9</b>	

## Expenditure Performance further analysed:

Section 2.2.1 :	Actual	Approved Forecast	Variance	Variance	Approved Forecast	Remaining Budget	Original Budget	Commentary
EXPENDITURE - Staff by Detail Account	YTD £m	YTD £m	YTD £m	YTD %	FY £m	FY %	FY £m	
Trajectory	93.7	95.3	1.7	2%	115.2	19%	112.0	Vacancy rate continues at 10% but savings are mitigated due to the majority of savings being related to project related posts and an over spend on other staff costs.
Workforce Recharges	-11.6	-12.7	-1.0	8%	-15.9	27%	-13.1	Underspend on recharges due to the number of vacant posts. The finance team have carried out the review and all corrections have now been entered onto the system. There was a slight error on the in January entry which has meant recharges were understated by £40k, this will be corrected for February month end.
Other Staff	5.1	4.5	-0.6	-14%	6.3	18%	5.6	This is due to training (£0.2m), mobile phone costs (£0.1m), temporary contractors (£0.1m), professional fees (£0.1m) and overtime and allowances (£0.1m). If we were to forecast the remaining 2 months of the year based on January expenditure there would be an underspend of £0.2m at year end across all staff costs.
<b>TOTAL: NRW Staff</b>	<b>87.1</b>	<b>87.2</b>	<b>0.0</b>	<b>0%</b>	<b>105.6</b>	<b>17%</b>	<b>104.6</b>	

Section 2.2.3 :	Actual	Approved Forecast	Variance	Variance	Approved Forecast	Remaining Budget	Original Budget	Commentary
EXPENDITURE - Revenue Projects by Programme	YTD £m	YTD £m	YTD £m	YTD %	FY £m	FY %	FY £m	
Revenue Project Programme - Core Activities	0.4	0.4	0.0	9%	0.6	36%	0.9	
Revenue Project Programme - Grants & Partnership	1.6	1.6	0.0	1%	2.3	30%	2.4	
Revenue Project Programme - External Funded	4.0	4.6	0.6	13%	6.1	34%	6.0	The current underspend is predominantly linked to 2 projects, EU LIFE Marches & Mosses within Operations (£0.1m) and Natur am Byth in EPP (£0.2m). Both projects are predicting that the full year budget will be utilised. There still remains £2.1m to be utilised before year end.
Revenue Project Programme - Flood Risk	0.0	0.0	0.0	-253%	0.1	77%	0.1	
Revenue Project Programme - Grants & Partnership	0.2	0.2	0.0	5%	1.6	85%	2.7	Due to the nature of the grants claims, the majority of costs will be incurred in March.
Revenue Project Programme - NaCE (Nature & Climate Emergency)	0.5	0.5	0.1	11%	1.2	62%	0.5	Current spend is in line with the forecasted budget and we don't foresee any risk in spending this budget before the end of the financial year.
Revenue Project Programme - WG Grants	1.2	1.0	-0.2	-16%	1.9	38%	1.7	Limited risk. There are a few adjustments required, once corrected the current spend will be in line with the year to date budget. Where projects are predicting an underspend, this will be managed by a reduction in the claims submitted to WG.
Revenue Project Programme - Land Stewardship	0.7	0.7	0.1	8%	1.1	40%	1.3	All projects are in line with their respective profiles. However, given the pressure within the land stewardship programme, we may need to stop/reduce or delay work until next financial year. Any surplus will be used to meet the over-programming target and offset additional costs incurred within the programme.
Revenue Project Programme - ICT D&I	0.0	0.0	0.0	67%	0.0	0%	0.0	Following an accounting review of the revenue projects within ICT, these costs have been transferred to capital.
Revenue Project Programme - Internal funded	2.5	2.3	-0.2	-9%	3.2	24%	1.6	The current overspend is predominantly linked to three projects awaiting funding transfer, with limited risk to the year end position.
Revenue Project Programme - Business Transformation	0.0	0.0	0.0	0%	0.0	0%	0.1	
Revenue Project Programme - Water Resource Projects	0.2	0.1	-0.1	-43%	0.3	41%	0.4	Small overspend this period, however, the revenue programme still has over 40% of the full year budget remaining. Any underspends will be used to help mitigate the reduction in abstraction income.
Revenue Project Programme - Unallocated Balances	0.0	0.0	0.0	0%	0.4	100%	4.2	The budget reflects the additional WG Air Quality grant. This has now been transferred to the relevant business area, but unfortunately missed the January reporting window cut off.
<b>TOTAL: NRW</b>	<b>11.3</b>	<b>11.6</b>	<b>0.4</b>	<b>3%</b>	<b>19.0</b>	<b>41%</b>	<b>21.9</b>	

Section 2.2.4 :	Actual	Approved Forecast	Variance	Variance	Approved Forecast	Remaining Budget	Original Budget	Commentary
EXPENDITURE - Capital Projects by Programme	YTD £m	YTD £m	YTD £m	YTD %	FY £m	FY %	FY £m	
Capital Project Programme - Options Fees	0.8	0.8	0.0	0%	3.2	74%	3.0	This is mainly for land purchases under the compensatory planting scheme. Over £2m is planned to be spent on 5 land purchases - 4 of them considered to be 'green' and 1 'amber'. The purchase regarded as amber is now highly unlikely to go ahead this financial year and the repayment to WG of surplus windfarm fees would increase correspondingly.
Capital Project Programme - WG Funded	0.0	0.0	0.0	0%	0.0	0%	0.0	
Capital Project Programme - Land Stewardship	1.4	1.6	0.2	13%	2.7	51%	3.1	Reservoir compliance programme has been reduced by £0.3m and used to offset the current land stewardship pressures. However, given the pressure within the programme, we may need to make further adjustments and stop/reduce or delay work until next financial year.
Capital Project Programme - External Funded	0.8	0.9	0.1	9%	1.6	46%	2.2	£0.1m underspend on LIFE Dee river project due to issues with licensing, which may not be resolved before the end of the financial year. With the project being funded from reserves (funding received in previous financial years from Europe), there is no risk of losing funding as we will only recognise income to the level of expenditure incurred.
Capital Project Programme - Flood Risk	12.8	9.9	-2.9	-29%	13.9	8%	18.7	Flood over programming has reduced to £3.3m from £4.2m last month, and forecasting that the programme will reduce further due to delays on Stephenson Street, Presteigne & Caerleon. WG have agreed to an additional £1.5m of funding with a further £0.5m hopefully being confirmed at the end of February.
Capital Project Programme - WG Grants	0.3	0.3	0.0	-1%	1.0	69%	0.9	The programme relates almost solely to the Wales Coastal Path. Whilst a high proportion of the budget is still to be utilised, the nature of the programme incurs the majority of costs (grants) towards the end of the financial year.
Capital Project Programme - NaCE (Nature & Climate Emergency)	7.2	6.9	-0.3	-4%	12.2	41%	14.1	The NaCE Programme now stands at £14.9m, inclusive of overheads. There has been a reduction in over programming of £1.7m to £1.3m from December. A further £1m Peatlands funding is expected which should reduce the over programming to a manageable level and is expected to be removed over the final two months of the financial year.
Capital Project Programme - ICT D&I	5.0	4.7	-0.3	-6%	6.5	23%	6.3	Overprogramming has reduced to £0.5m from December's position of £1.2m. This will reduce further with Water Resources contributing an additional £0.3m to the programme. This adjustment will be processed in February.
Capital Project Programme - Internal Funded	0.5	0.6	0.0	7%	0.9	37%	1.1	
Capital Project Programme - Water Resources Project	0.4	0.5	0.0	8%	1.1	64%	1.6	The programme is unlikely to be utilise the full year budget. £0.3m will be transferred to help with ICT D&I pressures, with a possibility of circa £0.2m being returned to help offset the central over programming position.
Capital Project Programme - Unallocated Balances	0.0	0.0	0.0	0%	0.1	100%	0.1	
<b>TOTAL: NRW</b>	<b>29.3</b>	<b>26.2</b>	<b>-3.1</b>	<b>-12%</b>	<b>43.2</b>	<b>32%</b>	<b>51.3</b>	

### SECTION 3: NRW Financial Performance - by Directorate

Section 3.1:	Actual	Approved Forecast	Variance	Variance	Approved Forecast	Remaining Budget	Original Budget	
INCOME by Directorate	YTD £m	YTD £m	YTD £m	YTD %	FY £m	FY %	FY £m	
Communications, Customer and Commercial	10.0	9.6	0.3	3%	18.5	46%	19.8	
Corporate Strategy & Development	0.2	0.2	0.0	8%	0.2	3%	0.0	
Evidence Policy & Permitting	4.7	4.1	0.5	13%	16.6	72%	16.4	The current variance is only temporary and relates to income being received earlier than planned for Wales Coastal Path & Glastir projects.
Finance & Corporate Services	116.9	117.1	-0.2	0%	149.7	22%	153.1	The variance is in respect to charges and is largely due to a shortfall on Water Abstraction subsistence income due to credit notes being issued on past year overpayments. However this reduction in income will be mitigated by underspends in Water Resources projects and routine spend and we will have a clearer understanding next month.
Operations	37.5	37.1	0.4	1%	52.0	28%	52.5	Overall income is ahead of profile on external funding but will be within forecast at the end of the financial year. Timber income is behind profile, with a risk on reaching the forecasted full year position of £34.1m. Current projections indicate an outturn of £33.8m. We are assessing other commercial income streams which should offset that reduction and help alleviate some of the land stewardship pressures.
<b>TOTAL: NRW</b>	<b>169.2</b>	<b>168.1</b>	<b>1.1</b>	<b>1%</b>	<b>237.1</b>	<b>29%</b>	<b>241.9</b>	

Section 3.2:	Actual	Approved Forecast	Variance	Variance	Approved Forecast	Remaining Budget	Original Budget	
EXPENDITURE by Directorate	YTD £m	YTD £m	YTD £m	YTD %	Forecast FY £m	Budget FY %	Budget FY £m	
Communications, Customer and Commercial	7.1	7.1	0.1	1%	16.9	58%	14.5	The current variance is predominantly linked to under spend within staff costs. The current year to date variance is within an acceptable tolerance. £7.8m of the remaining budget relates to the WG Wind Energy payment and is in line with expectations.
Corporate Strategy & Development	8.9	8.9	0.0	0%	11.2	21%	9.1	Whilst current costs are in line with the forecasted budget, savings within staff costs (£0.2m) are offsetting an overspend within external advertising costs for vacant posts across NRW (£0.2m), within People Services. Executive Team have endorsed the shortfall being funded from any further staff savings. Currently we are anticipating a year end surplus of £0.2m on staff costs across the business, which will be transferred if required. The potential training over spend reported last month has now been resolved.
Evidence Policy & Permitting	48.8	44.2	-4.6	-10%	65.3	25%	60.0	The current overspend is predominantly due to capital projects (£3.7m over) in respect to Flood (£3.4m) & NaCE (£0.5m) programmes. With the capital over programming budgets being held in EPP and delivery of the various projects split across NRW, we would expect to see an over spend at this time of year, which has reduced from last month and will reduce further as we move towards year end but has required additional funding from WG. Flood over programming has reduced to £3.3m from £4.2m last month, with and forecasting that the programme will reduce further due to delays on Stephenson Street, Presteigne & Caerleon. A formal request has been made to WG for additional funding of £2m, of which £1.5m has been formally agreed with another £0.5m hopefully being confirmed before the end of the month. The NaCE Programme now stands at £14.9m, inclusive of overheads. There has been a reduction in over programming of £1.7m to £1.3m from December. A further £1m Peatlands funding is expected which should bring the over programming to a manageable level and is expected to be removed over the final two months of the financial year. Revenue projects are in line with the forecasted budgets, with staff costs & non staff costs over spent by £0.5m & £0.3m respectively. The staff element is partially a profiling issue within travel & subsistence and training along with outstanding project recharges. Whilst these will address the majority of the current overspend, there is likely to be a slight over spend at year end, which has already been assessed as part of the overall NRW staff position. The non staff element relates to the Flood, Regulation & Permitting Leadership Teams. However, with 35% & 64% of the respective full year budgets still to be utilised, there is limited risk of over spend at year end.
Finance & Corporate Services	24.4	24.2	-0.2	-1%	30.5	20%	33.3	The current position shows a slight over spend overall, predominantly linked to capital projects (£0.3m), offset by an underspend with staff costs (£0.2m) linked to vacancies within core posts. Non staff costs are in line with budget. ICT D&I overprogramming has reduced to £0.5m from December's position of £1.2m. This will reduce further will Water Resources contributing an additional £0.3m to the programme. This will be adjusted in February.
Operations	86.4	86.2	-0.3	0%	113.2	24%	125.1	Overall, the Directorate is £0.3m overspent, with variances across a number of areas; capital projects (£0.8m under), non staff costs (£1.7m over) and revenue projects (£0.4m under). Staff costs are in line with the forecasted budget. The capital project element mainly relates to the Flood (£0.5m under), Land Stewardship (£0.1m) & NaCE (£0.2m) programmes. The Flood and NaCE under spend is offset by the over programming within EPP. The non staff element almost solely relates to an over spend within land stewardship activities, with some teams already exceeding their full year allocation. We are reviewing the position with the relevant managers and looking at the various options available and whether we stop/reduce or delay work until next financial year. The revenue project underspend is linked to externally funded LIFE projects in North West & South West Operations.
<b>TOTAL: NRW</b>	<b>175.6</b>	<b>170.6</b>	<b>-5.0</b>	<b>-3%</b>	<b>237.1</b>	<b>26%</b>	<b>241.9</b>	

## Expenditure Performance further analysed:

Section 3.2.1 :	Actual	Approved Forecast	Variance	Variance	Approved Forecast	Remaining Budget	Original Budget	
EXPENDITURE by Leadership Team	YTD £m	YTD £m	YTD £m	YTD %	Forecast FY £m	Budget FY %	Budget FY £m	
Head of Finance	-1.5	-1.4	0.1	-4%	-2.5	41%	1.5	
Head of Legal Services	1.6	1.7	0.0	2%	2.0	18%	1.9	
Head of Sustainable Commercial Development	2.8	2.8	0.0	1%	11.3	75%	9.4	
Head of ICT	14.3	14.0	-0.4	-3%	17.7	19%	17.6	
Head of People Management	2.0	1.7	-0.3	-15%	2.2	10%	2.0	
Head of Business Support Services and Adfywio	10.8	10.7	-0.1	-1%	14.0	22%	13.4	
Head of Communications and Digital Transformation	1.9	1.8	0.0	-2%	2.3	19%	2.2	
Head of People Development and Wellbeing	2.3	2.4	0.1	2%	3.1	24%	2.1	
Head of Governance and Board Secretary	1.5	1.6	0.1	4%	1.9	18%	1.9	
Head of Natural Resource Management Policy	23.8	23.0	-0.8	-3%	34.6	31%	38.6	
Head of Regulation & Permitting	8.2	7.8	-0.4	-5%	10.2	20%	8.7	
Head of Knowledge & Evidence	4.5	4.6	0.1	2%	6.1	25%	5.8	
Head of Flood & Incident Response Management	6.7	3.0	-3.7	-122%	5.2	-29%	-3.1	
Head of Land Stewardship	3.5	3.5	-0.1	-2%	6.5	46%	7.4	
Head of Operations - North East Wales	9.4	9.8	0.4	4%	12.5	25%	11.5	
Head of Operations - Mid Wales	12.3	12.0	-0.3	-2%	15.1	19%	15.4	
Head of Operations - North West Wales	9.6	9.1	-0.5	-6%	11.4	16%	10.7	
Head of Operations - South Central Wales	23.4	24.2	0.8	3%	32.4	28%	18.3	
Head of Operations - South East Wales	9.3	8.8	-0.4	-5%	11.6	20%	9.5	
Head of Operations - South West Wales	16.9	16.7	-0.2	-1%	22.5	25%	24.7	
Head of Operations - Development, Planning & Marine Services	5.2	5.2	0.0	0%	6.9	25%	6.4	
Director Of Finance & Corporate Services	0.1	0.2	0.1	2%	0.2	39%	0.2	
Director Of Operations	0.4	0.4	0.0	-12%	0.5	47%	28.6	
Director Of Evidence Policy & Permitting	1.9	2.2	0.3	12%	2.7	27%	2.5	
Director Of Corporate Strategy & Development	0.2	0.2	0.0	10%	0.3	25%	0.2	
Director Customer Communications & Commercial	1.2	1.3	0.1	5%	1.7	25%	1.6	
Head of Customer	1.2	1.2	0.0	0%	1.5	25%	1.3	
Head of Internal Audit and EMS	0.4	0.4	0.0	2%	0.6	29%	0.5	
Head of Corporate Strategy & Programme Management Office	1.2	1.4	0.1	9%	1.9	33%	1.0	
Head of Business Transformation	0.2	0.3	0.1	43%	0.5	69%	0.0	
<b>TOTAL: NRW</b>	<b>175.6</b>	<b>170.6</b>	<b>-5.0</b>	<b>-3%</b>	<b>237.1</b>	<b>26%</b>	<b>241.9</b>	

Section 3.2.2 :	Actual	Approved Forecast	Variance	Variance	Approved Forecast	Remaining Budget	Original Budget	Commentary
EXPENDITURE - Staff Trajectory	YTD	YTD	YTD	YTD	FY	FY	FY	
by Directorate	£m	£m	£m	%	£m	%	£m	
Communications, Customer and Commercial	4.9	5.1	0.2	4%	6.4	23%	6.2	Vacancy rate has increased to 13% (11% December) following the creation of new or budget allocated to new posts.
Corporate Strategy & Development	5.9	6.1	0.1	2%	7.4	20%	6.5	Vacancy rate has increased to 4% from 1% in December following creation of new or budget allocated to new posts.
Evidence Policy & Permitting	27.2	27.2	0.0	0%	32.7	17%	31.3	Vacancy level has remained at 10% with very little change in underspend.
Finance & Corporate Services	2.6	2.9	0.3	10%	3.7	29%	5.9	Vacancy rate has increased to 7% from 4% in December. Mainly due to allocation of budget against new posts.
Operations	53.0	54.0	1.0	2%	65.0	18%	62.2	Vacancy rate has remained at 11%.
<b>TOTAL: NRW</b>	<b>93.7</b>	<b>95.3</b>	<b>1.7</b>	<b>2%</b>	<b>115.2</b>	<b>19%</b>	<b>112.0</b>	

#### SECTION 4: NRW Changes to Full Year Forecast

Section 4.1: INCOME	Opening Budget	December Approved Forecast	January Approved Forecast	Change In Forecast
by Funding Type	£m	£m	£m	£m
Charges	39.0	39.8	39.8	0.0
Commercial	59.1	59.5	59.0	-0.4
European & external	9.6	8.9	8.5	-0.4
Grant in aid	133.9	129.0	128.4	-0.6
Net movement in use of reserves	0.3	1.3	1.4	0.0
<b>TOTAL: NRW</b>	<b>241.9</b>	<b>238.5</b>	<b>237.1</b>	<b>-1.4</b>

Section 4.2: EXPENDITURE	Opening Budget	December Approved Forecast	January Approved Forecast	Change In Forecast
by Directorate	£m	£m	£m	£m
Communications, Customer and Commercial	14.5	16.5	16.9	0.4
Corporate Strategy & Development	9.1	11.0	11.2	0.2
Evidence Policy & Permitting	60.0	64.4	65.3	0.9
Finance & Corporate Services	33.3	31.0	30.5	-0.6
Operations	125.1	115.6	113.2	-2.3
<b>TOTAL: NRW</b>	<b>241.9</b>	<b>238.5</b>	<b>237.1</b>	<b>-1.4</b>

Section 4.3:
1) Income changes - (commercial) - decrease in Wind Energy Retainable Income (£0.4m).
2) Income changes - (European & External) - decrease in Sands of Life project (£0.3m) and River Dee Project (£0.1m) and will be utilised next financial year.
3) Income changes - (Grant in Aid) - decrease in budget of the NaCE programme (£0.4m) and various decreases in Welsh Government grants (£0.2m).
4) Expenditure changes - (CCC) - increase in budget mainly due to surrenderable wind energy payment to Welsh Government (£0.4m).
5) Expenditure changes - (CSD) - increase in budget mainly due to other staff training costs (£0.2m) transferred from Operations.
6) Expenditure changes - (EPP) - non staff costs have increased mainly due to land stewardship (£0.2m) and capital projects due to reallocations of Flood (£0.6m) and NaCE (£0.7m) programmes respectively from Ops. The NaCE programme overall has also decreased (£0.3m). There has also been decreases in various revenue projects including compensatory planting (£0.1m) and Welsh Government Waste grant (£0.1m).
7) Expenditure changes - (FCS) - decrease in budget mainly due to an increase in over-programming in relation to a reduction in overheads charged to the wind energy programme and NaCE. Overprogramming currently (£0.9m).
8) Expenditure changes - (Ops) - staff costs have decreased and transferred to fund training in CSD (£0.2m). Non staff costs have decreased mainly in respect of works funded from ring fenced wind energy retainable income being deferred to next year (£0.4m), offset by a small increase in other non staff costs (£0.1m). Revenue Projects have decreased on various Welsh Government grant funded projects (£0.1m) and externally funded LIFE projects (£0.4m). Capital projects have decreased due to reallocation of Flood (£0.6m) and NaCE (£0.7m) programmes respectively from Ops to EPP.

## NRW Board Paper

<b>Date of meeting:</b>	23 March 2023
<b>Title of Paper:</b>	NRW Corporate Plan to 2030 – Nature and people thriving together
<b>Paper Reference:</b>	23-03-B12
<b>Paper sponsored by:</b>	Clare Pillman, Chief Executive
<b>Paper prepared by:</b>	Sarah Williams, Head of Corporate Strategy & PMO
<b>Paper presented by:</b>	Prys Davies, Executive of Director Corporate Strategy & Development
<b>Purpose of the paper</b>	Final Approval of the NRW Corporate Plan
<b>Summary</b>	After twelve months of active involvement by the Board and Executive Team in the process of preparing the Corporate Plan, we are seeking final Board approval, prior to sign-off by the Minister.

## Background

1. This Plan replaces the Corporate Plan to 2022 “Managing today’s natural resources for tomorrow’s generations”. In line with the Welsh Government Framework document, we are required to prepare a Corporate Plan six months after receiving our Term of Government Remit Letter.
2. The principal audience for the new Corporate Plan is our people. The Plan is the platform from which we will develop a number of other communication products for use with external audiences. This will include a series of videos which will be used to launch the Plan internally and at external events as well as to support recruitment drives to highlight our employer brand. We are also using the opportunity to develop a new corporate narrative for NRW, supported by a suite of evolving sub-narratives on priority areas, in order to improve the consistency, tone and strength of our messaging and how we present our story.
3. In preparing the Plan, we focussed on meeting the needs of our people, with clear and simple messages on our strategic direction and well-being objectives to 2030. Our aim was to ensure that the Plan reflects the range of contributions from teams across the organisation. We have consciously sought to take an integrated approach, moving away from functional silos.

4. We have applied the sustainable development principle in the preparation of this Plan, which is documented in our Well-being Statement (Annex 1).
5. The preparation of this Plan has been a collaborative process involving the Board, Executive Team (ET) and Leadership Team (LT). Together they have developed the vision, mission, values, well-being objectives and steps to take in an iterative process. We have challenged our thinking and ambition with a series of “provocations” on key topics as well as drawing on international evidence informing Conference of the Parties 26 (COP 26) and COP15, Welsh evidence in the State of Natural Resources Report 2020 (SoNaRR2020), Area Statements and Well-being Plans. The output from Phase 1 and Phase 2 of Nature and Us has also informed our approach. Together this has framed the well-being objectives and the detailed scope of the steps to take. Staff have been engaged in the process through two surveys, a series of webinars and discussions within teams. We have tested our emergent thinking with partners in routine meetings, run two surveys and tested the Plan with critical friends.
6. The approach to indicators was discussed at the January Board meeting with follow-up discussions with Prof Calvin Jones and Mark McKenna, as well as with Finance Committee in March, informing the approach set out in the Plan.
7. The Plan was scrutinised at Finance Committee on 7 March and has been revised in light of their feedback. Board Members have discussed the Plan at two drop-in sessions on the 9 and 14 March and the Plan has been updated in light of feedback received.
8. NRW Corporate Plan to 2030 – Nature and People thriving together is included in Annex 2.

## Risks and opportunities

9. The Corporate Plan sets the strategic vision and direction for our organisation to 2030, highlighting our ambition to optimise the benefits for nature, climate and reducing pollution in everything we do. The Plan recognises that fully embedding the well-being objectives in our work will not be easy and we will only succeed if we challenge established working practices and approaches, continuously improving and innovating.
10. In response to this new Plan, we will revise our strategic risk register, including developing new risk appetite statements, and we aim to present these to the Audit and Risk Assurance Committee (ARAC) in September 2023.

## Wider implications

11. To support the preparation of this Corporate Plan we have prepared a Well-being Statement, as required under the Wellbeing of Future Generations Act. This documents how we have applied the sustainable development principle in preparing this Plan and how our Well-being Objectives and steps to take contribute to the seven well-being goals (Annex 1).
12. Under the Well-being of Future Generations (Wales) Act, the Auditor General has a duty to examine the extent to which the public bodies covered by the Act have acted in



accordance with the sustainable development principle when setting their well-being objectives and taking steps to meet them. To fulfil this role, officers from the Wales Audit Office (WAO) have attended workshops, observed Board meetings and staff engagement sessions when we have discussed our approach to the preparation of the Plan and the emergent vision, mission, values, well-being objectives and steps to take. The team leading the preparation of the Plan have also met with officers of the WAO to discuss in detail our approach to applying the sustainable development principle, showing our workings through sharing presentations, our project plan and evidence to demonstrate how the Corporate Plan interfaces with Nature and Us, Area Statements and PSB Well-being Plans.

13. In line with the Welsh Government Framework Document, we received the Term of Government Remit Letter in December 2022. We have mapped the Ministerial priorities against the steps to take and are assured that all the priorities are addressed in this Plan.
14. An Equality Impact Assessment (EqIA) has been prepared for each phase of external engagement on the Corporate Plan in February and December 2022. We have consulted with the NRW Equality, Diversity and Inclusion (EDI) Forum and key external groups identified under the protected characteristics within the EqIA.
15. We have drawn on the Baseline Exercise to consider the financial implications of the Well-being Objectives at a strategic level. We will be changing our Governance arrangements to provide sharper focus on the annual planning and prioritisation of investment and ensure oversight and alignment of our resources to delivery of the Well-being Objectives. This will be supported by changes to our annual business and financial planning and performance management processes.
16. The review of governance is addressing a number of pain points associated with the current governance structure and ways of working.
17. A number of governance changes will be introduced in April, including each Well-being Objective being allocated a Director to provide oversight and assurance of delivery; ET separating their transactional work from their strategic, longer-term thinking; Leadership Team Group (LTG) will transition into a forum for leadership development and sharing of key messages from across functional areas and a new Planning and Resources Group (PRG) will provide the forum for integrated planning and prioritisation across the organisation.
18. A number of other changes will be implemented from the start of April to support embedding the new Corporate Plan in our communications and brand.
19. As part of our brand refresh, a suite of new products will be rolled out for use by our colleagues and the Board. The suite will include a refreshed identity and tone of voice, updated templates, consistent email footers, a refreshed employer brand and colleague induction and training. Our branding will also be incorporated into our office spaces.

Refreshing our brand will play a pivotal role in demonstrating that this is a new chapter for NRW, enabling us to better engage with our colleagues and customers, help raise our profile with the public and ultimately help us achieve our objectives.



## Next Steps

20. Once approved by the Board, we will seek Ministerial agreement.
21. We plan a soft launch to our people the week of the 27 March, with a series of webinars led by our CEO and Executive Team and a short piece in our Cyfoeth newsletter to stakeholders to highlight that the Plan is live. Our main opportunity to do wider external communications will come at the Senedd event in June.
22. At a lunchtime event at the Senedd on 6 June, we will raise awareness of the Plan with key stakeholders and elected representatives. It will be hosted by the Minister for Climate Change, Julie James MS, and attended by the Board, Executive Team, Heads of Place and other relevant team members.
23. We are preparing a suite of materials to support Leadership Team as they lead engagement with their teams through April and May, in Directorate, Department, Group and Team meetings as well as individual Sgwrs conversations. This will culminate in a series of colleague gatherings across Wales in June.
24. A sub-group of the Board will lead the development of a suite of indicators for each Well-being Objective, reporting through to Ministers in six months. We will also complete the planning and sequencing of the steps to take to inform the annual business planning process, producing an annual plan for scrutiny by the Board in July 2023.

## Recommendation

25. To approve the Plan: NRW Corporate Plan to 2030 – Nature and People thriving together

## Index of Annexes

Annex 1 – Well-being Statement

Annex 2 – NRW Corporate Plan to 2030 – Nature and People thriving together



# Our corporate plan to 2030 – Nature and people thriving together

## Well-being statement

### Introduction

This Well-being statement sets out how our Well-being objectives meet our statutory duty under the Well-being of Future Generations (Wales) Act 2015, and should be read alongside our corporate plan.

It explains:

- How our well-being objectives were set, including how we have applied the five ways of working under the sustainable development principle.
- How our well-being objectives maximise our contribution to all seven of Wales' long-term well-being goals as specified in the Act.
- How our work will provide multiple benefits for people, climate and nature.

We have included additional information on our vision and mission, and considered the findings of the first Future Generations Report published by the Future Generations Commissioner in May 2020.

We have also highlighted how other elements of our work, in particular the [State of Natural Resources Report \(SoNaRR\) 2020](#) and the ongoing [Nature and Us](#) programme have informed the development of our well-being objectives and our corporate plan.

### Our vision

Nature and people thriving together

### Our mission

Focussing our passion and collective action towards

- nature's recovery

- resilience to climate change
- minimising pollution

through the sustainable management of our natural resources.

## Our well-being objectives to 2030

### By 2030 in Wales:

- nature is recovering
- communities are resilient to climate change
- pollution is minimised

By focussing on these three well-being objectives *together*, we will protect and enhance the wider well-being of people and communities:

- Nature is the foundation stone of Wales' well-being - supporting community cohesion and resilience, strong local economies, employment, learning, and mental and physical health.
- Nature underpins vibrant rural communities, with a direct relationship between nature and sustainable agriculture, woodlands and those that manage the land. This relationship must be nurtured if Wales is to maintain clean water, productive soils, food supplies and fibre.
- Thriving nature stores carbon and reduces the risks and impacts of a warming world. Many actions to support the recovery of nature also help us adapt to and mitigate against climate change.
- Minimising pollution and waste has a direct benefit to the health and resilience of people and nature, with industry and business directly benefiting by improving their efficiency, effectiveness, helping to reduce costs and protect jobs and livelihoods.

The evidence tells us that by targeting action on these three well-being objectives, wider opportunities and benefits will flow for:

- mental and physical well-being
- lifelong learning and creativity
- job creation and skills

In turn, these will also contribute to the seven well-being goals for Wales.

The ambition running through all our efforts will be to ensure that nobody gets left behind as Wales pursues action for nature and climate. To exacerbate or to widen existing inequalities in our communities would be at odds with the commitments made within the Programme for Government. Our ways of working will need to evolve to ensure that these wider benefits are considered from the outset.

For the lifetime of this plan, and through applying our purpose, we will sharpen our focus on social and environmental justice, on equity and inclusion, making sure delivering for rural and urban communities across Wales is at the heart of everything we do.

## How our well-being objectives were set

Our well-being objectives have been developed in collaboration with our colleagues and partners following the publication of the Programme for Government, and reflect our priorities to tackle the climate and nature emergencies and to minimise pollution.

We have carefully considered recommendations set out in the Future Generations Report 2020, and applied the five ways of working (sustainable development principle).

In setting our well-being objectives, we have taken into account the global, UK and Welsh contexts within which we are working, reflecting on:

- Landmark international reports from the UN that have informed preparations for COP26, COP27 and COP15, including [Making Peace with Nature](#), as well as the outcomes from the UN climate and nature conferences and reports from IPBES and the IPPC.
- Programme for Government and Welsh Government Deep Dives for biodiversity, woodland creation and energy.
- [SoNaRR 2020](#)
- [NRW's Area Statements](#)
- PSBs' (Public Services Boards) Well-being plan process
- [Nature and Us](#)

From the outset, our Board members and Executive Team have provided strong leadership and guidance as the plan has developed.

We have also benefitted from the feedback received from Welsh Government, from colleagues and partners, taking a range of opportunities to bring people together to share their reflections, and test our ideas at internal and external events and via staff webinars.

We ran two online surveys – the first to gain insight into how we should frame our well-being objectives, and the second to seek feedback on our proposed vision, mission and the clarity of our newly-drafted well-being objectives.

Considering the synergies between our own Area Statements and the Well-being plans in development by the PSBs, has helped us identify multiple benefits and opportunities for collaboration and integration.

The Nature and Us national conversation on what future we want for nature, has been running alongside this process. It has contributed to our thinking about the longer-term, and the impacts of the climate and nature emergency on different communities.

The outcomes of the first phase of this work put climate change, species decline and pollution as the top three issues that people were concerned about in Wales.

By hearing different voices from across Wales, it is clearer than ever that we need to bridge across environmental, social and economic factors and divides. These voices shape a vision for Wales which provides a focal point against which we can continue to review progress.

In setting our well-being objectives, we have recognised that we need to challenge and adapt how we work in the future, moving further into an advocacy role and taking steps to be bold and innovative in our ambitions to achieve multiple benefit solutions to the issues we face.

Our well-being objectives are intentionally set at a high level and are interlinked, recognising that actions we take to address one well-being objective will usually contribute to meeting another, or even *all* objectives. The steps to take are clear and intended to be SMART and outcome-focussed to enable us to monitor and demonstrate that we are making a difference.

## The Sustainable Development principle and the five ways of working

The well-being objectives have been set in accordance with the sustainable development principle and the five ways of working.

**Long-term**, our well-being objectives recognise the key current and future challenges facing Wales from the climate and nature emergencies, and from pollution. Setting well-being objectives to 2030 with a view to 2050 was central to our thinking, and linked to local considerations and key national and international targets. The findings from the Nature and Us programme has also provided key insights, enabling us to consider potential scenarios and challenges Wales may face in the future.

Our well-being objectives have been designed to **prevent** nature's decline and, climate change getting worse and pollution from occurring in the first place.

SoNaRR 2020 has provided us with a strong foundation of evidence that identifies where the challenges are, what we can do ourselves, and how we need to work with others to make sure our environment and our communities in every part of Wales can thrive in the future.

By focussing on our three well-being objectives *together*, in an **integrated** way, we will support the wider well-being of people and communities right across Wales.

Across all areas of our work, we have also considered how we can deliver multiple benefits across all three well-being objectives.

In the corporate plan, we document how action on nature-based solutions drive benefits for nature, climate and people. Understanding and optimising these multiple benefits will be vitally important if we are to achieve our vision of nature and people thriving together. Targeting our resources and working with partners to optimise these benefits will be critically important over the lifetime of this plan, and will inform our annual business planning and prioritisation.

We have worked **collaboratively** with colleagues across NRW, with our Board, and with our partners to ensure our corporate plan identifies synergies, and presents a range of opportunities

where we can collaborate closely with other organisations in the future. We will also build on our existing relationships and partnerships already forged through PSBs and our Area Statements.

Throughout the development of our well-being objectives, we have **involved** our colleagues and partners at a national and local level, providing them with the opportunity to feed back and provide detailed comment as they have evolved.

Our well-being objectives reflect that we will need to involve people and partners in decision-making where our work affects them. The ongoing engagement we will have with people who live and work in our communities, and with our partners, will ensure that the insight they provide is reflected in how we deliver our work.

Taken together with the commitments we have made in our work with PSBs in the development of their Well-being plans, and our engagement with communities through our Area Statements, our well-being objectives will help build on progress towards the economic, social, environmental and cultural well-being of Wales. The sustainable development principle is firmly embedded in our well-being objectives and in our future ways of working.

## **Maximising our contribution to the seven well-being goals**

Our well-being objectives focus on the climate and nature emergencies and minimising pollution, and reflect where we can make the greatest individual, organisational and collective contribution to achieving them.

The pride and confidence we have in using Welsh in our work has been at the forefront of our minds as this corporate plan has evolved, ensuring our vision, mission and values are written in a way that resonates in the Welsh and English languages.

Taken together, we are contributing to all seven well-being goals as illustrated by the examples provided below.

Well-being Objective / Well-being Goal	By 2030 in Wales Nature is recovering	By 2030 in Wales Communities are resilient to climate change	By 2030 in Wales Pollution is minimised
A prosperous Wales	<ul style="list-style-type: none"> <li>Building the capability and capacity of the Welsh workforce to support nature's recovery through working with others to advocate for green skills and jobs</li> <li>Delivering multiple benefits and opportunities for nature, people and the rural economy through supporting Welsh Government in the development and implementation of the Sustainable Farming Scheme, providing evidence and expertise</li> </ul>	<ul style="list-style-type: none"> <li>Supporting the development of sustainable offshore and onshore renewable energy through our evidence, advice and regulation, building a common understanding of the standards required in the statutory planning and permitting processes</li> <li>Securing the timber producing potential of the Welsh Government Woodland Estate through providing harvestable timber meeting global standards of sustainable forest management</li> </ul>	<ul style="list-style-type: none"> <li>Minimising pollution and waste through working collaboratively with industry and others to identify how legislation and Welsh Government policy need to change</li> <li>Stimulating supply chains to use timber grown in Wales through using our position as the dominant supplier of sustainably harvested timber in Wales</li> </ul>
A resilient Wales	<ul style="list-style-type: none"> <li>Securing the effective protection and management of at least 30 per cent of land, freshwater and sea for nature through identifying opportunities to enlarge and better connect the series of Sites of Special Scientific Interest (SSSI)</li> <li>Protecting species at the greatest risk of extinction through using our advisory and regulatory tools, working in partnership and monitoring to evaluate effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Restoring peatland through the National Peatland Action Programme (NPAP) working with delivery partners, including on the land in our care using a range of advisory and regulatory tools, financial incentives and undertaking monitoring to evaluate effectiveness</li> <li>Stimulating restoration of marine and coastal habitats such as saltmarsh, sand dunes, sea grass and native oyster reef through working with delivery partners, using a range of advisory and regulatory tools, financial incentives and undertaking monitoring to evaluate effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring the sectors we regulate, including illegal non-permitted activities, take effective action to control and minimise pollution and increase resource efficiency through the provision of advice and guidance that effectively sets out the standards required to ensure compliance</li> <li>Avoiding pollution and waste through exploring innovative approaches using all our regulatory tools, including experimental powers</li> </ul>

<b>A healthier Wales</b>	<ul style="list-style-type: none"> <li>Engaging with people to take action creating opportunities for being in, learning about and becoming advocates for nature and climate through working with the education, physical activity and health sectors</li> <li>Scaling up nature-based solutions in urban and rural areas to build connectivity between habitats, securing multiple benefits for people and nature through working with planners and developers to embed in developments</li> </ul>	<ul style="list-style-type: none"> <li>Reducing the risk to life from flooding to people and communities from main rivers, reservoirs and the sea, through the delivery of flood alleviation schemes</li> <li>Identifying opportunities to optimise the collective action and impact of the public sector through using SoNaRR and Area Statements to work with the public service boards, public health and local authorities</li> </ul>	<ul style="list-style-type: none"> <li>Improving poor local environmental quality through working with local authorities to understand the issues and develop shared action plans</li> <li>Minimising harm from environmental pollution incidents through preparing for and responding to priority incidents as a Category 1 responder</li> </ul>
<b>A more equal Wales</b>	<ul style="list-style-type: none"> <li>Ensuring local communities benefit from equitable access to green and blue spaces and act responsibly through providing guidance and support, working collaboratively with strategic partners such as Visit Wales and Local Authorities</li> <li>Ensuring social and Environmental justice, equity and inclusion inform and strengthen our decision making for nature's recovery through the review of current mechanisms and development of guidance</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring all future developments are resilient to climate change through making the case for changes to development plans and advising on planning applications</li> <li>Ensuring water companies maintain security of water supply to customers through scrutinising and reporting to Ministers on their water resource management plans, drought plans and infrastructure investment plans</li> </ul>	<ul style="list-style-type: none"> <li>Improving poor local environmental quality through working with local authorities to understand the issues and develop shared action plans</li> <li>Improving air quality for people and nature through minimising and eliminating emissions to air in our regulation of industry</li> </ul>
<b>A Wales of cohesive communities</b>	<ul style="list-style-type: none"> <li>Involving different communities and sectors in our work, through applying behavioural insights to inform our approaches</li> <li>Ensuring a diverse range of people are taking action for nature through sharing the vision and outcomes from Nature and Us to expand our networks and increase involvement.</li> </ul>	<ul style="list-style-type: none"> <li>Reducing the risk to life from flooding through issuing flood warnings that meet the changing needs of communities, maintaining and improving the 24/7 Flood Warning Service</li> <li>Building the resilience of communities, Local Authorities and businesses to current and future flood risk through improving and sharing our evidence to stimulate action</li> </ul>	<ul style="list-style-type: none"> <li>Engaging with people to take action, creating opportunities for being in, learning about and becoming advocates through working with the education, physical activity and health sectors</li> <li>Creating opportunities for individual and collective action on nature through</li> </ul>



			delivering a sustained communications campaign
<b>A Wales of vibrant culture and thriving Welsh Language</b>	<ul style="list-style-type: none"> <li>Accelerating action for nature's recovery at a landscape scale through sharing our evidence and expertise with National Parks, Areas of Outstanding Natural Beauty and other partners</li> <li>Inspiring people to take action, empowering and transforming their relationship with nature through working with creative industries and the cultural sector</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring a diverse range of people are taking action for climate through sharing the vision and outcomes from Nature and Us to expand our networks and increase involvement.</li> <li>Engaging with people to take action, creating opportunities for being in, learning about and becoming advocates for nature and climate through working with the education, physical activity and health sectors</li> </ul>	<ul style="list-style-type: none"> <li>Creating opportunities for individual and sector specific action through delivering a sustained communications campaign</li> <li>Involving different communities and sectors in our work, through applying behavioural insights to inform our approaches</li> </ul>
<b>A globally responsible Wales</b>	<ul style="list-style-type: none"> <li>Ensuring nature's recovery is driven through our supply chains, grant programmes and land management agreements through inclusion in our procurement and funding frameworks</li> <li>Ensuring partners are delivering against our strategic commercial approach through nature positive certification in commercial products and services</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring actions for climate are driven through our supply chains, grant programmes and land management agreements through inclusion in our procurement and funding frameworks</li> <li>Increasing energy efficiency and deployment of renewables in all our buildings and assets through reviewing current systems and taking action</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring action for pollution minimisation is driven through our supply chains, grant programmes and land management agreements through inclusion in our procurement and funding frameworks</li> <li>Ensuring that NRW's financial and business decisions integrate zero pollution and waste through applying the lessons learnt from others on effective tools and frameworks</li> </ul>

## Our enabling services – our core corporate activities

Colleagues providing essential services in procurement, governance, communications and finance - our enabling services - have a significant role in helping us both meet our well-being objectives and contributing to the seven well-being goals.

In developing the well-being objectives and steps to take, our enabling services have been fully involved, identifying their specific contributions. In this section we highlight some of their specific commitments as referenced in the corporate plan.

Effective workforce planning will be essential to delivering our corporate plan and meeting our well-being objectives. We will be investing in the skills and capability of our colleagues through the provision of a training programme for climate and nature literacy.

We recognise that we can also do more to harness our purchasing power to make an impact. We spend between £90-100m each year on goods and services across Wales, and 80% of our organisational carbon footprint is rooted in our supply chain.

We will go further to ensure our procurement and funding frameworks drive positive action across our supply chains to achieve outcomes that do not harm the natural environment in the process, both here in Wales and overseas.

We will be ensuring that NRW's financial and business decisions integrate nature's protection and recovery, climate change and zero pollution and waste through applying the lessons learnt from others on effective tools and frameworks.

Our Adfwyio programme is also enabling us to manage our assets more effectively by allowing us to explore how we can reduce our costs and carbon footprint by rationalising our portfolio of buildings across Wales, as well as reducing the carbon emissions of our fleet. We also want to maximise the reuse, recycling and recovery of materials through monitoring and taking action when replacing key items such as ICT equipment and PPE.

We recognise that this new focus on three well-being objectives will require changes to the way we work, and will take time to embed.

Success will only come when we challenge and evolve established working practices, and take every opportunity to innovate and improve. To help drive this each well-being objective will have an accountable Director providing vision, momentum and assurance to the wider Executive Team and Board. A new strategic risk register will also be developed to reflect the new well-being objectives and ways of working.

## NRW Board Paper

<b>Date of meeting:</b>	23 <sup>rd</sup> March 2023
<b>Title of Paper:</b>	Identifying and conserving small salmon populations
<b>Paper Reference:</b>	23-03-B13
<b>Paper sponsored by:</b>	Ceri Davies, Director Evidence, Policy & Permitting
<b>Paper prepared by:</b>	Ben Wilson, Principal Advisor Fisheries
<b>Paper presented by:</b>	Ben Wilson, Principal Advisor Fisheries
<b>Purpose of the paper</b>	Discussion / Information
<b>Summary:</b>	<p>This paper summarises a Report commissioned by NRW on the identification and characterisation of small salmon populations, whose decline towards potential extinction requires conservation and mitigation. The current declining trajectory reflects a combination of global effects (e.g. climate change) and Wales’ wide and river-specific effects that could see losses of this species within years to decades. Equally, there is evidence from the trends that effective management can stop and reverse the decline.</p> <p>Salmon and sea trout are iconic species with huge environmental, economic and cultural significance in Wales. Moreover, they are key indicators of the state of our aquatic environment and their decline highlights the pressures affecting both freshwater, and marine ecosystems across the north Atlantic.</p> <p>In the context of the new Corporate Plan, this item updates the Board and seeks views on effective management actions for NRW and its partners to reverse the decline of this iconic species which is on the front line of the nature, climate and pollution emergencies.</p>
<b>Scrutinised by:</b>	Wales Fisheries Forum (WFF) on 31 <sup>st</sup> January Evidence Advisory Committee (EAC) on 21 <sup>st</sup> February

## Background

1. In light of the ongoing rapid decline in salmon and sea trout stock, NRW commissioned an Evidence Report (No 674) to identify and characterise small salmon populations to support their conservation and management.
2. The Report's highlights have been shared with the Wales Fisheries Forum (WFF) on 31<sup>st</sup> January 2023 and the Evidence Advisory Committee (EAC) on 21<sup>st</sup> February 2023.
3. The Report assessed how small or critically small populations can be identified from their demography or genetic character, thereby acting as "red flags" to trigger increased actions.
4. The Report makes nine key conclusions and recommendations – paraphrased here in lay terms:
  - a. Atlantic salmon and sea trout in Wales are declining at unprecedented rates. Predictive modelling indicates that many populations may be threatened with extinction within years to decades under current conditions. Salmon may be extirpated from some rivers in Wales within the next ten years, including the Teifi, where salmon feature in Special Areas of Conservation (SAC) designation.
  - b. There are, nevertheless, examples in Wales where lost salmon and sea trout populations, and several formerly depleted stocks, have recovered from low levels once barriers to migration and industrial pollution were addressed. This shows that populations may recover from complete extirpation if environmental constraints are removed, and if neighbouring populations remain healthy. Many of these recovering rivers however have seen a subsequent decline in recent years.
  - c. Evidence for an absolute minimal threshold population size (the so-called 'Allee effect') is limited, but there are too few data to be certain.
  - d. Some Welsh rivers may act as 'metapopulations' – i.e., rivers between which fish can move naturally, which may confer some collective resilience and potential for recovery. However, climate change effects in marine and freshwater habitats, could over-ride collective resilience.
  - e. There is a need to understand how and why populations contract, and whether they do so because of common pressures. Population trends indicate that salmon and sea trout respond to a mixture of common (e.g., climate-driven) and local catchment-specific pressures, such as water quality, habitat quality and barriers to movement.
  - f. There is also a need to understand how small populations recover, and whether recovery is more likely to happen because populations are connected between rivers through dispersal.
  - g. Data from rod catches and juvenile surveys are noisy, particularly for small populations. Simulations indicate that many years may be required to detect declines of salmon and trout, which may limit their value as red flags for triggering

immediate action. Exploring additional modelling of populations and environmental data could aid in diagnosing reasons for population trends.

- h. A combination of demographic and genetic methods is recommended to assess population declines and guide interventions, particularly at very low populations.
  - i. An International Union for Conservation of Nature (IUCN) type assessment of the conservation status based on distribution, occupancy, abundance, population fluctuations and genetic data offers the best prospects for effective evaluation of the status of Atlantic salmon and sea trout in Wales.
5. The Report discusses possible measures to prevent extinction that include:
- a. Restoring habitat and environmental quality to allow natural breeding and juvenile rearing to occur unimpeded to produce good quality smolts at the maximum carrying capacity of the catchment.
  - b. Maximising natural connectivity to allow adults access to spawning habitat and facilitate smolt migration to sea.
  - c. Protecting the spawning stock from any additional sources of mortality, beyond the normal, natural mortality experienced throughout the life cycle.
  - d. Supporting production by artificial rearing. This is advised against, without a thorough critical investigation of the causes of decline and the likely success of addressing them.
  - e. Gene-banking. This can be used as **a last resort** conservation measure, but the long-term aims need to be set against the reality of addressing whatever has brought a population to near extinction. The obvious context is of long-term global climate change that could render the north Atlantic and freshwater environments unsuitable to support natural salmon populations.
6. The Report authors emphasise that minimising mortality as well as improving habitat connectivity and minimising pollution are the best ways to sustain fish populations, and enable them to adapt to changing environmental conditions.
7. The observations from the Report on the risks faced by small and declining populations apply equally to other freshwater and terrestrial species in Wales.
8. The Board are asked to note that NRW continues to deliver a range of measures to protect salmon and sea trout, as set out in the plan of action ([Natural Resources Wales / Salmon and sea trout plan of action 2020](#)).

## Opportunities for Discussion

9. In the context of the new Corporate Plan and Wellbeing Objectives, the Board are asked to consider:

- a) Using the risk of salmon extinction to communicate and build partnerships to address the urgent need for action on nature, climate and minimising pollution to protect these and other iconic species and their habitats.
- b) Improving our understanding of the causes of population collapse and the triggers for future action.
- c) Continuing to deliver and adapt the measures in the salmon and sea trout plan of action

## Risks and opportunities

10. Risks associated with possible measures include financial and reputational
11. Risks associated with not acting include reputational, economic, and environmental
12. There remains the risk that despite action, stock extinction may still occur.

## Wider implications

13. Wider implications
  - (a) **Finance:**
    - a. Cost of additional monitoring, regulatory and habitat measures;
    - b. Loss of income from reduced fishing licence sales.
  - (b) **Equality:** Not considered in the context of this paper. However, the evidence can be applied spatially and opportunities for action could be assessed in the context of other data including socio/economic data.
  - (c) **Legal:** We continue to work with legal to advise on a future regulation measure, including a more dynamic and responsive alternative to current byelaw process.
  - (d) **Data Protection:** N/A
  - (e) **Wellbeing of Future Generations Act:** This is aligned to the new Corporate Plan and our Wellbeing Objectives: Nature's Recovery; Resilience of Communities to Climate Change; and Minimising Pollution.

## Next Steps

14. NRW will publish the Report and follow the communication plan.
15. We will continue to implement the measures identified the Salmon and sea trout Plan of Action, including actions to improve habitat through the Nature and Climate Emergency (NACE) programme.
16. We are currently remodelling our juvenile salmon data to better understand whether and where, freshwater mortality is driving decline and working with partners to reprioritise actions.
17. We will consider possible genetic monitoring programmes to help determine critical thresholds and stock status

## **Recommendation**

18. The Board to note the implications on the Report and to support the development of proposed measures.

## **Index of Annexes**

Provide any supporting information:

Annex 1 – Report No 674 \*(DRAFT)

## NRW Board Paper

<b>Date of meeting:</b>	23rd March 2023
<b>Title of Paper:</b>	Business Plan Performance Dashboard 2022/23 and Internal Performance Report 2022/23
<b>Paper Reference:</b>	23-03-B14
<b>Paper sponsored by:</b>	Clare Pillman, Chief Executive
<b>Paper prepared by:</b>	Caroline Hawkins (Corporate Planning, Performance and Strategic Assessment Manager)
<b>Paper presented by:</b>	Executive Team (ET)
<b>Purpose of the paper</b>	Scrutiny
<b>Summary</b>	<p>The Board is requested to scrutinise NRW's performance for the third quarter of 2022/23 and specifically consider:</p> <ul style="list-style-type: none"> <li>• Progress against each measure reported on the Business Plan Performance Dashboard</li> <li>• Progress against each measure reported on the Internal Performance Report</li> </ul>

## Background

1. The Business Plan Performance Dashboard is one of the Board's principal means of scrutinising delivery. It was developed in parallel with the 2022/23 Business Plan working with the Board, Executive Team (ET) and Leadership Team Group (LTG). The annual Business Plan relates to our Corporate Plan to March 2023; our new Corporate Plan will be published in Spring 2023.
2. The Quarter 3 (Q3) Performance Dashboard has been shared with LTG who have confirmed the final content for this quarter and the expected year-end position.
3. The Business Plan Dashboard Performance Report can be seen at Annex 1 and consists of a:
  - **Dashboard** providing an overview of performance against the 2022/23 measures set out by the strategic priorities reflected in our Business Plan.



- **Topics index** set out by strategic priority to help navigate the report.
- **Summary for each Topic** reflecting progress across the area of work.
- **Details for each specific measure** with their year-end position.

4. The Internal Performance Report can be seen at Annex 2 and covers 11 internally focused measures.

## Assessment

5. Work is ongoing to overhaul our recruitment process and meet the challenge of recruiting staff to support delivery of our measures. Our vacancy rate remains at 11% for Q3 but we have been successful recruiting into a number of roles which has improved our performance for some measures in Q3.

6. Work to radically overhaul our recruitment process through technology and process re-engineering is making good progress along with changes to establish placement opportunities, reducing reliance on fixed-term appointments and how we sell the benefits of working for NRW. This new focus will be supported through a new Talent Acquisition specialist, who will be tasked with taking a more strategic view of our organisational recruitment requirements and practices. We are updating the People and Customer Committee (PCC) (formally the People and Remuneration Committee - PaRC) on a regular basis on the development and implementation of our People Transformation Programme, including the workstreams relating to recruitment.

7. The Board is requested to scrutinise the Business Plan Performance Dashboard Report, noting the key issues below. Further detail can be found in the report itself (Annex 1):

	Quarter 1 (1 April – 30 June 2022)	Quarter 2 (1 July to 30 Sept 2022)	Quarter 3 (1 Oct – 31 Dec 2022)	Expected Year-end (to 31 <sup>st</sup> March 2023)
Red	1	2	2	2
N/A	1	0	1	0
Amber	6	12	12	11
Green	23	17	16	18
<b>Total</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>

8. Two measures are **Red**. These are:

- **Produce Flood Risk Management Plans (FRMPs)**

Our milestone for this quarter is FRMPs published by end of Q3. The FRMPs have been drafted and following extensive internal consultation and feedback from the Executive Team, some content changes have been made to the proposed plans to ensure alignment with the new Corporate Plan. This additional work has meant we have not been able to issue the plans out for external consultation yet turning the measure for Q3 Red. We will issue the plans for external consultation in Q4 (February) and once we

have taken the feedback into account, they will be published as soon as possible in the first quarter of 2023/24. This measure will be Red at year-end as we are unable to bring the plans back on schedule.

- **Deliver programmes to review statutory water quality requirements**

Our milestones for this measure are to finalise for Ministerial sign off the Wales documents for the final Severn River Basin Management Plan and finalise our recommendations to Welsh Government (WG) from the Nutrients Review and Urban Waste Water Treatment Review (UWWTR). We have completed the first milestone and published the Severn River Basin Management Plan, this completes the set for Wales. We have been delayed with milestone two due to QA work within NRW highlighting the need to carry out further analysis of the data sets to ensure and enhance the confidence in, and ease of use of the outputs. The UWWTR is progressing and will go to Business Boards and WG in Q4. The further work on the Nutrients Review means we expect to be Red at year-end.

9. Of the twelve **Amber** measures, ones to note are:

- **Support delivery of recommendations and actions from Renewable Energy deep dive**

Our milestone for this measure is to progress NRW's deep dive actions. We have completed the review of resource needs and provided the relevant information to WG. We have also supported and provided advice in the end-to-end review of marine licencing, consenting and advisory processes and provided advice to WG on marine resource needs and options for supporting consenting and advisory services. The Joint Nature Conservation Committee (JNCC) transfer of functions is progressing and we are concluding the transfer of responsibility with WG. We will continue to work on our actions that are partially completed and expect to conclude work on gaps in terrestrial evidence and progress activity on transfer of functions from JNCC in Q4. We expect to be Amber at year-end. The pathway to Green is reliant on decisions on resource requirements and dependant WG actions.

- **Complete re-design of our freshwater quality monitoring network**

Our milestone for this measure is to develop an Implementation Plan. We have successfully recruited a Lead Officer and have revised our plan for the re-design of the freshwater quality monitoring network. We have rescheduled the project plan and now plan to deliver all the milestones by the end of Q4. The measure will be Amber at year-end, with subsequent project milestones delivered through to January 2025.

- **NRW progress on key deliverables for Special Areas of Conservation (SAC) Rivers Project**

Our milestone for this measure is to agree Evidence and Monitoring Programme and develop advice on nutrient neutral mitigation measures. We have agreed a monitoring programme for 2023 which will ensure a fuller dataset for the next water quality

compliance assessment in 2024. We have developed and published our Nutrient Neutrality Principles and published a draft suite of potential mitigation measures. Delays in the establishment of the Nutrient Management Boards means that we will be Amber at year-end.

- **Progress of our work to reduce pollution from metal mines**

Our milestone for this measure is to provide a progress update towards Q4 target showing number of assessments, designs, trials and constructions in progress and completed. In Q3 we completed the detailed design for the adit blow-out prevention works at Cwm Rheidol mine, completed construction work on the North Surface Water Management channel and Frongoch, where we also installed mine hazard safety fencing. This measure is Amber (29 outputs achieved against the Q3 target of 32, or 91%). We expect to be Amber at year-end, with 36 outputs achieved this year against the Q4 target of 43 assessment, design and construction outputs. This is 80% of this year's programme and double the level of last year's programme outputs.

10. There are sixteen measures that are **Green** in Q3. Some to note are:

- **Develop a low emission fleet and deliver a low emission and climate adapted built estate**

Our milestone for this measure is to deliver the first of the Accommodation Strategy approved recommendations. We have completed this activity, which has involved the closure of our office in Cantref Court, Abergavenny. We have made good progress with the development of the Cardiff Opportunity including developing a project brief, seeking ET approval, and beginning staff consultation. This measure moved from Amber in Q2 to Green in Q3. However, staff sickness has meant we will not be able to deliver all our milestones and we now expect to be Amber at year-end.

- **Delivering targeted action for declining species or those on the edge of extinction**

Our milestone for this measure is to agree the programme of work to deliver NRW actions within the Wales Action Plan for the Recovery of Curlew. We have completed this activity. We have recruited a Specialist Advisor, Terrestrial Species Recovery working on both curlew recovery and the invertebrate features of Sites of Special Scientific Interest (SSSIs). We have agreed a plan of work for the NRW actions including that NRW will be organisational lead for two Important Curlew Areas. Recruitment to these roles has meant this measure has moved from Red in Q2 to Green in Q3 and we expect it to remain Green in Q4.

11. One measure has not been given a Red Amber Green (RAG) in Q3:

- **Work to set strategic direction for development and implementation of projects**

Our milestone for this measure is to input into the development of Welsh Government's Natural Resources Policy (NRP), feeding in our assessment of NRW's implementation of the first NRP. We have not completed this activity because the timescales for development of a second NRP have changed. Therefore, this quarter's performance has not been ascribed a RAG status. We are currently on track to achieve a modified year-end milestone activity on the use of Area Statements in the Wellbeing Assessments and Plans of the Public Service Boards (PSBs), for sign-off by the NRW Board in Q4. We expect we will be Green at year-end.

12. The Board is requested to scrutinise the Internal Performance Report, noting the key issues below. Further details can be found in Annex 2.

	Quarter 1 (1 April – 30 June 2022)	Quarter 2 (1 July to 30 Sept 2022)	Quarter 3 (1 Oct – 31 Dec 2022)	Expected Year- end (to 31 <sup>st</sup> March 2023)
Red	1	1	3	1
Amber	5	3	1	2
Green	5	7	7	8
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

13. Below are the measures to note for Q3. For further details, please refer to Annex 2.

- **Active Monitoring** reporting remains Red for Q3. We have tested two bespoke active monitoring templates for Operations and Non-Operations to launch in Q4. The recording of the active monitoring will now be held on the Wellbeing Health & Safety AssessNET system. From 1<sup>st</sup> April 2023 all active monitoring reports will be stored on the AssessNET system, this will enable staff to undertake active monitoring on site via their mobile phones and will aid with trend analysis. Each directorate will have a set target for active monitoring reports that will need to be achieved. We will continue to raise the profile of this work and through Q4 we are encouraging managers to be out with their staff talking about active monitoring. Red is expected at year-end, but there will be a whole scale shift in how we promote and manage this important work from April onwards, in line with reporting against the next Corporate Plan.
- **Health & Safety Near Miss reporting** is Red for Q3 with a decrease in reported near misses compared with last year (Green would reflect an increased number of these reports). We will continue to raise the profile of this work through managers' monthly updates, guidance and emails to all senior management and team leaders. Through Q4, managers will be out with their staff active monitoring and reinforcing the importance of Near Miss reporting in avoiding actual incidents. We expect this performance to improve through Q4 and can already see that reporting has increased significantly in the first month of Q4. We expect to be Green at year-end and we are planning a significant shift in how we promote and manage this

important measure from April onwards in line with reporting against the new Corporate Plan.

- **Absence** has moved to Red with higher rates of absence across all directorates in the second half of Q3. An action plan has been established regarding sickness absence to provide support. Amber is currently expected at year-end.
- **Access to Information requests** (ATIs) responded to within 20 days remains Green at the end of Q3. At the start of the reporting year, we received a high number of complex Subject Access Requests (SARs), which impacted the capacity of the team to respond to other requests. However, the team attended formal training, tightened up processes and raised organisational awareness and Green is now expected at year-end.
- **Payments performance** to our suppliers is Green at the end of Q3, a further improvement from Q2. A concerted effort is being made to ensure that we reach the 95% target, and to improve processing within a ten-day turnaround. We still expect to be Green at year-end.

## Risks and opportunities

14. If the performance information provided does not accurately reflect progress towards delivery of the Business Plan, and the operation of NRW as an organisation, then the Board will be unable to fulfil their role to scrutinise delivery.

## Wider implications

- (a) **Finance:** 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.
- (b) **Equality:** The relevant Equality Impact Assessment covers our Wellbeing Statement, Business Plan 2022/23 and Corporate Plan to the end of March 2023.

## Next Steps

15. Both Performance Reports will be discussed with Welsh Government and submitted to the Minister for Climate Change. They will be published on the Natural Resources Wales website.

## Recommendation

16. The Board is requested to scrutinise and agree the Business Plan Performance Dashboard Report and the Internal Performance Report - and confirm suitability for publication.

## Index of Annexes

- Annex 1 – Business Plan Performance Dashboard 2022/23
- Annex 2 – Internal Performance Report 2022/23

## Annex 1: Business Plan Performance Dashboard 22/23 (to Q3)

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

### Responding to the climate emergency and the nature emergency...

Current	Measure	Year end	Page
Amber	<a href="#">Support delivery of recommendations and actions from Renewable Energy deep dive</a>	Amber	6
Green	<a href="#">Develop a low emission fleet and deliver a low emission and climate adapted built estate</a>	Amber	7
Amber	<a href="#">Implement Flood Review recommendations / actions</a>	Amber	9
Amber	<a href="#">Maintain flood risk assets in high risk locations at target condition</a>	Amber	10
Green	<a href="#">Properties with reduced level of risk or sustained protection through capital work</a>	Green	11
Red	<a href="#">Produce Flood Risk Management Plans</a>	Red	12
Green	<a href="#">Priority actions undertaken on protected sites across Wales to improve condition of features</a>	Green	14
Green	<a href="#">Delivering targeted action for declining species or those on the edge of extinction</a>	Green	15
Amber	<a href="#">Management of programmes to address and restore habitats across Wales</a>	Green	17
Green	<a href="#">Action undertaken to restore Welsh peatlands including degraded NRW Estate peatland</a>	Green	18
Amber	<a href="#">Develop the biodiversity and cultural value of the NNRs in our direct care</a>	Amber	20
Amber	<a href="#">UKWAS Corrective Action Requests and Observations progress</a>	Amber	21
Green	<a href="#">Area of new woodland created on the NRW Estate</a>	Green	22
Green	<a href="#">Timber volume offered to market</a>	Green	23
Green	<a href="#">Deliver actions in the Wales Marine Protected Area (MPA) Network Management Action Plan</a>	Green	25
Amber	<a href="#">Permits and licences issued within statutory timescales</a>	Amber	27
Green	<a href="#">Category 1 and category 2 compliance breaches are subjected to further assessment</a>	Green	28
Green	<a href="#">Decision on an appropriate enforcement response within 3 months</a>	Green	29
Green	<a href="#">Response to incidents initially categorised as 'High' within 4 hours</a>	Green	31

\*For [key to green, amber and red performance assessment](#): see page 54.

**Using our expertise, alongside that of others...**

Current	Measure	Year end	Page
Amber	<a href="#">Complete re-design of our freshwater quality monitoring network...</a>	Amber	34
Amber	<a href="#">Response to environmental governance issues and liaison with Interim Assessor</a>	Green	36
Green	<a href="#">Inform development of Welsh Government future land management policy &amp; legislation</a>	Green	37
Green	<a href="#">Develop and implement programme to examine a proposed new National Park</a>	Green	38
N/A	<a href="#">Work to set strategic direction for development and implementation of projects</a>	Green	40

**Improve water quality through raising awareness...**

Current	Measure	Year end	Page
Red	<a href="#">Deliver programmes to review statutory water quality requirements</a>	Red	43
Green	<a href="#">Deliver NRW input to the various Water Company Planning Programmes</a>	Green	44
Amber	<a href="#">NRW progress on key deliverables for Special Areas of Conservation (SAC) Rivers Project</a>	Amber	46
Amber	<a href="#">Progress of our work to reduce pollution from metal mines</a>	Amber	47

**Involving a diverse range of stakeholders...**

Current	Measure	Year end	Page
Green	<a href="#">Deliver against agreed actions for Year 1 of 'All Together' (Diversity and Inclusion Strategy)</a>	Green	50
Green	<a href="#">Ongoing development and delivery of combined training, resource and projects</a>	Green	51
Amber	<a href="#">Progress of Nature and Us / Natur a Ni programme</a>	Amber	53

**Developing NRW into an excellent organisation...**

See 'Internal Performance report' for measure positions related to this priority

For [key to green, amber and red performance assessment](#): see page 54.



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

### **Responding to the climate emergency and the nature emergency...**

- [Decarbonisation \(page 5\)](#)
- [Managing Flood Risk \(page 8\)](#)
- [Nature Emergency \(page 13\)](#)
- [Habitat Restoration \(page 16\)](#)
- [NRW Estate \(page 19\)](#)
- [Marine Environment \(page 24\)](#)
- [Regulation \(page 26\)](#)
- [Incident management \(page 30\)](#)

### **Using our expertise, alongside that of others...**

- [Improving and presenting evidence... \(page 33\)](#)
- [Providing Advice and Guidance \(page 35\)](#)
- [Using Area Statement \(page 39\)](#)

### **Improve water quality through raising awareness...**

- [Water Planning \(page 42\)](#)
- [Water Management \(page 45\)](#)

### **Involving a diverse range of stakeholders...**

- [Diversity and Inclusion \(page 49\)](#)
- [Nature and Us \(page 52\)](#)

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 and the nature emergency, focussing on Nature Based Solutions and Decarbonisation

The climate and nature emergencies are inextricably linked - what we deliver to address climate change can also help reduce biodiversity loss and vice versa. Nature based solutions lie at the heart of this. Much of our work provides these multiple benefits, improving biodiversity and locking in carbon through our planned work on peatland restoration, woodland creation, and management of marine inter-tidal habitats.

Our business as usual work reflects a huge part of many people's jobs. For example, monitoring and collating data to inform our decision making on reducing Wales' and NRW's carbon footprint; managing our estate to maximise carbon sequestration opportunities; planning for and responding to drought and flooding incidents as well as the emergence of new threats to our natural environment such as pests and diseases. We control carbon emissions through our regulatory duties, permitting the use of emerging technologies that contribute to the decarbonisation of our economy.

Our [Business Plan](#) sets out the following topics in relation to this priority:

- [Responding to the climate emergency - decarbonisation](#)
- [Responding to the climate emergency - managing flood risk](#)
- [Responding to the nature emergency](#)
- [Nature based solutions - habitat restoration](#)
- [Nature based solutions - enabling tree planting and woodland creation](#)
- [Nature based solutions - managing the NRW Estate](#)
- [Nature based solutions - managing the marine environment](#)
- [Responding to the climate and nature emergencies - regulation](#)
- [Responding to the climate and nature emergencies - incident management and response](#)

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

## Topic: Responding to the climate emergency - decarbonisation

### Topic summary progress:

- Climate Change and Decarbonisation Team Leader and Team Technical Support roles now providing greater capacity to progress and develop the programme.
- The Fleet Forward Plan and Procurement Forward Plan are in final draft with approval to be sought in February while the draft Built Estate Plan is being reviewed. These will provide the key elements of the Net Zero Plan at year end.
- Work ongoing to review the Climate Emergency work programme and incorporate all key climate action. The organisational wide Climate Risk Assessment report has been completed and is now being consulted upon.
- The Carbon Literacy based climate change training course resources have been finalised for trialling in Q4.
- The Emergency Sub-group has been established and begun considering the mainstreaming of climate action across NRW, including recent consideration of the procurement decarbonisation forward plan and development of climate change principles and targets to apply to all work. To note, however, although the planning work is green (e.g. procurement, fleet, facilities, climate adaptation and risk management), the delivery of the forward programme across the business will be a significant challenge for all heading into 2023/24, to support corporate plan delivery.

Topic owner: Ruth Jenkins

### Business Plan dashboard measure/s for this topic:

- Support delivery of recommendations and actions from Renewable Energy deep dive
- Develop a low emission fleet and deliver a low emission and climate adapted built estate

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

## Measure: Support delivery of recommendations and actions from Renewable Energy deep dive

This measure reflects our activity to support delivery of [recommendations and actions arising from Welsh Government's \(WG\) Renewable Energy deep dive](#), recognising our contribution in relation to these in order for Wales to at least fully meet its energy needs and tackle the nature and climate emergencies.

### Latest position (to end of December 2022):

- Our **milestone for this measure is to progress NRW's deep dive actions.**
- We have completed the review of resource needs and provided the relevant information to WG. We have supported and provided advice in the end to end review of marine licencing, consenting and advisory processes and provided advice to WG on marine resource needs and options for supporting consenting and advisory services.
- The JNCC transfer of functions is progressing and we are concluding the transfer of responsibility with WG.
- We have identified marine evidence gaps but are still working on terrestrial evidence. We have concluded the data analysis and spatial mapping of evidence to support the identification of marine 'strategic resource areas, to signpost areas for development of different renewable energy technologies.
- We have partially completed work to support the review and mapping the process for land based renewables installations to support permissions for environmental technologies.
- We have completed 4 of 7 actions and partially concluded the remaining 3 actions.

### What we are doing next:

- We will continue to work on our actions that are partially completed and expect to conclude work on gaps in terrestrial evidence and progress activity on transfer of functions from JNCC.
- We will continue to support other WG actions with advice and guidance as required. We currently expect to be Amber at year end pathway to Green is reliant on decisions on resource requirements and dependant WG actions.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Green	Amber	Amber	Amber

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

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## Measure: Develop a low emission fleet and deliver a low emission and climate adapted built estate

This measure reflects activity forming part of our Adfywio/Renewal programme to develop a low emission fleet and deliver a low emission and climate adapted built estate.

### Latest position (to end of December 2022):

- Our **milestone for this measure is deliver the first of the Accommodation Strategy approved recommendations.**
- We have completed this activity. We have closed Cantref Court and progressed the Cardiff Opportunity including developing a project brief, seeking ET approval and beginning staff consultation.
- This measure is **Green**.

### What we are doing next:

- We will now progress the Cardiff opportunity and progress the development of a procurement exercise to procure an all NRW Electric Vehicle charging infrastructure in 2023/24.
- We are not currently on track to achieve all our **year end milestone activity of deliver Adfywio programme commitments for 2022/23** in Q4 and are expecting to be Amber at year end. This is due to unforeseen staff resource issues within the team due to sickness.
- We currently expect we will be Amber at year end.

Measure owner: Victoria Rose-Piper

Q1	to Q2	to Q3	Expected year end
Amber	Amber	Green	Amber

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

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## Topic: Responding to the climate emergency - managing flood risk

### Topic summary progress:

- Our **capital programme** is progressing well, with significant schemes at Llyn Tegid, Cowbridge, Afon Wydden and Llanfair TH set to complete this year, with other significant schemes such as Stephenson St (Newport) and Ammanford set to commence construction soon.
- The **Flood Recovery and Review Implementation Programme** is progressing well and we are on track with delivery of the actions. Continued work is needed on incident rota numbers and on flood warning areas. We are producing closure reports for the work areas, to capture the evidence of delivery for the complete actions and to provide clear evidence of transfer to other work programmes where the action is ongoing or for delivery over the longer term.
- Our routine annual **maintenance programmes** continue, as we continue to operate on a prioritised basis within the budgets available to us. We continue to make process and delivery improvements, there is a significant workload here.
- We have **34 projects** in our **Improvements Programme**, at various stages. Several are significant ICT projects which are delivering core customer-facing systems, such as the **Flood Warning Service** replacement project and the **Telemetry** replacement project, both of which are progressing well.
- We have continued to address the relevant recommendations from the 'Toddbrook review' into **reservoir safety**, as we seek to do more to go beyond compliance to ensure safety.
- We continue to push for recognition of and action against the challenges ahead, particularly in regard to the need for significant **adaptation** in response to the **Climate Emergency**.
- Overall, much significant work continues to be delivered. The main challenge remains volume of work and rising external expectations, with high workload on our staff. **Recruitment** is challenging, with **skills shortages** across the industry. We have increased our activities on the **skills and capability** agenda, but there is more to do.

Topic owner: Jeremy Parr

### Business Plan dashboard measure/s for this topic:

- [Implement Flood Review recommendations / actions](#)
- [Maintain flood risk assets in high risk locations at target condition](#)
- [Properties with reduced level of risk or sustained protection through capital work](#)
- [Produce Flood Risk Management Plans](#)

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## Measure: Implement Flood Review recommendations / actions

The February 2020 floods were the most significant floods in Wales since the 1970s, and our Review into our own performance identified areas for improvement and recommended actions. This measure reflects delivery tracking of the remaining improvements identified in [our Review](#).

### Latest position (to end of December 2022):

- Our **milestone for this measure for this quarter was to complete all 12 flood Work Area Closure Reports, and to draft, review and approve a Programme Closure Report**. 8 of the flood Work Area Closure Reports are signed off, with the remaining 4 now scheduled for Q4. The Flood Recovery and Review Implementation Programme (FRRIP) Board is scrutinising the reports for evidence of delivery, and some further work is needed in some cases, and so this rightly has delayed sign off of the 4 remaining Work Area Closure Reports. FRRIP Board consider it is not yet appropriate for Programme closure at this time. We will produce a Programme Transition Report to provide confidence that remaining recommendations will be appropriately managed and tracked.
- Our target also includes progress on the 59 actions scheduled for delivery by year end. We are on schedule with all 59 actions having been delivered. The remaining 15 actions are longer term ones to be managed via Business Boards.
- This measure is **Amber** as we are behind where we planned to be on the closure reports.

### What we are doing next:

- We are progressing the remaining Work Area Closure Reports in Q4. We will draft and submit the Programme Transition Report for FRRIP Board approval, defining how actions will be owned and delivered via Business Boards routes. We will continue with delivery of remaining actions, but we have already achieved the target of 59 of the actions being delivered by year end. Achieving Green by year end also depends on acceptance of the 4 remaining Work Area Closure Reports and the Programme Transition Report. This is unlikely by year end, due to the scrutiny we are placing on these reports. We anticipate Amber status at year end.

Measure owner: Jeremy Parr

Q1	to Q2	to Q3	Expected year end
Amber	Amber	Amber	Amber

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

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### Measure: Maintain flood risk assets in high risk locations at target condition

NRW owns and/or maintains 3,500 assets 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 December 2022):

- Our **target for this measure is 98% of flood risk assets in high-risk systems at target condition.**
- We are at 97.8% at end of December 2022. We have not achieved this and **this measure is Amber.**
- We currently have 79 below required condition assets across Wales and require 70 or fewer to achieve the target, therefore we are 9 assets from Green. Asset inspections are carried out on a rolling basis. Issues which cause an asset to become a below required condition asset may be found at any time. We continually update our data. This measure is a snapshot in time. During the last quarter, we have made fixes to 24 assets but 28 different assets have become below their required condition due to issues found.

#### What we are doing next:

- Our **target for the next reporting period is 98% of flood risk assets in high-risk systems at target condition.**
- We are currently NOT on track to meet our **year end target of 98% of flood risk assets in high-risk systems at target condition** and are going to be Amber at year end.
- 36 assets are planned to be returned to target condition in the next quarter and a further 34 in the next financial year with the remaining 9 after that time period. This is an estimate at present and may change depending on investigations and resource availability whilst recognising that some of the works take considerable planning.
- Training of the additional asset inspectors is nearing completion meaning they will be inspecting assets soon. This may mean that more assets will be assessed as below their required condition.

Measure owner: Jeremy Parr

Q1	to Q2	to Q3	Expected year end
Amber	Amber	Amber	Amber

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

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### Measure: Properties with reduced level of risk or sustained protection through capital work

This measure reflects the number of 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 December 2022):

- Our **target is 1,000 properties by year end.**
- Key projects are progressing well, and we are currently forecasting that we will surpass our target at year end. The majority of properties have already been claimed as we have reached key delivery windows, including working on sea defences (September) and the fisheries embargo for in-river work (October). This is reflected in our profiles for the year. Key projects this year include Llanfair TH (33 properties), Llyn Tegid (800 properties), Afon Wydden (150 properties) and Cowbridge (150 properties), and these are on track.
- This measure is **Green**.

#### What we are doing next:

- We will continue to deliver our key projects and ensure that we meet the target of 1,000 properties. We are also continuing to develop projects that will contribute to delivery of this target in future years.
- We are on track to achieve our **year end milestone activity of 1,000 additional properties directly provided with reduced risk or sustained level of protection** in Q4 and expect to be Green at year end.

Measure owner: Jeremy Parr

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

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

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## Measure: Produce Flood Risk Management Plans

This measure reflect our progress in producing updated [Flood Risk Management Plans \(FRMPs\)](#) and includes updates in relation to their development, consultation around them, their publication and future monitoring. The updated plans will identify what is at risk of flooding alongside the objectives and measures that we propose to manage the risk of flooding.

### Latest position (to end of December 2022):

- Our **milestone for this measure is FRMPs published by end of Q3**.
- We have not met this milestone this activity. The FRMPs have been drafted and following extensive internal consultation and feedback from the Executive Team, some content changes have been made to the proposed plans to ensure alignment with the new corporate plan. This has led to delays meaning we have not been able to issue the plans out for external consultation yet, and therefore publication is delayed.
- This work has also been significantly impacted by staff resourcing and recruitment issues and competing demands.
- This measure is **Red** as this interim milestone has been missed and publication of plans will not be achieved this financial year.

### What we are doing next:

- We will now issue the plans out for full external consultation in Q4 (February 2023).
- We are not on track to achieve our **year end milestone activity of all FRMPs published (and FRMPs incorporated into Business as Usual and monitored)** in Q4 and are therefore highlighting this measure will be Red at year end.
- Due to the fixed statutory timescales required for external consultation (12 weeks), we are unable to bring the plans back on schedule within this financial year. They will be published as soon as possible in Q1 of 2023/4

Measure owner: Jeremy Parr

Q1	to Q2	to Q3	Expected year end
Green	Amber	Red	Red

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

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## Topic: Responding to the nature emergency

### Topic summary progress:

- The Senedd have declared a nature emergency for Wales. 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 and deliver Nature Networks, a Welsh 3-year costed programme to enhance biodiversity and build ecosystem resilience with protected sites at its core.
- Reviewing the recommendations of the WG Deep Dive into biodiversity working with others to implement actions to contribute to the global target to protect 30% of the land and sea by 2030, tackling our nature and climate crises.
- Working with WG and NLHF to deliver the Nature Networks Fund - a grant programme to support projects which will strengthen the resilience of Wales' network of protected land and marine sites and support a green recovery for nature and communities.
- Working collaboratively across the UK in the build up to COP15 to reiterate our commitment to restore biodiversity in line with the key actions in Nature Positive 2030.

Topic owner: Martyn P. Evans

### Business Plan dashboard measure/s for this topic:

- Priority actions undertaken on protected sites across Wales to improve condition of features
- Delivering targeted action for declining species or those on the edge of extinction

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## Measure: Priority actions undertaken on protected sites across Wales 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 across Wales to fully provide ecosystem service benefits and function as a core part of a resilient ecological network - enabling habitats and wildlife to thrive.

### Latest position (to end of December 2022):

- Our **milestone for this measure is 50% of actions completed/underway**.
- We have completed this activity. Environment Teams have reported that 78% of actions in the annual plan are now underway or complete. This equates to 92 actions underway and 64 complete from a total of 199 actions in the annual plan.
- This measure is **Green**.

### What we are doing next:

- We will now continue with delivery of NRW actions for designated sites and on the NRW Estate, working with stakeholders, partly funded through the Welsh Government Nature Networks Fund. Our milestone for the next reporting period is 80% of actions completed/underway.
- We are currently on track to achieve our **year end milestone activity of 80% of planned actions completed** in Q4 and expect we will be Green at year end.

Measure owner: Martyn P. Evans

Q1	to Q2	to Q3	Expected year end
Green	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 December 2022):

- Our **milestone for this measure is agree the programme of work to deliver NRW actions within the Wales Action Plan for the Recovery of Curlew.**
- We have completed this activity. We have recruited a Specialist Advisor, Terrestrial Species Recovery working on both curlew recovery and the invertebrate features of SSSI. We have agreed a plan of work for the NRW actions including that NRW will be organisational lead for two Important Curlew Areas.
- This measure is **Green**.

#### What we are doing next:

- We will now continue work on delivering the curlew actions. We have also appointed a Lead Specialist Advisor - Species Policy who is now working to complete the NRW Conservation Translocations policy and process.
- We are currently on track to achieve our **year end milestone activity to progress specific projects illustrating our work in this area (and submit the National Heritage Lottery Fund stage two application for Natur am Byth)** in Q4.
- We currently expect we will be Green at year end.

Measure owner: Martyn P. Evans

Q1	to Q2	to Q3	Expected year end
Green	Red	Green	Green

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

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## Topic: Nature based solutions - habitat restoration

### Topic summary progress:

- NRW is progressing the priorities of the Vital Nature Strategy and Work Programme, putting biodiversity and ecosystem resilience at the centre of our work including: Working with Welsh Government to develop and deliver Nature Networks, a Welsh 3-year costed programme to enhance biodiversity and build ecosystem resilience with protected sites at its core.
- Working with Welsh Government to develop and deliver Nature Networks, a Welsh 3-year costed programme to enhance biodiversity and build ecosystem resilience with protected sites supporting the actions in biodiversity deep dive. This includes supporting National Lottery Heritage Fund (NLHF) and WG in grant funding allocations and the delivery of terrestrial and marine projects across Wales. Working with WG and NLHF to deliver the Nature Networks Fund - a grant programme to support projects which will strengthen the resilience of Wales' network of protected land and marine sites and support a green recovery for nature and communities.
- Delivery of the peatland restoration programme and working with Welsh Government to 'upscale' peatland restoration targets. Both to ensure 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.
- Delivery of the River Restoration Programme including projects to address physical modifications within rivers, safeguard freshwater pearl mussels across Wales and address catchment wide pressures.
- Continuing to build a programme for grassland restoration with a Pilot Project underway.

Topic owner: Ruth Jenkins

### Business Plan dashboard measure/s for this topic:

- Management of programmes to address and restore habitats across Wales
- Action undertaken to restore Welsh peatlands including degraded NRW Estate peatland

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## Measure: Management of programmes to address and restore habitats across Wales

This measure reflects our progress with management of programmes to address and restore habitats across Wales, including updates through the year on the Nature Networks Programme, Grassland programme and LIFE Quake project.

### Latest position (to end of December 2022):

- Our **milestone for this measure is agree a framework for the delivery of the Wales Grassland Programme**
- We have partially completed this activity. We commissioned work to develop a draft grassland programme in November 2021. The report was received in Spring, but we decided to commission further work in order to agree priority areas for grassland restoration. This additional work, which will be delivered in March, is required to finalise the framework. We have appointed a project officer (November) to start to work on restoration of grassland in a pilot area in North Pembrokeshire and SE Carmarthenshire.
- This measure is **Amber**.

### What we are doing next:

- We have appointed PONT Cymru to identify key grassland areas in Wales (by March 2023) and this will be used to finalise the framework. If there is sufficient funding in 2023/24, we will appoint additional staff to restore grasslands in these areas.
- We are currently on track to achieve our **year end milestone activity to establish new Welsh Government and EU LIFE restoration programmes (including complete the implementation of the LIFE Quake project set up phase)** in Q4 and should be Green at year end.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Green	Green	Amber	Green

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

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## Measure: Action undertaken to restore Welsh peatlands including degraded NRW Estate peatland

We are continuing to progress a national programme of peatland restoration across Wales. This measure reflects key action 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 on other land.

### Latest position (to end of December 2022):

- Our **milestone for this measure is to commence National Peatland Action Programme groundworks.**
- We have completed this activity. We have completed two large groundworks contracts. Other groundworks contracts are currently underway.
- This measure is **Green**.

### What we are doing next:

- We will now continue with the remaining groundworks programme, continue to monitor grants and develop the work programme for next financial Year.
- We are currently on track to achieve our **year end milestone activity to deliver 450 ha of peatland restoration activity as part of the National Peatland Action Plan (including approximately 120ha on the NRW Estate)** in Q4.
- We currently expect we will be Green at year end.

Measure owner: Martyn P. Evans

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

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

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## Topic: Nature based solutions - managing the NRW Estate

### Topic summary progress:

- The NRW land estate is the Welsh Government Woodland Estate and National Nature Reserves (NNRs) for which we are responsible. At 160,000ha, it is 7% of the size of Wales because it is 7% of Wales. It includes among other things:
  - 80 designated Special Areas of Conservation and Sites of Special Scientific Interest, 56 NNRs.
  - 40% of Wales woodland, 19,000ha of ancient woodland sites, and 60% of Wales' sustainable timber harvest.
  - 3.5M visits per year on 955km walking, 25 accessible; and 8 horse-riding trails; 566km mountain biking trails; 6 visitor centres; and 3,702km of forest roads for recreation as well as forest management.
  - 441MW installed capacity of renewable energy. 32.9MtCarbon stocks (81% woodland, 9% bog/fen, 10% other).
  - 27 reservoirs, 160 ex-industrial spoil tips, 18,000 ash trees to make safe, 200km unauthorised bike trails to sort.
- Our main aim for the Estate is sustainable management of natural resources. This costs £55M per year of which £30M to £40M is funded by sustainable enterprise. With these resources we are:
  - Adapting to climate change and enabling society to adapt, especially for flood risk and to safeguard clean water.
  - Reducing greenhouse gas emissions by maintaining the area of woodland, converting degraded deep peat into healthy wet peatland habitat, providing harvestable timber; and supporting increases in on-shore wind-power.
  - Improving ecological processes to enable nature to adapt to climate change and protecting key species / habitats.
  - Providing opportunities for people to enjoy the outdoors benefiting health, well-being and social capital.
  - Enabling communities to use their local NRW Estate. Supporting sustainable private enterprise.
- The measures in this topic illustrate this range of services. Action undertaken to restore Welsh peatlands including NRW Estate peatland and Management to address and restore habitats across Wales are also relevant.
- We hold ourselves to high standards of sustainable land management, including for example Forest Industry Safety Accord (FISA) requirements and ISO45001 health and safety management standards; UK Woodland Assurance Standard (UKWAS), and ISO14001 environmental management system.

Topic owner: Dominic Driver

### Business Plan dashboard measure/s for this topic:

- Develop the biodiversity and cultural value of the NNRs in our direct care
- UKWAS Corrective Action Requests and Observations progress
- Area of new woodland created on the NRW Estate
- Timber volume offered to market

### Measure: Further develop the biodiversity and cultural value of the NNRs in our direct care

This measure reflects the delivery of priority actions being carried out to further develop the value of National Nature Reserves (NNRs) in NRW's direct care. The priority actions reflect those we have deemed the most important to generate beneficial ecological processes.

#### Latest position (to end of December 2022):

- Our **milestone for this measure is to have made sufficient progress to be confident about reaching the year-end milestone.**
- Of the 133 priority actions, 26 are underway, 34 have contracts awarded, 14 are out for tender and 34 are completed. 8 are no longer required. 29 have yet to be started.
- The status is Green for 85 projects (64%). 18 are Amber. 22 (17%) are Red, most to be re-baselined.
- This measure is Amber. We are forecasting 82% of planned works delivered. This would be Green but concerns about contractor availability mean we are Amber overall. The Back to Green pathway is to confirm budget availability and rapidly award contracts for delivery.

#### What we are doing next:

- We will continue to deliver the planned program of works and follow the Back to Green pathway.
- We are currently likely to come in just under our **year end milestone activity of 80% of 133 priority actions across 44 NNRs delivered** by year end.
- We currently expect we will be Amber at year end.

Measure owner: Dominic Driver

Q1	to Q2	to Q3	Expected year end
Green	Green	Amber	Amber

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

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## Measure: UKWAS Corrective Action Requests and Observations progress

This measure reports on the annual UK Woodland Assurance Standard (UKWAS) external audit.

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.

### Latest position (to end of December 2022):

- Our **milestone for this measure is to have made sufficient progress to be confident of the year-end milestone.**
- We have now completed this activity. At the annual audit in November, we closed the 4 Observations (Obs) from 2021. The 1 Major and 1 Minor Corrective Action Request (CAR) from the 2021 audit were closed earlier in the year. 5 new Minor CARs and 1 Obs were raised. 1 Obs will remain open during period of the certificate for annual assessment.
- This measure is **Amber**.

### What we are doing next:

- We will now build on the encouraging 2022 audit and also work to address the CARs and Obs by the 2023 audit.
- We will not achieve our **year end milestone of fewer CARs open after this year's audit than after last year's audit.** However, the improving trend since we re-organised in 2019 remains evident. In 2021 we had 1 Major CAR, 1 Minor CAR and 5 Obs open after audit. We now have 5 minor CARs and 2 Obs. While we have more Minor CARs open now than at last year, this is the first year since 2018 that we have not had a Major CAR.
- We have retained certification for the 21<sup>st</sup> year in a row. Ours are the longest running continuously certified state forests in the world, along with the state forests of England and Scotland.
- We will be Amber at year end.

Measure owner: Dominic Driver

Q1	to Q2	to Q3	Expected year end
Amber	Amber	Amber	Amber

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

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### 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 where work is done to establish new woodland by planting and/or natural colonisation). 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 December 2022):

- **Our milestone for this measure is to have made sufficient progress to be confident about reaching the year-end milestone.**
- So far this year, we have acquired 44ha and have a total of 296ha in progress with solicitors, 212ha of which we believe we will complete this financial year. We have 164ha (sites acquired in 2021/22) for planting this year. We have secured approval from Welsh Government to continue to acquire sites through a range of mechanisms.
- This measure is **Green**.

#### What we are doing next:

- We have completed ground preparation work and will continue to carry out public engagement, plan and secure contractors for planting in Q4.
- **We are currently on track to achieve our year end milestone of an additional 150 ha of land acquired / identified for woodland creation (contributing to 350 ha total over the life of the programme) plus 150 ha woodland created in 2022/23.**
- We currently expect we will be Green at year end.

Measure owner: Dominic Driver

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

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

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### Measure: Timber volume offered to market

This measure reflects a commitment set out in the [Timber Sales and Marketing Plan](#). We currently offer 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 December 2022):

- Our **target for this measure is 591,000m<sup>3</sup> offered to market**.
- We have achieved 94% of this. We have offered 555,000m<sup>3</sup> to market.
- This measure is **Green**.

#### What we are doing next:

- We will offer a further 176,000m<sup>3</sup> to market in the February 2023 sale,
- We are currently on track to meet over 97% of our **year-end target of 750,000m<sup>3</sup> offered to market** in Q4.
- 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	Green

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

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## Topic: Nature based solutions – managing the marine environment

### Topic summary progress:

- The marine programme continues to be steered as a single integrated programme of marine work across NRW.
- Work has continued/commenced this year in priority areas such as: delivery of the Offshore Renewable Energy Programme and support of renewable energy deep dive implementation for land/water and sea - we still await clarification on the resources set out in the Service Level Agreement submitted to WG; continuing to implement work in the new marine projects team to deliver capital funded projects under Nature Networks to improve the condition of Marine Protected Areas; advising WG on environmental considerations in developing a spatial approach to marine planning; implementing our guidance on assessing coastal squeeze; working with partners to deliver the marine Area Statement; managing the Burry and Dee cockle fisheries; delivery of our Dee conservancy function; continuing to deliver fisheries environmental impact assessments under the assessing Welsh Fishing Activity project to WG; supporting UK process for development of new Marine Fisheries Management Plans; delivering to our marine evidence programme and revised priority evidence needs; and responding to proposed changes in environmental management policy and legislation from Defra and exploring implications with WG.

Topic owner: Rhian Jardine

### Business Plan dashboard measure/s for this topic:

- [Deliver actions in the Wales Marine Protected Area \(MPA\) Network Management Action Plan](#)

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## Measure: Deliver actions in the Wales Marine Protected Area (MPA) Network Management Action 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 December 2022):

- Our **milestone for this measure is to review action progress and report to Wales MPA Network Management Steering Group.**
- We have completed this activity. We have reviewed all the NRW actions in the action plan and we reported on our progress to the MPA Management Steering Group on the 17/10/22. We also presented to them two NRW action completed last year. The NRW funded action (landfill impacts on MPAs) is still progressing well with a lot of interest being shown internally on the potential results, there is no reason that it will not successfully complete this year. All other actions are also progressing well with no concerns. The call for actions for the 2023/24 action plan went out on the 26 October 2022 and NRW are likely to submit two new actions as well as being involved in two more submitted by external partners (National Trust and Swansea University).
- This measure is **Green**.

### What we are doing next:

- We will now continue to progress all actions.
- We are currently on track to achieve our **year end milestone activity to deliver 100% actions by year end (and sign off and report on final delivery)**, in Q4, and are very likely to be Green at year end.

Measure owner: Rhian Jardine

Q1	to Q2	to Q3	Expected year end
Green	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: Responding to the climate and nature emergencies - Regulation

### Topic summary progress:

- The measures for Regulation show performance is on track, except for Permitting which is Amber.
- Overall, for the year up to the end of Q3 we successfully issued 86% of permits and licences within statutory timescales. We continue to liaise closely with WG in relation to their end-to-end review of marine licensing. We continue to issue new general licences have been issued following conclusion of the Wild Bird Review. Recruitment to technical vacancies continues to prove difficult resulting in delays to determination of some permits. Some recruitment has progressed, including the creation of temporary posts to help improve performance, due to a backlog in the work queue before applications are duly made. We have updated our duty making guidance to help improve processes and application quality. Permit reviews for five Energy from Waste Installations are progressing to implement new European standards for this sector.
- We successfully completed the determination of the Water Resources New Authorisations applications by the statutory December 2022 deadline and completed the BREF (Best Available Techniques Reference documents) permit reviews for the five Energy from Waste Installations.
- We have improved the timeliness of enforcement decisions and follow up compliance breaches.

Topic owner: Nadia De Longhi

### Business Plan dashboard measure/s for this topic:

- Permits and licences issued within statutory timescales
- Category 1 and category 2 compliance breaches are subjected to further assessment
- Decision on an appropriate enforcement response within 3 months

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## Measure: Permits and licences issued within statutory timescales

This measure reflects permits and licences issued within [statutory timescales \(which vary by permit\)](#), and additionally includes an additional progress update in Q3 on completion of specific permit reviews (for energy from waste installations) and new authorisations applications (in relation to water resources).

### Latest position (to end of December 2022):

- Our **milestone for this measure is 90% of permits and licences issued within statutory time period**.
- This measure is **Amber**. Despite having difficulties recruiting technical staff, we issued 85% of permits within statutory timescales during Q3, (86%, Q1-Q3).
- We successfully completed the determination of the Water Resources New Authorisations applications by the statutory December 2022 deadline, and also completed the BREF (Best Available Techniques Reference documents) permit reviews for the five Energy from Waste Installations.

### What we are doing next:

- We are not currently on track to achieve our **milestone for this measure of 90% of permits and licences issued within statutory time period** and are unlikely to be Green at year end, though we will continue to aim for 90%.
- We are scoping options for a permit reform programme in addition to continual improvement of the service.
- We are developing a recruitment trial aimed at Grade 4 & 5 permitting officer posts to increase interest.
- Review of the permit determination OGN for the Environmental Permitting Regulations regimes has commenced.
- The waste regime is implementing a new approach at the duly-making stage to help identify poor quality applications earlier. These will be returned. Improved quality applications will help us reach the permit decisions more efficiently.
- We anticipate high demand for permit applications ahead of proposed changes to application charges being delivered through the Strategic Review of Charging programme (due 01 April 2023).

Measure owner: Nadia De Longhi

Q1	to Q2	to Q3	Expected year end
Amber	Amber	Amber	Amber

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

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### Measure: Category 1 and category 2 compliance breaches are subjected to further assessment

This measure reflects the number of category 1 and category 2 compliance breaches and provides assurance that they have been subjected to follow up compliance effort in the subsequent 6 months. Poor performance at permitted sites has the potential for a wide range of impacts. This measure also reflects additional updates each quarter, including in relation to service standards, compliance performance, water company performance and storm overflows action

#### Latest position (to end of December 2022):

- Our **milestone for this measure is 95% and update on compliance performance based on our Regulation Business Board metrics.**
- We have completed this activity for Q3. This measure means that in Q3, we are tracking follow up compliance effort for breaches which we identified between April 2022 and June 2022. We recorded 28 category 1 and 2 breaches during that period and over the subsequent 6 months carried out further compliance work for all of those breaches using a range of interventions.
- This measure is **Green** for Q3 as we carried out follow up compliance effort for **100%** of the Cat 1 or 2 breaches identified (28). For the period Q1 to Q3 we have carried out follow up effort for 86% of the Cat 1 and Cat 2 breaches.

#### What we are doing next:

- We will continue to prioritise follow up compliance effort where we have identified Category 1 and 2 breaches to ensure we bring operators back into compliance.
- We are currently on track to achieve our **year end milestone activity of 95% (and report on milestones from Regulatory Action Plan within Storm Overflow Roadmap)**. This measure has shown improvement through the year.
- We will proactively monitor delivery of this measure. We currently expect we will be Green at year end.

Measure owner: Martin Cox

Q1	to Q2	to Q3	Expected year end
Red	Amber	Green	Green

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

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### Measure: Decision on an appropriate enforcement response within 3 months

This measure reflects decisions on appropriate enforcement response in relation to environmental crime being made within three months. This measure also reflects additional updates each quarter, including in relation to enforcement priorities and annual regulatory and waste crime reporting

#### Latest position (to end of December 2022):

- Our **milestone for this measure is 95% of decisions in relation to environmental crime being made within three months (and publish Annual Regulatory Report for 2021)**.
- We have completed this activity.
- This measure is **Green**.

#### What we are doing next:

- We will continue to make decisions and take enforcement action swiftly.
- We are collating evidence to inform the Annual Regulation Report 2022 scheduled for publication later in 2023.
- We are currently on track to achieve our **year end milestone activity of 95% of decisions in relation to environmental crime being made within three months** in Q4.
- We currently expect we will be Green at year end.

Measure owner: Nadia De Longhi

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

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

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## Topic: Responding to the climate and nature emergencies - incident management and response

### Topic summary progress:

- **Preparedness:**
  - The resilience of our incident response roles (rotas and cascades) is starting to improve following the recent contractual consultation work, with more staff beginning to join these roles following the completion of their training. The implementation of this work will continue over the next two and a half years through the Resilient Response to Incidents project, with priority being given to the rotas addressing our highest risks.
  - As part of this project, we are improving our procedures for training staff to carry out incident response roles, including clarifying roles and responsibilities. New cohorts of staff have started the Incident Management Foundation Programme and Flood Warning Duty Officer training.
  - We are also:
    - Putting in place a new framework contract to provide a consistent air quality incident monitoring response across Wales, with delivery commencing 1<sup>st</sup> February.
    - Working with multi-agency partners to review and improve our preparedness for radiation, marine pollution, fire and coal tip incidents.
    - Updating a range of internal guidance, including our incident categorisation guidance and guidance on using our updated incident recording system.
- **Response & business continuity:** An average of 490 incidents were reported to us each month of Q3, which we responded to in line with our policies and procedures. We have also stood up a strategic incident response group to support our planning for and response to potential disruptions, with a focus on planning for disruptions to staff levels and energy supply, as well as the impacts of wider public sector industrial action. This work is also contributing to the longer-term development of our business continuity planning.

Topic owner: Lyndsey Rawlinson

### Business Plan dashboard measure/s for this topic:

- Response to incidents initially categorised as 'High' within 4 hours

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### Measure: Response to incidents initially categorised as ‘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 December 2022):

- Our **target is responding to 95% of these incidents within four hours**, with this being calculated for incidents with accurate data only (i.e., not missing or negative times). We report on records with these data quality issues separately.
- We have achieved this in Q3, with 96%. In relation to data quality, 7 out of the 249 incidents initially categorised as High-level have missing response details. We are addressing these with specific officers (as outlined below). A further 4 records have a negative response time, i.e., the response time was recorded as being before the notification time in error.
- This measure is **Green**.

#### What we are doing next:

- We are continuing to check all incident records that have missing response details. Recent recruitment means we now have four dedicated incident management officers in post who will be responsible for ensuring data quality and completeness within their operational areas.
- We are currently on track to meet our **year end target of 95%** in Q4, we currently expect we will be Green at year end.

Measure owner: Lyndsey Rawlinson

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

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

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## **Priority: Using our expertise, alongside that of others, with evidence from SoNaRR2020, to support innovative, integrated decision making to tackle the climate emergency and nature emergency**

Our business as usual activity here involves working with national stakeholders to gather, share, promote and update evidence on the state of natural resources in Wales, and using evidence based [Area Statements](#) to inform our priorities, projects and engagement with stakeholders in our seven places, particularly the Public Services Boards as they prepare their well-being assessments and plans. All our work is rooted in good evidence and using and sharing it with partners and communities to advocate for and deliver SMNR.

Our [Business Plan](#) sets out the following topics in relation to this priority:

- [Improving and presenting evidence about the natural environment](#)
- [Providing advice and guidance](#)
- [Work with partners and communities using area statements](#)

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

## Topic: Improving and presenting evidence about the natural environment

### Topic summary progress:

- We have produced and published an interactive graphical R Shiny dashboard that displays hi-resolution changes in the temporal pattern of water quality variables recorded by sondes installed recently at 6 locations in the River Wye catchment. This provides insight into patterns that aren't detectable from our routine monitoring programmes.
- We are producing detailed plans for SoNaRR2025, our third assessment of the state of Wales' natural resources, to be published in December 2025. We will use the assessments from 2016 and 2020 to identify what has changed and publish the updated assessment using the Natural Resource Register that was developed in 2020.
- We are developing a renewed evidence-led approach to innovation, built on advice from Nesta and the OECD and engaging with peers in DEFRA and elsewhere.
- We are developing a new programme of work to transform the way that we integrate and present evidence spatially to stakeholders in support of SoNaRR, SMNR and continue to manage and update content on the Wales Environmental Information Portal.

Topic owner: Chris Collins

### Business Plan dashboard measure/s for this topic:

- [Complete re-design of our freshwater quality monitoring network](#)

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## Measure: Complete re-design of our freshwater quality monitoring network

This measure reflects activity to complete the re-design of our freshwater quality monitoring network and monitoring programme and complete this year's monitoring programme. For this year, the quality of water in our rivers and streams, is a particular focus for us, as is developing our evidence and understanding of nutrient impacts in SAC (Special Areas of Conservation) rivers to inform a strategy for their long term remediation.

### Latest position (to end of December 2022):

- Our **milestone for this measure is to develop an implementation plan**. This measure is **Amber**.
- We have not completed this activity because of the delays reported last quarter in recruiting an officer to lead the work. We have now succeeded in recruiting the lead officer. We have reviewed and rescheduled our plan for the re-design of the freshwater water quality monitoring network in the light of the delays.

### What we are doing next:

- We have rescheduled the project plan and now plan to deliver the Q2 milestone of Develop and publish freshwater quality monitoring strategy by the end of Q4. Subsequent project milestones will be delivered as follows:
  - complete the redesign of our freshwater quality monitoring network by end December 2023
  - develop an implementation plan by end March 2024
  - begin sampling from the new network in January 2025
- We are not on track to achieve our **year end milestone activity of complete the redesign of our freshwater quality monitoring network and monitoring programme (and complete the 2022-23 monitoring programme)** in Q4. Whilst we are on track to deliver the 2022-3 monitoring programme, the delays in recruitment will delay the completion of the redesign of the freshwater monitoring network. We currently expect we will be Amber at year end.

Measure owner: Chris Collins

Q1	to Q2	to Q3	Expected year end
Green	Red	Amber	Amber

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

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## Topic: Providing advice and guidance

### Topic summary progress:

- We have established a new team that will manage this work and are actively recruiting.
- We are in the process of completing the activity for requests made in this quarter. Calls for evidence made include: the functioning of hedgerow legislation and management in Wales; the management and protection of protected sites in Wales and the implications of the Retained EU Law (Revocation and Reform) Bill 2022. We have agreed extensions to the deadlines. We have attended two expert forums held prior to these calls for evidence and supported the secretariat in their work. We have established a single point of contact for the Assessor, improved our liaison and ways of working with the Assessor and secretariat and maintained our senior level liaison.

Topic owner: Ruth Jenkins

### Business Plan dashboard measure/s for this topic:

- [Response to environmental governance issues and liaison with Interim Assessor](#)
- [Inform development of Welsh Government future land management policy & legislation](#)
- [Develop and implement programme to examine a proposed new National Park](#)

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## Measure: Response to environmental governance issues and liaison with Interim Assessor

This measure relates to NRW's response to environmental governance issues and liaison with the Interim Environmental Protection Assessor (Wales) (IEPAW) and proposed environmental oversight body

### Latest position (to end of December 2022):

- Our **milestone for this measure is to respond to relevant submissions including calls for evidence and published reports within 20 working days.**
- We are in the process of completing the activity for requests made in this quarter. Calls for evidence made include: the functioning of hedgerow legislation and management in Wales; the management and protection of protected sites in Wales and the implications of the Retained EU Law (Revocation and Reform) Bill 2022. We have agreed extensions to the deadlines. We have attended two expert forums held prior to these calls for evidence and supported the secretariat in their work.
- This measure is **Amber**.

### What we are doing next:

- We are currently on track to achieve our year end **milestone activity to provide submissions and evidence when required (and respond to relevant submissions including calls for evidence and published reports within 20 working days)** in Q4.
- We currently expect we will be Green at year end.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Green	Amber	Amber	Green

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

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## Measure: Inform development of Welsh Government future land management policy & legislation

This measure reflects provision of NRW advice and guidance to inform the development of Welsh Government future land management policy and legislation impacting on more than 90% of land in Wales. This includes activity around a regulatory standard for land in Wales, and development of Welsh Government's Sustainable Farming Scheme policy.

### Latest position (to end of December 2022):

- Our **milestone for this measure is support the development of Welsh Government's Sustainable Farming Scheme (SFS) policy and supporting legislation, responding to requests and evidence needs, helping develop options.**
- We have engaged well with the Welsh Government at Director Level, with the land reform unit, and with policy teams individually. WG have recognised our involvement and input and are positive about it. We have also been invited to sit on the monthly SFS programme Board at WG, which will help us further improve our ability to input into the scheme. There remain concerns about how much the scheme will deliver, and about the impact of the scheme on NRW resources.

### What we are doing next:

- We will continue to input into the scheme as and when required. We will continue to engage with the relevant WG teams through their revised governance and new focus on Day one readiness. We will assess the impact that the SFS might have on NRW's resources, before and after it goes live in April 2025.

Measure owner: Sian Williams

Q1	to Q2	to Q3	Expected year end
N/A	Green	Green	Green

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

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## Measure: Develop and implement programme to examine a proposed new National Park

This measure reflects activity to develop and implement a programme to examine a proposed new National Park in North East Wales to cover the Clwydian Range and Dee Valley.

### Latest position (to end of December 2022):

- Our **milestone for this measure is to progress programme milestones.**
- We now have a full programme team in post following commencement of the Communications and Engagement role. The inaugural Programme Board meeting took place and work was undertaken to progress through the process. Senior level meetings held with Local Authority officers and members; the Powys meeting was postponed and is to be rearranged. Detailed work has been undertaken to verify and refine the Area of Search resulting in amendment to the initial Western and Eastern draft boundary. Work has been undertaken to scope the All Wales Assessment of Natural Beauty. Paper is being prepared for NRW Board 27 January 2023.
- This measure is **Green**.

### What we are doing next:

- We will now, with the Communications and Engagement role in post, undertake detailed work on the communications and engagement strategy and seek senior meetings with a wider range of strategic stakeholders. The Area of Search will provide the framework to commission evidence in relation to the statutory criteria for National Park designation. A briefing paper will be prepared on the 'extensive tract of land' criteria. Work will continue to progress through the Programme Management Office process.
- We are currently on track to achieve **our year end milestone activity of develop and implement a programme to examine a proposed new National Park in North East Wales (and review progress and report to our NRM Business Board and the Protected Areas Committee of our Board)** in Q4.
- We currently expect we will be Green at year end.

Measure owner: Rhian Jardine

Q1	to Q2	to Q3	Expected year end
Green	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:

- In the absence of an NRP, discussions continue with Welsh Government and NGOs around how a National Area Statement could help with a national conversation on responding to the climate and nature emergencies. We have assessed the first round of implementation of the Environment Act, feeding suggestions for round two into changes that could be made to SoNaRR, the NRP and Area Statements via the SMNR Strategy Board paper.
- We have worked with a range of colleagues across NRW to draft a Board paper looking strategically at how the Area Statement powers could be used at a national level to unblock barriers to the delivery of the Sustainable Management of Natural Resources. This paper is going to Executive Team in April 2023.
- The paper gives options for a SMNR Strategy which could set out how NRW will help Wales achieve sustainable management by 2050, to implement the Natur a Ni vision – offering the Board pathways for transformative change set out in the corporate plan.

Topic owner: Martyn P. Evans

### Business Plan dashboard measure/s for this topic:

- [Work to set strategic direction for development and implementation of projects](#)

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## Measure: Work to set strategic direction for development and implementation of projects

This measure reflects work with staff and partners to set strategic direction for the development and implementation of projects that address Area Statement and Public Services Boards' (PSBs) priorities and opportunities.

### Latest position (to end of December 2022):

- Our **milestone for this measure is to input into the development of Welsh Government's Natural Resources Policy (NRP), feeding in our assessment of NRW's implementation of the first NRP.**
- We have not completed this activity because Welsh Government's planned timescales for development of a second NRP have changed. Therefore, this quarter's performance has not been ascribed a RAG status. We have used the opportunity to focus efforts on influencing NRW to develop a strategy for SMNR (our purpose under the Act) which could help NRW contribute to Wales achieving sustainable management in the longer term. We have input into the corporate planning process, helping with briefings on systems transformation and social equity as well as commenting on drafts of the new plan. We have advised our PSB partners on steps to take to address the climate and nature emergencies.

### What we are doing next:

- We will now continue to manage the sign-off process for all PSB Well-being Plans. We have created a robust governance process for sign-off, providing quality assurance through moderation of NRW responses to ensure consistency across PSBs. The governance process takes wellbeing plans through the Oversight Group, Leadership Group and finally the NRW board for final approval.
- We are currently on track to achieve a modified year end milestone activity on use of Area Statements in the Well-being Assessments and Plans of PSBs (and to ensure that all PSB Well-being Plans available for assessment are scrutinised and signed off by the NRW Board) in Q4. We expect we will be Green at year end.

Measure owner: Martyn P. Evans

Q1	to Q2	to Q3	Expected year end
Green	Green	N/A	Green

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

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## **Priority: Improving water quality, through raising public awareness using our regulatory and enforcement powers effectively and driving collaboration with others, to reduce the impacts on biodiversity and human health, including from agricultural and land management practices**

For this year, water management – both the quality and quantity of water in our rivers and streams, is a particular focus for us. We face the ongoing challenge of raising the quality of our rivers and streams for people and biodiversity whilst balancing the competing demands on the use and management of land and water. Our business as usual work here includes monitoring and reporting, providing advice and guidance, regulation and enforcement where necessary, and working with water companies and Welsh Government, as well as specific projects to tackle the legacy of former metal mine workings and their impacts on watercourses.

Our [Business Plan](#) sets out the following topics in relation to this priority:

- [Water Planning](#)
- [Water management](#)

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

## Topic: Water Planning

### Topic summary progress:

- We continue to work with Companies to identify environmental enhancement schemes required for funding through Ofwat's Price review and play an active role in WG's Pr24 Forum. Dwr Cymru Welsh Water and Hafren Dyfrdwy presented their proposals to NRW Board members in November and received feedback on the proposed scale and pace of investment. They will return to the NRW Board in March 2023.
- Water companies have published their draft Water Resources Management Plans (WRMPs) across England and Wales for consultation until February/March 2023. We are scrutinising these draft plans and developing our representations for the WRMPs where they are within or affecting Wales (in line with water resources planning guidance). WG sets out its expectations for these plans within their Guiding principles.
- We are supporting WG and others in taking forward the First Minister commitments made following the SAC Rivers Summit at the Royal Welsh Show (RWS). The next summit will be held on the 9 February 2023.

Topic owner: Sian Williams

### Business Plan dashboard measure/s for this topic:

- [Deliver programmes to review statutory water quality requirements](#)
- [Deliver NRW input to the various Water Company Planning Programmes](#)

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## Measure: Deliver programmes to review statutory water quality requirements

This measure reflect activity to deliver programmes to review statutory requirements for water quality, identifying annual or periodic requirements. The measure includes updates on reviews associated with nutrients and urban waste water, and the progress of River Basin Management Plans.

### Latest position (to end of December 2022):

- Our **milestones for this measure are:**
  - **finalise for Ministerial sign off the Wales documents for the final Severn River Basin Management Plan and**
  - **finalise recommendations to WG from the Nutrients Review and Urban Waste Water Treatment Review (UWWTR)**
- We have published the Severn River Basin Management Plan, completing the set for Wales.
- We have been delayed with milestone two finalising our recommendations to WG from the Nutrients Review, due to QA work within NRW highlighting the need to carry out further analysis of the data sets to ensure and enhance the confidence in and ease of use of the outputs. This extra work has turned this measure **Red**.
- The UWWTR is progressing and will go to Business Boards in January.

### What we are doing next:

- Our remaining **year end milestone activity is to identify statutory requirements for water quality in 2022/23 (and identify statutory requirements for water quality for delivery in 2023-24).**
- The UWWTR with final recommendations will be completed and submitted to Welsh Government in Q4. The further work on the Nutrients Review means we expect to be Red at year end.

Measure owner: Sian Williams

Q1	to Q2	to Q3	Expected year end
Amber	Amber	Red	Red

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

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## Measure: Deliver NRW input to the various Water Company Planning Programmes

This measure reflects NRW input to Water Company Planning Programmes in 2022/23, including in relation to water resources management, regional plans affecting Wales, PR24 and storm overflows action.

### Latest position (to end of December 2022):

- Our **milestone for this measure is update on progress on delivery of NRW's actions in relation to the joint storm overflow roadmap.**
- We have completed this activity. We have completed recruitment of three staff to the storm overflow programme. We have progressed revisions to our regulatory framework for storm overflows and provided a 6 monthly update on NRW progress to the Senedd Climate Change, Environment and Infrastructure Committee (CCEIC).
- This measure is **Green**.

### What we are doing next:

- During Q4 we will develop the programme in line with PMO and individual projects will be defined with milestones and completion dates. Evidence work has been delayed due to funding; discussions are ongoing to find a solution.
- We are currently on track to achieve our year end **milestone activity to provide input into Water Company planning programmes (and provide our response to Water Company draft water resource management plans and regional plans within or affecting Wales)** in Q4. Storm Overflow staff are in place as of Q3 to drive forward our obligations as part of the action plans. Work is on track to meet our obligations as part of the storm overflow action plans.
- We currently expect we will be Green at year end.

Measure owner: Sian Williams

Q1	to Q2	to Q3	Expected year end
Green	Amber	Green	Green

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

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## Topic: Water Management

### Topic summary progress:

- The complete set of River Basin Management Plans have now been published for Wales, these included the Opportunity Catchment programmes. Our focus now shifts to delivery and meeting the objectives set out within the Plans.
- These plans outline a programme of measures necessary to prevent further deterioration, work towards achieving good overall status and support the achievement of the conservation objectives for SAC rivers.
- The approach we have taken is to identify ten Opportunity Catchments for addressing Water Framework Directive (WFD) objectives and the wider SMNR and well-being outcomes. Opportunity Catchments will focus staff resource across NRW's functions to support partners to deliver integrated catchment management solutions.
- We have also progressed on the SAC rivers project by updating our Planning advice, publishing nutrient neutrality principles, reviewed current nutrient calculators and drafting an all-Wales nutrient calculator specification for WG.

Topic owner: Sian Williams

### Business Plan dashboard measure/s for this topic:

- [NRW progress on key deliverables for Special Areas of Conservation \(SAC\) Rivers Project](#)
- [Progress of our work to reduce pollution from metal mines](#)

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## Measure: NRW progress on key deliverables for Special Areas of Conservation (SAC) Rivers Project

This measure reflects NRW progress on key deliverables for [Special Areas of Conservation \(SAC\) Rivers Project](#).

### Latest position (to end of December 2022):

- Our **milestone for this measure is agree Evidence and Monitoring Programme and develop advice on nutrient neutral mitigation measures.**
- We have not completed this activity. We have agreed a monitoring programme for 2023 which will ensure a fuller dataset for the next water quality compliance assessment in 2024. We have identified evidence needs and are working with Environment Platform Wales (EPW) and other academic partners to improve NRW's access to existing evidence for priority needs. NRW has not developed advice on nutrient neutral mitigation measures, though access to other sources of advice has been improved. We have developed and published our Nutrient Neutrality Principles and shared a draft of potential mitigation measures.
- This measure is **Amber**.

### What we are doing next:

- We will now continue to deliver the products outlined for the project but there has been some delay due to issues with recruitment in some areas.
- We are not currently on track to achieve our year end **milestone activity of reduced impact of nutrients especially in SAC rivers (and contribute to establishment and delivery of Nutrient Management Plans for SAC rivers)**. Delays in the establishment of the Nutrient Management Boards means that we will be Amber at year end.

Measure owner: Rhian Jardine

Q1	to Q2	to Q3	Expected year end
Green	Green	Amber	Amber

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, ensuring the sites are safe.

### Latest position (to end of December 2022):

- Our **milestone for this measure is to provide a progress update towards Q4 target showing number of assessments, designs, trials and constructions in progress and completed.**
- In Q3 we completed the Detailed Design for the adit blow-out prevention works at Cwm Rheidol mine, completed construction work on the North Surface Water Management channel and Frongoch, where we also installed mine hazard safety fencing.
- This measure is **Amber** (29 outputs achieved against a target of 32, or 91%).
- Some outputs have been delayed due to unforeseeable issues: mis-location of an adit at Frongoch; significant staff absence in our supply chain (contractor) and disruption of international procurement of the innovative Nautilus Pond technology for Esgair Mwyn.

### What we are doing next:

- We will now complete five outline designs, one trial and construction of one asset.
- Our **Q4 milestone is to provide progress updates towards Q4 assessments, designs, trials and construction targets.** We expect to be Amber at year end, with 36 outputs achieved this year against the Q4 target of 43 assessment, design and construction outputs. This is 80% of this year's programme. This is double the level of last year's programme outputs.

Measure owner: Sian Williams

Q1	to Q2	to Q3	Expected year end
Green	Amber	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]

## Priority: Involving a diverse range of stakeholders in our work to help drive a Just and Green Recovery following the pandemic

The unique benefits of nature for people's physical health and mental well-being and the role it could play in a just recovery came into sharp focus during the Covid-19 pandemic. In addition to our business as usual activity in this area, we will work closely with Welsh Government, our partners and local communities to promote learning and responsible recreation in the outdoors.

We have a leading role to play in this in collaboration with others. Green jobs – enabling employment whilst looking after the natural environment, as well as driving opportunities to use local green spaces and reconnect with the natural environment - will advantage not only societal wellbeing, but also nature itself and SMNR.

Our [Business Plan](#) sets out the following topics in relation to this priority:

- [Diversity and Inclusion](#)
- [Creating a shared vision for the natural environment to 2050 - Nature and Us](#)

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

## Topic: Diversity and Inclusion

### Topic summary progress:

- Scoping out and identified mandatory inclusive training (e.g. Active Bystander and Having courageous conversations).
- Worked collaboratively with (eNGO's) in organising a workshop for Senior Leaders in November 2022 to discuss ways to address and improve diversity across the environment sector.
- Started work with Customer Engagement to ensure customer journey is inclusive ensuring improved outcomes for different groups.

Topic owner: Sarah Stacey

### Business Plan dashboard measure/s for this topic:

- Deliver against agreed actions for Year 1 of 'All Together' (Diversity and Inclusion Strategy)
- Ongoing development and delivery of combined training, resource and projects

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

## Measure: Deliver against agreed actions for Year 1 of ‘All Together’ (Diversity and Inclusion Strategy)

This measure reflects delivery against the first year of [‘All Together’- NRW's Diversity and Inclusion Strategy](#).

### Latest position (to end of December 2022):

- **Our milestone for this measure is 75% of year 1 planned actions initiated.** We have completed this activity.
- We have 89% of year 1 planned actions initiated.
- We have proactively promoted benefits of working flexibly through the Working Styles Policies implemented in December.
- We have celebrated 12 diversity awareness days on Yammer/intranet.
- This measure is **Green**.

### What we are doing next:

We will now continue to progress the delivery of the action plan to support the All Together Strategy (and re-prioritise delivery of some actions identified). Some highlights include:

- Continue to celebrate diversity days and have a 2023 EDI calendar published on intranet.
- Publish our Gender Pay Gap for March 2022 by end of March 2023.
- Include opportunity to receive some feedback on EDI in our Ein Llais engagement survey due in February 2023.
- Deliver refresher training on completing Equality Impact Assessments during March 2023.
- Wednesday webinar - Welsh language awareness session on history, culture, language and standards to take place on 1st March to coincide with St David’s Day.
- We are currently on track to achieve our **year end milestone activity to deliver first year of ‘All Together’ strategy (with 100% of year 1 planned actions initiated)** in Q4. We currently expect we will be Green.

Measure owner: Sarah Stacey

Q1	to Q2	to Q3	Expected year end
Green	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: Ongoing development and delivery of combined training, resource and projects

This measure reflects the ongoing development and delivery of NRW's combined health and educator training, resource and communication projects, including the delivery of Wales Outdoor Learning Week.

### Latest position (to end of December 2022):

- Our **milestone for this measure is completion of a further 10 resources, 5 training courses and 2 communication packages.**
- We have completed this activity, continuing to develop our Health Impact Assessment process assessing 136 projects to ensure people's health and well-being is considered. Acorn Antics saw 25 settings collecting 825.13 kg of viable seed. 7 Wildfire, 3 Safe campfire and 8 Green energy resources are complete with early work on Nant yr Arain Visitor Centre starting. A GP training session delivered in Rhondda Cynon Taf was well received with positive press and web uptake and 13 educator courses have been delivered. Multiple communication packages completed included a New Year blog encouraging connection to nature for health and nature.
- This measure is **Green**.

### What we are doing next:

- We will now complete planned training courses, communication packages and resources including support for Coed y Brenin and Nant yr Arain Visitor Centres highlighted the health and learning benefits of using our land in a self-led capacity. We will start planning for Wales Outdoor Learning Week 2023 which will focus on supporting the development of healthy and confident learners in line with Curriculum for Wales.
- We are currently on track to achieve our year **end milestone activity of complete full programme of training, resources and communication projects, engaging and influencing a minimum of 500 individuals and organisations** throughout the year in Q4.
- 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	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 a shared vision for the natural environment to 2050 - Nature and Us

### Topic summary progress:

- We have held final focus groups and roadshow events, involving regions and communities that were under-represented in phase 1. The findings from phase 2 have been analysed and a final draft of the report is being prepared, to be published on our website [www.natureandus.wales](http://www.natureandus.wales).
- We are finalising digital audio works from the responses to the 9 statements collected through this engagement. A further project to curate digital artworks around the 9 statements is underway.
- We have recruited a contractor through open competition to facilitate the citizens assembly. Recruitment of participants is being done using a sortition process to ensure the assembly is composed of a representative sample of the population.
- We have established an external advisory panel to co-productively design and plan the citizens assembly to agree the vision for the natural environment in 2050 and recommend actions to get us there. A draft session plan has been created.
- The assembly will be held over 3 sessions in Feb-March 2023 and planning and preparations are ongoing. This includes reviewing the Nature and Us findings and wider evidence to be presented, in order to meet the aims of the assembly.

Topic owner: Sarah Williams

### Business Plan dashboard measure/s for this topic:

- [Progress of Nature and Us / Natur a Ni programme](#)

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

## Measure: Progress of Nature and Us / Natur a Ni programme

This measure reflects activity on [Nature and Us](#) / [Natur a Ni](#) programme relating to preparing a shared vision for the natural environment in Wales to 2050.

### Latest position (to end of December 2022):

- Our **milestone for this measure is draft vision**. We've not completed this activity but are on track to complete in Q4.
- We have held final focus groups and analysed phase 2 findings. A draft report has been prepared from this. We are also finalising digital audio works from the responses to the 9 statements collected through this engagement. A further project to curate digital artworks around these statements is underway.
- We have established an external advisory panel to co-productively design and plan the citizens assembly to agree the vision for the natural environment in 2050 and recommend actions to get us there. The assembly will be held over 3 sessions in February-March 2023.
- This measure is **Amber**. A discussion with Programme Executive agreed a shift to the timescale to ensure appropriate steps were taken to work with an external advisory panel to help co-design the citizens assembly. There are no other resource or process constraints.

### What we are doing next:

- We will publish the phase 2 report, finalise planning and hold the citizens assembly sessions to shape the vision. We are organising a workshop with the Programme Board to consider the next steps beyond Phase 2, which will guide the evaluation approach.
- We are not currently on track to achieve our **year end milestone activity of prepare shared vision for the natural environment in Wales to 2050 (and prepare shared vision and programme evaluation)**. This is currently Amber. We expect to have completed the citizens' assembly deliberations and have a draft outline vision by end of Q4, which will be finalised in Q1 of the next FY along with the evaluation approach. The evaluation will be completed by mid-2023.

Measure owner: Sarah Williams

Q1	to Q2	to Q3	Expected year end
Green	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 status is determined for each measure in our Business Plan dashboard is shown below. We only depart from this where necessary, for the specific measure being considered (e.g. using 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 through the year, we report both a current position to that quarter's end, and an expected year end position. At the end of each financial year, we report each year end performance position within our Annual Report and Accounts, with that final reported position for each measure reflected as green, amber or red. In that report, **Green reflects achieved target or milestone**, **Amber reflects close to target or milestone**, and **Red reflects missed target or milestone**.

Some measures have no pre-set green, amber or red categorisation, when the nature of a measure means a pre-set approach would not make sense. This is most often the case for new/emerging work areas. The status for these measures is therefore based on a common-sense reflection approach – i.e. the fair reflection of the position at that time.

### Responding to the climate emergency and the nature emergency...

Page	Measure	Type	Red is...	Amber is...	Green is...
6	Support delivery of recommendations and actions from Renewable Energy deep dive	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
7	Develop a low emission fleet and deliver a low emission and climate adapted built estate	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
9	Implement Flood Review recommendations / actions	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be	Activity reflected is effectively complete

				completed a month later than planned)	
10	Maintain flood risk assets in high risk locations at target condition	Numeric target	Figure / target not achieved.	Within 30% of figure / target	98% (with no integer rounding)
11	Properties with reduced level of risk or sustained protection through capital work	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
12	Produce Flood Risk Management Plans	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
14	Priority actions undertaken on protected sites across Wales to improve condition of features	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
15	Delivering targeted action for declining species or those on the edge of extinction	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
17	Management of programmes to address and restore habitats across Wales	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete

18	Action undertaken to restore Welsh peatlands including degraded NRW Estate peatland	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
20	Develop the biodiversity and cultural value of the NNRs in our direct care	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
21	UKWAS progress	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
22	Area of new woodland created on the NRW Estate	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
23	Timber volume offered to market	Numeric target	Figure / target not achieved.	Within 30% of figure / target	85% (with integer rounding, i.e. $\geq 84.5\%$ would be green)
25	Deliver actions in the Wales Marine Protected Area (MPA) Network Management Action Plan	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete

27	Permits and licences issued within statutory timescales	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
28	Category 1 and category 2 compliance breaches are subjected to further assessment	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
29	Decision on an appropriate enforcement response within 3 months	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
31	Response to incidents initially categorised as 'High' within 4 hours	Numeric target	Figure / target not achieved.	Within 30% of figure / target	95% (with integer rounding, i.e. $\geq 94.5\%$ would be green)

### Using our expertise, alongside that of others...

Page	Measure	Type	Red is...	Amber is...	Green is...
34	Complete re-design of our freshwater quality monitoring network...	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
36	Response to environmental governance issues	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	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense

	and liaison with Interim Assessor		approach to red rating applies, focused on fair reflection of position	approach to amber rating applies, focused on fair reflection of position	approach to green rating applies, focused on fair reflection of position
37	Inform development of Welsh Government future land management policy & legislation	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
38	Develop and implement programme to examine a proposed new National Park	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
40	Work to set strategic direction for development and implementation of projects	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete



### Improve water quality through raising awareness...

Page	Measure	Type	Red is...	Amber is...	Green is...
43	Deliver programmes to review statutory water quality requirements	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
44	Deliver NRW input to the various Water Company Planning Programmes	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
46	NRW progress on key deliverables for Special Areas of Conservation (SAC) Rivers Project	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
47	Progress of our work to reduce pollution from metal mines	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete

### Involving a diverse range of stakeholders...

Page	Measure	Type	Red is...	Amber is...	Green is...
50	Deliver against agreed actions for Year 1 of 'All Together' (Diversity)	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete

	and Inclusion Strategy)				
51	Ongoing development and delivery of combined training, resource and projects	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete
53	Progress of Nature and Us / Natur a Ni programme	Milestone	Activity reflected is not near completion	Activity reflected is near complete (e.g. expected to be completed a month later than planned)	Activity reflected is effectively complete

### Developing NRW into an excellent organisation...

See 'Internal performance report' (*next page*)

## Annex 2 - Internal Performance Report 2022/23

### **Priority: Developing NRW into an excellent organisation, with a workforce that drives a strong performance culture and delivers value for money and social and environmental value for the people of Wales**

We want to be the best organisation we can be for our customers, for nature and for the people of Wales. To do this, we aim to continue to improve the services we provide, innovating and using digital approaches, whilst building on changes in working practices as a result of the Covid-19 pandemic. Our Business as Usual work here includes all the services we provide to enable work to take place on the ground and to develop our evidence base – looking after our staff; stakeholders and customers; training and developing our staff to help them reach their full potential; paying our bills on time and buying in goods and services with sustainability in mind; developing commercial opportunities sustainably including harvesting timber; and making sure we have robust governance in place so that we are open, fair and act with propriety.

Our [Business Plan](#) sets out the following topics in relation to this priority:

- [Our Governance](#)
- [Our ICT](#)
- [Our finances and our commercial opportunities](#)
- [Our People](#)
- [Our Stakeholders and Customers](#)

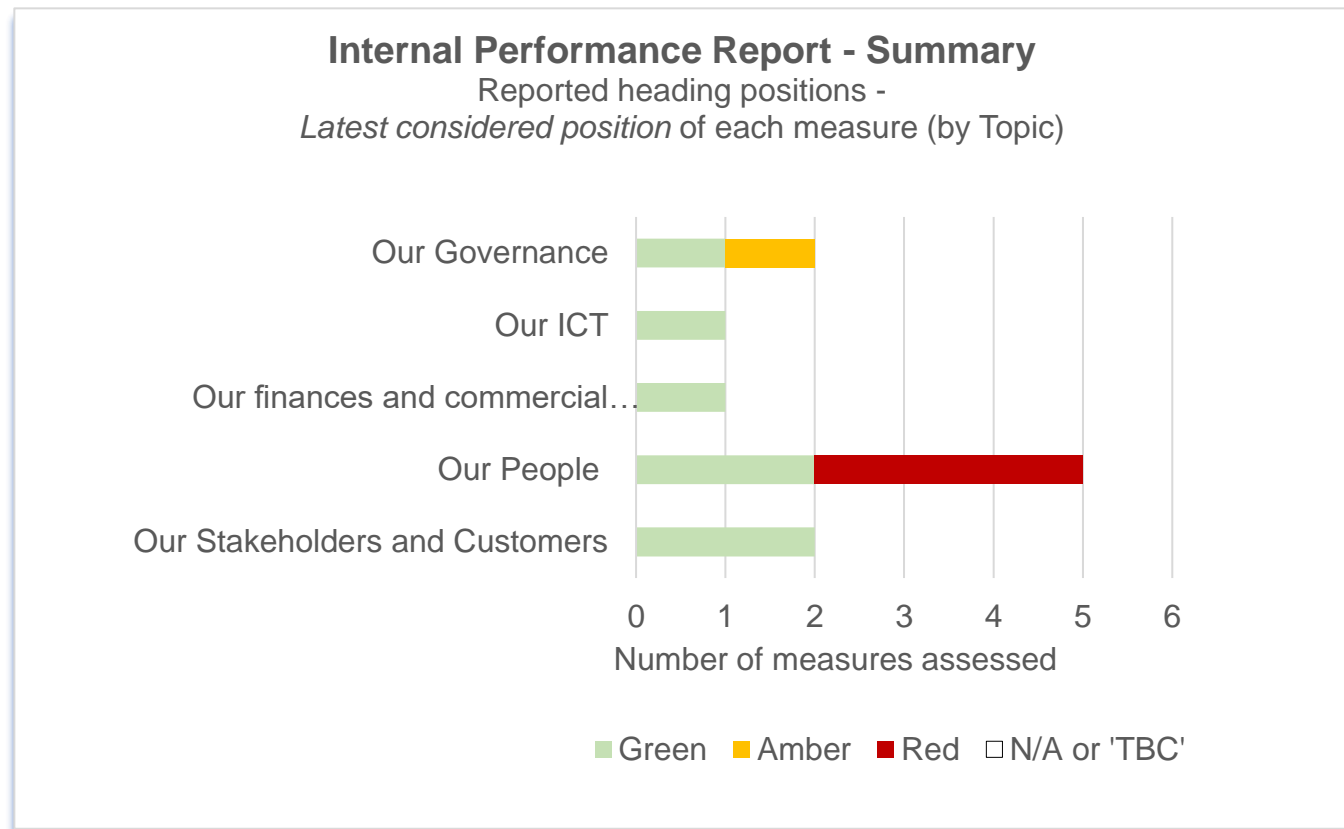
The following pages show recent progress for each of those topics, through reflecting a quarter end performance snapshot in relation to a number of key measures which our Leadership Team consider each month relating to the 'health' of our organisation.

## Summary

The latest performance position\* (snapshot to end of December 2022) for the measures covered by the topics listed is:

- Seven green
- One amber
- Three red

We expect eight of these measures to be green at the end of the year, with three amber and none red (see *next page*)



\*Overall/performance key: The overall/performance status for each measure reflects a green, amber or red state, i.e.:  
Green - achieved target or milestone; Amber - close to target or milestone; Red - missed target or milestone.

## Measures to note

Updates below reflect all measures that are red or amber, including any currently anticipated to be so in future reports.

### Our Governance:

- In relation to non-compliance (**enforcement response** within NRW) our response is Amber at the end of December, with three enforcement notices issued to NRW this year. Our ambition to meet Green is to have zero. Any response is reviewed internally and by our external auditors (e.g. for ISO14001 and UKWAS). Amber is still expected at year end, as this measure reports cumulatively through the year and cannot be turned around in year.

### Our People:

- **Health and Safety Active Monitoring** (i.e. regular inspection and checking to ensure that wellbeing, health and safety standards are being implemented) remains Red at the end of December. We have tested two bespoke active monitoring templates, for Operations and Non-Operations to launch in Q4. The recording of the active monitoring will now be held on the Well-being H&S Assessnet system. From 1<sup>st</sup> April 2023 all active monitoring reports will be stored on the Assessnet system, this will enable staff to undertake active monitoring on site via their mobile phones and will aid with trend analysis. Each Directorate will have a set target for active monitoring reports that will need to be achieved. We will continue to raise the profile of this work and through Q4 we are encouraging managers to be out with their staff talking about active monitoring. Red is expected at year end, but there will be a whole scale shift in how we promote and manage this important work from April onwards, in line with reporting against the next Corporate Plan.
- **Health & Safety Near Miss reporting** is Red to the end of December with a decrease in reported near misses compared with last year (green would reflect an increased number of these reports). We will continue to raise the profile of this work through managers' monthly updates, guidance and emails to ET, LT, Management Team and Team Leaders. Through Q4, managers will be out with their staff active monitoring and reinforcing the importance of Near Miss reporting in avoiding actual incidents. We expect this performance to improve through Q4 and can already see that reporting has increased significantly in the first month of Q4. We expect to be Green at year end and we are planning a significant shift in how we promote and manage this important measure from April onwards in line with reporting against the new Corporate Plan.
- **Absence** has moved to Red at the end of December at 5.1% (previously Green, with 3.5% or below is considered green for this). An action plan has been established. Amber is currently expected at year end.

\*Overall/performance key: The overall/performance status for each measure reflects a green, amber or red state, i.e.:  
 Green - achieved target or milestone; Amber - close to target or milestone; Red - missed target or milestone.

## Remaining measures

The remaining measures, i.e. those not already highlighted as 'Measures to note' on the previous page, are reflected below.

### Our Stakeholders and Customers:

- **Access to Information requests** ('ATIs') responded to within 20 days remains Green at the end of December, with four (of 70) responses this quarter made outside of this timescale (less than or equal to 5% is being considered green). Green is now expected at year end. At the start of the reporting year we received a high number of complex subject access requests (SAR), which were a significant burden on resources and impacted the capacity of the team to respond to FOI/EIR requests. However, the team attended formal SAR/FOI/EIR training, tightened up processes and raised organisational awareness.
- **Complaints** responded to within 20 days remains Green, with no response made outside of this timescale over the last quarter. Green is currently expected at year end.

### Our finances and commercial opportunities:

- **Payments performance** to our suppliers is Green at the end of December (at 95%), up from 91% from the end of Q2 report. We still expect to be Green at year end.

### Our Governance:

- **Declarations of Interest** (where people working for us declare when their official and/or private interests may be perceived to conflict with NRW's work) is now Green at 95% for the latest report, up from 92% (Green), with the relevant declaration in place for the vast majority of staff (at least 90% is considered green). Green is expected at year end.

### Our ICT

- **Information Commissioner's Office** (ICO) reported incidents remains Green with no such investigations ongoing at the end of December.

### Our People:

- **Sgwrs** (priorities and development agreement) is now Green at the end of December at 91% (Green is 90% or higher), up from 82% in the end of quarter report slightly above where the equivalent measure stood at this time last year ('PDPs'), and a further improvement on the position reported last quarter following managers' action on this. We still expect to be Green at year end.
- **'Mandatory E-Learning'** (online training items all NRW staff are required to complete) remains Green at the end of December at 95% (at least 89.5% is considered green).

\*Overall/performance key: The overall/performance status for each measure reflects a green, amber or red state, i.e.:

Green - achieved target or milestone; Amber - close to target or milestone; Red - missed target or milestone.

## NRW Board Paper

<b>Date of meeting:</b>	23 <sup>rd</sup> March 2023
<b>Title of Paper:</b>	Diversity and Inclusion (D&I) Annual Report 2022-23 and Gender Pay Gap Update
<b>Paper Reference:</b>	23-03-B15
<b>Paper sponsored by:</b>	Prys Davies, Executive Director of Corporate Strategy and Development
<b>Paper prepared by:</b>	Shaheen Sutton, Equality, Diversity and Inclusion Specialist and Lyn Williams, Specialist Advisor
<b>Paper presented by:</b>	Sarah Stacey, Head of Organisational Development
<b>Purpose of the paper</b>	Approval
<b>Summary</b>	<p>NRW Board are asked to approve the D&amp;I Annual Report 2022-23 prior to publication.</p> <p>NRW Board are asked to approve the Gender Pay Gap (GPG) analysis for 31 March 2022 data prior to publication by 31st March 2023.</p>
<b>Scrutinised by:</b>	People and Customer Committee – 15 <sup>th</sup> March

## Background

1. The Diversity and Inclusion (D&I) Annual Report outlines the achievements, challenges, and statistics for 2022-23. The Report includes our Gender Pay Gap analysis for March 2022.
2. Our Gender Pay Gap information is captured on 31<sup>st</sup> March each year and reported on the [Gender Pay Gap service](#) to comply with The Equality Act 2010 (Specific Duties and Public Authorities) (Gender Pay Gap Information) Regulations 2017 methodology. Since 1 March 2017, legislation has required NRW to publish details annually of our Gender Pay Gap on the [Gov.UK Gender Pay Gap service](#) - this year by 30 March 2023, using 31 March 2022 data.
3. NRW Board are asked to approve the D&I Annual Report 2022-23 and Gender Pay Gap Analysis prior to publication.



## Assessment

4. Following approval of our Gyda'n Gilydd – All Together D&I Strategy in 2022, actions have been identified to help us in delivering the aims of these six objectives along with indicators to measure progress over the lifetime of the strategy. The Action Plan is a working document with some of the actions continuing beyond 2025. Some of the actions will be achieved by working with other sectors such as environmental Non-Governmental Organisations (eNGOs).
5. A total of 75% of the planned actions to start in Year 1 of the D&I Strategy Action Plan were started in 2022, and 100% of Year 1 actions will have started by the end of March 2023.
6. A total of 31 Equality Impact Assessments have been completed over the last year, with 64 projects assessed which did not require an assessment for the intended work. The need to consider an Equality Impact Assessment has been embedded into the Programme Management Office (PMO) Step 1 of the project initiation process. This acts as a central function in providing oversight and assurance of programmes and projects.
7. An Equality Impact Assessment Tracker was developed in April 2022 to capture actions identified in assessments. The tracker will help us in identifying trends and areas we need to improve in our understanding when developing projects and policies and in the way important decisions are made.
8. Working collaboratively with other eNGOs, a facilitated workshop was held with senior leaders from environmental organisations across Wales to explore new ways of working and developing long-term actions to engage with Black, Asian and marginalised ethnic groups in Wales. This work complements the Anti-racist Wales Action Plan to take a collective approach to this work.
9. Over the last year, our seven Staff Networks have played an important part in helping to make our organisation more inclusive by sharing experiences, knowledge and information for consideration when developing our policies and procedures.
10. The Work and Wellbeing Passport, which was launched in September 2022, was instigated by our Cwtch Carers Networks. The Passport can be used by staff to help explain how work has an impact on their personal circumstances or condition and facilitate a confidential conversation between staff and their line manager to discuss how best to balance their work and personal life in a better way. This will help managers to better understand their circumstances, discuss and agree adjustments or flexibilities required to help them to work effectively, and function to their maximum capacity in a supportive environment. The Passport is helpful when moving roles and changing manager, helping the new manager understand the adjustments or flexibilities previously agreed, avoiding the need to begin the process again for the staff member.
11. The findings of our Staff Profiles Analysis show that the broad understanding of diversity of our workforce needs further development and there is also a need to highlight the benefits to staff of self-declaring. This work forms part of our D&I Action Plan.

12. Analysis of the figures captured for the Gender Pay Gap in March 2022 shows that the mean Gender Pay Gap has increased slightly to 2.3%, an increase of 0.3%. This means that females earn 97.7p for every £1 males earn when comparing hourly pay.
13. Our median Gender Pay Gap has increased this year to 6.4% with an increase of 3.3%. This shows that females earn 93.6p for every £1 males earn when comparing hourly pay. This is due to an increase by 2% of males in the median salary range and a reduction of 2% of in the number of females in the upper middle quartile.
14. The upper quartile remains the same as last year with a higher proportion of males at 62% in comparison to females at 38%. The percentage of males and females working in the organisation has also remained the same as last year with 55% being males and 45% women.
15. Whilst the median pay gap shows a difference (93.6p to every £1), the average does show that “on the whole”, the hourly salaries are not too far apart (97.7p to every £1). This gap does not mean that males are paid more than females for carrying out the same type of role.
16. With the introduction of our new Working Styles policies, this may help to reduce the gap in providing staff more opportunities to work around responsibilities if they so wish.
17. The Equalities Team and Staff Networks have raised awareness of 17 activities and awareness days in 2022 on Yammer, Intranet, and social media.

## Summary

18. This year’s focus has been to identify actions to help us in delivering the aims of these six objectives along with indicators to measure progress over the lifetime of the strategy.
19. The work we have undertaken over the last year has contributed towards these indicators and measures in the D&I Action Plan with 75% of planned actions in Year 1 of the D&I Strategy Action Plan started in 2022 and 100% of Year 1 actions to start by end of March 2023.
20. Over the next year we will continue in implementing our D&I Strategy and take action to work towards becoming a more diverse and inclusive workplace that reflects the communities of Wales by working with HR, Recruitment Team, People and Places Teams, Recreation Team and Customer Engagement Team.
21. A more detailed Welsh Language Annual Report for 2022-23 will be presented separately in the new financial year.

## Looking Forward

22. NRW Board members to consider objectives aligning to diversity and inclusion. Other opportunities to engage Board members in this agenda will be discussed during the Board meeting.

23. The results from our recent Ein Llais/Our Voice staff survey will give us further insight on colleague experience and engagement which will help us to evolve our thinking around areas where we need to improve our organisational maturity around inclusivity and diversity.
24. Other recommendations will be discussed with HR and Recruitment Team to work towards narrowing the Gender Pay Gap and building a broader representative of our workforce through resourcing.
25. Our actions and plans going forward will be shaped by our D&I Strategy and supporting Action Plan.

## Risks and opportunities

26. By not updating NRW Board, we risk weakening governance in the sphere of equity, equality, diversity and inclusion.
27. The Equality and Human Rights Commission (EHRC) regulate our legal compliance. There is a risk that the EHRC may take several different approaches, depending on the particular circumstances they are trying to change. This ranges from guidance and assistance to investigations and court action.
28. Our Gender Pay Gap information is captured on 31<sup>st</sup> March each year to comply with The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 methodology. Results of our analysis need to be published on the Gov.UK Gender Pay Gap Service website by 31<sup>st</sup> March 2023.

## Wider implications

29. **Finance:** The cost in relation to D&I are ongoing business as usual costs.

**Equality:** An Equality Impact Assessment is not required for this annual report as the contents of the report itself describe the progress made as a result of previous actions.

**Data Protection:** There is no need for a Data Protection Impact Assessment to be conducted on the annexes because we are not sharing personal information within them.

## Next Steps

30. Following NRW Board approval the D&I Annual Report and Gender Pay Gap Analysis will be published on the NRW website.

## Recommendation

31. To approve D&I Annual Report and Gender Pay Gap Analysis.
32. Whilst there are no recommendations in this paper beyond approving the D&I Annual Report in Annex 1, the contents are open to comment before it is published.

## **Index of Annexes**

Annex 1 – D&I Annual Report 2022-23



# Diversity and Inclusion Annual Report 2022 – 2023

This report is available in both English and Welsh on our website at  
(Link to be included)

This report has been written using website publishing principles.

If you require a copy in a different format for example large print, audio version please contact:

Email address: [Equalities@naturalresourceswales.co.uk](mailto:Equalities@naturalresourceswales.co.uk)

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## Executive Summary

Welcome to the summary of our Diversity and Inclusion Annual Report for 2022 - 2023. This report focusses on how we have implemented our policies and our work in identifying key actions to support delivery of the aims and objectives in our Gyda'n Gilydd – All Together Diversity and Inclusion Strategy 2021 – 2025.

Some of the highlights over the year have been:

- Appointment of Lead Specialist Advisor Diversity and Inclusion
- Developing and implementing our Action Plan to support the aims and objectives in our D&I Strategy
- Contributing towards the Welsh Ministers Report on Equality 2022
- Working with eNGO's on diversifying the environmental sector
- Inputting into the Natur am Byth and Natur a Ni Projects to help reconnect people to nature and develop a Vision for the natural environment of Wales for 2050
- Implementing our Work and Wellbeing Passport
- Celebrating and raising awareness of diverse days throughout the year

We have an Equality Diversity and Inclusion (EDI) Forum with representatives from across the organisation who this year have been more involved in our work around Diversity Inclusion and have provided valuable insight and discussions which helps embed our work across the organisation.

Our 7 Employee Staff Networks play an important role in supporting colleagues and the business. Over the last year, the Networks have played an important part in helping to make our organisation more inclusive by sharing experiences, knowledge and information for consideration when developing our people policies and procedures.

In September, we launched our Work and Wellbeing Passport which was instigated by our Cwtch Carers Network. The Passport can be used by staff to help explain how work has an impact on their personal circumstances or condition to their managers confidentially. This helps managers to better understand their circumstances, discuss and agree adjustments or flexibilities required to help them to work effectively, and function to their maximum capacity in a supportive environment.

## Background

The Equality Act 2010 places a duty on public bodies to consider the effect our work, policies and services that we deliver can have on others, including impacts in our own workplace. In summary, public bodies must, in the exercise of their functions, have 'due regard' to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.

- Foster good relations between people who share a protected characteristic and those who do not.

The Equality Act 2010 makes it unlawful to discriminate against people with a “protected characteristic”. The protected characteristics are:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion or belief
- Sex
- Sexual Orientation

We are also subject to the devolved Public Sector Equality Duties Wales as set out in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, noting that listed bodies will undertake:

- Annual Monitoring Reports
- Strategic Equality Plans
- Setting Objectives
- Collect and Analyse Equality Information
- Service User Equality Information
- Workforce Equality Information and Workforce Pay Differences
- Consultation and Engagement
- Assessing Impact
- Staff Training
- Procurement
- Accessibility

The Public Sector Equality Duty is part of the Equality Act (2010) and a legal requirement. The broad aim of the general equality duty is to integrate consideration of the advancement of equality, non-discrimination and fostering good relations into everything we do. The purpose of the specific duties is to help in our performance of the general equality duty.

Our duties to promote and use the Welsh language are set in the Welsh Language (Wales) Measure 2011. Our Welsh Language Standards require that the language is considered in all our decision-making processes and is included as a consideration in our Equality Impact Assessment process, ensuring that both languages are treated equally.

## **EDI Lead Specialist Advisor**

In September we appointed a Lead Specialist Advisor - Diversity and Inclusion who will lead and support us in implementing our Gyda'n Gilydd – All Together Diversity and Inclusion Strategy and action plan. In gaining an understanding of the business needs, we



will use knowledge and expertise and be proactive in advising on best practices to identify and implement initiatives that will help drive change within the organisation whilst also working with external organisations through wider Diversity and Inclusion initiatives. The role will also lead on how we develop our Welsh language capability and compliance.

## **Public Sector Wales Strategic Equality Objectives 2020 – 2024**

Our Strategic Equality Objectives were developed working collaboratively with a group of public bodies to unite behind shared objectives as part of the Public Sector Wales Equality Objectives. The objectives in our D&I Strategy link to our Strategic Objectives and actions have been identified to help in delivering the aims of these objectives in the Action Plan to support the strategy.

Our Strategic Equality Objectives are:

- Increase workforce diversity and Inclusion
- Eliminate pay gaps
- Engage with the community
- Ensure equality is embedded into the procurement / commissioning process and is managed throughout delivery
- Ensure service delivery reflects individual need

## **‘Gyda’n Gilydd - All Together’**

### **NRW's Diversity & Inclusion Strategy 2021-25**

Our strategy was approved by NRW Board on 28 January 2022 and is set around 6 objectives which were influenced by feedback from stakeholders and learning from external initiatives. The objectives in our strategy are tailored more towards our own priorities and values.

The key 6 objectives are:

- Bring about a shift in our culture by identifying and implementing initiatives that support everyone to actively listen and model inclusive workplace behaviours.
- Improve the quality of data we capture to enable us to make more informed and better decisions.
- Raise the Diversity and Inclusion bar through ‘living our values’ and by supporting and celebrating our own diversity as well as the diversity of Wales.
- Review the way we use language in our policies and practices in order to create a more inclusive and diverse culture.
- Ensure anyone in Wales, including our existing and new customers, stakeholders, and service users are able to shape our services and easily access our spaces.
- Ensure our policies align with our Diversity and Inclusion objectives and develop our people in a meaningful way.

Actions have been identified to help us in delivering the aims of these 6 objectives along with indicators to measure progress over the lifetime of the strategy. The action plan is a

working document with some of the actions continuing beyond 2025. Some of the actions will be achieved by working with other sectors such as Environmental Non-Governmental Organisations (eNGO's).

75% of planned actions to start in year 1 of the D&I Strategy Action plan have been started in 2022 with 100% of year 1 actions started by end of March 2023.

ET and the PCSC will be updated annually on implementation of the Strategy in the our D&I Annual Report for 2023-24.

## Welsh Ministers Report on Equality 2022

We contributed towards the Welsh Ministers Report on Equality 2022, responding to their questionnaire on our work in promoting equality, highlighting challenges and what we are doing to address them. The report will cover the period between 2018-2022.

Below are examples of some of the work that has taken place in NRW and shared with Welsh Government:

- We worked collaboratively with 11 other public organisations to develop shared Strategic Equality Objectives for 2020-2024 as part of The Wales Public Bodies Equality Partnership by sharing resources in engaging and consulting on the objectives together.
- Developed our D&I Strategy and equality objectives following engagement with our staff, external stakeholders, and partners, with key actions identified to help deliver our aims, along with indicators to measure our progress in achieving our objectives.
- Embedded the need to consider and Equality Impact Assessment for each project as part of the Project Managers Office governance procedure.
- NRW Board Papers ask if an Equality Impact Assessment has been completed for the work/policy/decision being considered for approval.
- The need to consider the Socio-Economic Duty forms part of our Equality Impact Assessment, with a link to the Welsh Government guidance embedded to help staff completing the assessment.
- An Equality Impact Assessment Tracker was developed in April 2022 to capture actions identified in assessments.

## NRW EDI Policy

Our current EDI Policy has been in place since 2015. Following the work over the last 3 years in developing our Strategic Equality Objectives and our D&I Strategy, we will be refreshing this policy during 2023.

Our new policy will take into consideration our D&I Strategy aims and ambitions to achieve a sense of belonging for all colleagues with differing backgrounds and experiences, rather than just including them.

## Equality Impact Assessments

The need to consider an Equality Impact Assessments has been embedded into the Project Management Office (PMO) Step 1 of the project initiation process. This acts as a

central function in providing oversight and assurance of programmes and projects. This has helped to ensure assessments are carried out when key changes which might include, strategies, policies, projects, programmes, key financial change, function change, introduction, or withdrawal of a service, all which could impact staff, customers, public or stakeholders.

Considering the need for an assessment at this early stage in our work helps to ensure that we seek targeted feedback from those likely to be impacted at an early stage in the process. This helps to identify how positive impacts can be improved and potential adverse impacts mitigated or eliminated and not disadvantage any protected groups which is our duty under the Equality Act 2010.

A total of 31 Equality Impact Assessments have been completed over the last year, with 64 project briefs assessed which did not require an assessment to be completed for the intended work.

**Ensuring anyone in Wales, including our existing and new customers, stakeholders and service users can help to shape our services and easily access our spaces is one of the 6 Objective in our D&I Strategy.**

## Equality Impact Assessment Tracker

An Equality Impact Assessment Tracker was developed in April 2022 to capture actions identified in assessments. The tracker will help us in identifying trends and areas we need to improve in our understanding when developing projects and policies and in the way important decisions are made.

Some trends identified have been: -

- The need to gain a better understanding of the demographics and diversity of our communities in the planning of our work prior to consultation.
- Identify who we are not engaging with and find ways to communicate effectively with them especially our lesser heard communities, ethnic minority groups and those from different socio-economic backgrounds to better inform our decisions and creating services which suit user needs.
- Consider the implications of decisions made when providing services on those from different socio-economic groups.
- Ensuring that Equality Impact Assessments are used as live documents and updated throughout the planned work, with the information and evidence gathered used as part of the decision-making process.

Having the tracker in place also helps us in relation to the Socio-Economic Duty to help reduce inequality resulting from socio-economic disadvantage and helps us in being able to demonstrate how this has been considered in our decision-making processes.

**Developing a tracker is one of the actions in our D&I Strategy Action Plan.**

## Website Accessibility – Making our online services more accessible

We continue to champion and improve accessibility to all our services by:

- re-writing content so that it's clear for more people to understand
- publishing most content as web pages, as they are more accessible than PDFs
- testing new services, application forms and documents to make sure they compliant with accessibility standards
- continuing to develop and improve guidance to staff so that everyone in the organisation is considering accessibility when creating content for people.

Here is a list of **improvements we've made to make the website more accessible.**  
[currently being updated]

Our **accessibility statement** for Natural Resources Wales will continue to be reviewed and updated

## Diversifying the Environment Sector in Wales

In March 2022, we led a scoping exercise working collaboratively with other eNGOs (environmental non-governmental organisations) to understand what work is taking place working with ethnic minority groups to diversify the environmental sector. The aim is to build an understanding of the barriers that prevent ethnic minority groups from engaging fully with nature and the environment and provide support to those communities in accessing and increasing their connection with nature.

In November 2022 a facilitated workshop was held with senior leaders from environmental organisations across Wales to explore new ways of working and develop long term actions to engage with Black, Asian, and marginalised Ethnic groups in Wales. This work will complement the Anti-racist Wales Action Plan which calls for a collaborative approach to this work and actions we can take collectively immediately and in the long term.

Welsh Government published the Anti-racist Wales Action Plan (ARWAP), in June 2022 with a vision of 'A Wales which is Anti-racist by 2030'. ARWAP sets out to tackle institutional and structural racial inequalities in Wales in order to make 'meaningful and measurable changes to the lives of Black, Asian and Minority Ethnic people by tackling racism'.

In developing the action plan, Welsh Government have focused on 6 ways in which racism impacts on the lives of ethnic minority people:

- experience of racism in everyday life.
- experience of racism when experiencing service delivery.
- experience of racism in being part of the workforce.
- experience of racism in gaining jobs and opportunities.
- experience when they lack visible role models in positions of power or influence.
- experience of racism as a refugee or asylum seekers.

As Welsh Government focus on delivering the plan, collaboration from members of Welsh society, including NRW, will be key.

We are currently working on a programme called Natur am Byth. The Natur am Byth partnership is Wales' flagship Green Recovery project. It unites nine environmental NGO charities: Amphibian and Reptile Conservation, Bat Conservation Trust, Bat Conservation Trust, Buglife, Bumblebee Conservation Trust, Butterfly Conservation, Plantlife, Marine Conservation Society, RSPB and Vincent Wildlife Trust who will work closely with us to deliver the country's largest natural heritage and outreach programme to save species from extinction and reconnect people to nature.

We are also working on a programme called 'Natur a Ni – Nature and Us' to involve the people of Wales to develop a shared vision for the natural environment for 2050. We've been hosting a national conversation – collating voices from people across Wales, and making extra efforts to ensure ethnic minority and marginalised people are involved. The shared vision will be used as a compass for us and other organisations working together to tackle the nature and climate emergencies.

In addition to the ARWAP, Welsh Government are developing a more comprehensive action plan to include work on climate change, rural affairs and environment, based on evidence from data and from the 'lived experiences' of Black, Asian and minority ethnic people from across Wales. As a key stakeholder, NRW are also working closely with Welsh Government on this.

**Collaboratively work with eNGOs to address and improve diversity across the environment sector forms part of our D&I Strategy Action Plan.**

## Equality, Diversity and Inclusion Forum

The EDI Forum met four times in 2022 to discuss equality and diversity matters. Each of our Staff Networks is represented at the Forum as well as representatives from our Board, Executive Team, each of our 8 Directorates and Trade Union.

During the last year, Forum Members have been more involved in our work around Diversity Inclusion and have provided valuable insight and discussions which helps embed our work across the organisation.

Some of the work that the Forum members have been involved with: -

- Discussions on how our Staff Networks could work closer together to have more impact especially in raising awareness e.g. Teams Channel for discussions/sharing news and activities, monthly virtual catch up over a coffee, Network space at #TeamNRW Day, Network Day at a NRW venue South, Mid and North.
- Discussion and ideas shared on how Network Leads/members can access support or advice e.g., counselling or mentoring, in supporting staff who approach the Leads confidentially.
- How to incorporate D&I into the Managers Took Kit Training.
- Providing information in readiness to update our EDI pages on intranet.
- Provided feedback to Corporate Planning Team on the draft Corporate Plan.
- Discussion had on training requirements for Managers on EDI to help embed our values and expected behaviours within their teams.
- Implementing the Anti-Racist Action Plan Wales and how NRW can contribute to achieving the aims and objectives.

## Employee Staff Networks

We currently have 7 Networks in place who play an important role in supporting colleagues and the business. Each Network has a lead, or the role is carried out jointly with another member of staff. These roles are carried out voluntarily and provide staff with a safe space and someone to contact when support is required.

Our Networks in place are: -

- Neurodiversity Network
- Cwtch Network (for Carers)
- Dementia Friends
- Muslim Network
- Christian Fellowship Network
- Calon Network (LGBTQ+)
- Assisted Technology User Network

Over the last year, the Networks have played an important part in helping to make our organisation more inclusive by sharing experiences, knowledge and information for consideration when developing our policies and procedures.

Some of the work the Networks have been involved with is:

- Provide feedback during consultation on our People Policies
- Hosted Caffi Cwtch space at #Team NRW Day.
- Mental Health First Aid course purpose was explained to Forum.
- Worked with the EDI Team in developing and promoting the Work and Wellbeing Staff Passport

Guidance is currently being drafted which will outline the aims and objectives of Networks and role of Network Leads. This will provide a framework to support their mental health and wellbeing and to balance their day job and role as Network Leads.

**Proactively celebrate our diversity in NRW by supporting, empowering and promoting our active Staff Networks forms part of our D&I Strategy Action Plan.**

More information can be found on the work of our Staff Networks in **Annex 1** of this report.

## Team NRW Day

Team NRW Day took place on 15<sup>th</sup> June 2022 at Aberystwyth Art Centre. The emphasis of the day was to provide an opportunity for staff to reconnect with colleagues and friends following the Covid period. “Caffi Cwtch” was created by our Staff Networks and Trade Union as an informal space to provide staff the opportunity to pop in and find out more about our 7 Employee Staff Networks and Trade Unions during the day.

“Caffi Cwtch” proved to be a very popular space on the day with members of our Board, Executive Team and Leadership Members popping in to show their support for the work of our networks and unions. Having the opportunity to meet face to face helped to build up a



real rapport when discussing matters with the networks and union, which is always easier than online when discussing issues close to one's heart.

A space for "Caffi Cwtch" has been requested at future events to help in continuing to build on the work of the Employee Staff Networks and Trade Unions.

## Work and Wellbeing Passport

In September 2022 we launched our Work and Wellbeing Passport which was instigated by our Cwtch Carers Network following good practice shared by Employers for Carers UK who NRW joined as members in 2021.

Following completion of an Equality Impact Assessment it was found that the Passport could benefit a wider group of staff and was developed as our Work and Wellbeing Passport.

The Passport is to be used by staff to help explain how work has an impact on their personal circumstances or condition and to help facilitate a confidential conversation between staff and their line manager to discuss how best to balance their work and personal life in a better way. This will help managers to better understand their circumstances, discuss and agree adjustments or flexibilities required to help them to work effectively, and function to their maximum capacity in a supportive environment. The conversation will involve balancing their needs with the needs of the business. The Passport is helpful when moving roles and changing manager, helping the new manager understand the adjustments or flexibilities previously agreed, avoiding the need to begin the process again for the staff member.

We plan to review the effectiveness of the Passport in 2023 in consultation with staff who use the Passport and their Managers.

**Implementing the Passport forms one of the actions in our D&I Strategy Action Plan.**

## Diversity and Inclusion Calendar

The Equalities Team and Staff Networks were involved in raising awareness of some of the activities below on Yammer, Intranet, and social media:

- LGBT+ History Month and launch of Gender Pronouns Video – February 2022
- Neurodiversity Week – March 2022
- Muslim Month of Ramadan – April 2022
- Dementia Awareness Week – May 2022
- Carers Week – June 2022
- Annual pilgrimage in Makkah, Saudi Arabia (Hajj) – July 2022
- Pride Cymru – August 2022
- Raise Awareness of Neurodiversity Network – October 2022
- Black History Month UK – October 2022
- Islamophobia Awareness Month – November 2022
- Transgender Awareness Week – November 2022
- Transgender Day of Remembrance – November 2022

- Carers Rights Day – November 2022
- International Day for the Eliminations of Violence against women – November 2022
- World AIDS Day – December 2022
- International Day of Disabilities – December 2022
- International Day for the Abolition of Slavery – December 2022

**Celebrating key diversity festivals throughout the year with input and support from staff/stakeholder groups and our Staff Network Groups forms part of our D&I Strategy Action Plan.**

## Recruitment Applications

From January 2022 until December 2022, we received 3278 applications in total, 1087 of these were from internal candidates.

As part of our commitment to the EDI strategic objectives and the D&I Strategy, our aim will be to attract applications across our communities to best reflect the diversity of our population in Wales. A breakdown of our external recruitment statistics for the period above can be found in **Annex 2** this report. The statistics are based on questions asked on our external application form titled ‘Equalities Monitoring Form Recruitment’.

The statistics show, from those who self-declared, that the highest percentage of applications are:

- 31% aged between 25-34
- 54% are male
- 78% declare they are from white or white mixed ethnicity

The least percentage of applications were received from:

- 6.5% from LGBTQ+
- 5% from ethnic minority groups

## Disability Confident Employer

“Disability Confident” is a scheme that is designed to help us recruit and retain disabled people for their skills and talents. This ensures that those with disabilities are guaranteed an interview when applying for vacancies within our organisation where they meet the minimum skill criteria requirements for the role. We successfully achieved Level 2 re-accreditation to this scheme until May 2021 until April 2024.

Over the last year we have received 86 requests for interviews under this scheme’s guaranteed interview process. Of the 86 requests, 3 requests were from internal staff and 83 from external candidates, with 56 candidates invited to an interview. The other 30 did not meet the minimum criteria requirement for the roles in questions and were declined an interview on this occasion.

**Progressing from Level 2 Disability Confident Employer to Level 3 Disability Confident Leader standard forms part of the D&I Strategy Action Plan. This will help to attract more disabled people to apply and be successful in securing roles within our organisation.**



## Staff Self-Disclosure

Staff can self-disclose voluntarily personal details such as ethnicity, sexual orientation, religion, faith, belief or no belief and caring responsibilities confidentially in our central MyNRW HR and Finance system. We ask and encourage staff to self-disclose as this helps us to understand the makeup of our workforce, however it is at the discretion of the employee how much or how little information they declare. Self-declaring helps us to ensure we have the right policies and procedures in place to support our staff as well how reflective we are as an organisation of the population and communities we serve in Wales.

The current figures show, 68% of our staff have self-disclosed some or all information voluntarily, this appears to be decreased by 3% since last year, with 32% of staff who have not self-disclosed. According to figures 308 new members of staff started with us with 176 members of staff leaving the organisation between January and December 2022.

**Highlighting the benefits of self-declaring and work to remove any barriers, working alongside our Staff Networks forms part of our D&I Strategy Action Plan.**

## Self-Disclosure Completion Rates – January 2022

Directorate Disclosure Stats	Number completed disclosure	Number not completed disclosure	Total	Percentage completed disclosure	Percentage not completed disclosure
Operations	877	443	1320	66%	34%
Evidence, Policy and Permitting	451	169	620	73%	27%
Finance and Corporate Services	124	68	192	65%	35%
Communication, Customer and Commercial	76	40	116	66%	34%
Corporate Strategy and Development	86	35	121	71%	29%
<b>Overall Total</b>	<b>1614</b>	<b>755</b>	<b>2369</b>	<b>68%</b>	<b>32%</b>

More information can be found in **Annex 3** on our staff self-disclosure statistics. Disclosure includes 'prefer not to say' option.

## Gender Pay Gap at 31/3/22

	2019	2020	2021	2022
<b>Mean</b>	5.3%	2.5%	2.0%	2.3%
<b>Median</b>	12.1%	3.1%	3.1%	6.4%

Quartiles	2020		2021		2022	
	Male	Female	Male	Female	Male	Female
Lower Quartile	54%	46%	53%	47%	53%	47%
Lower Middle Quartile	53%	47%	54%	46%	52%	48%
Upper Middle Quartile	52%	48%	51%	49%	53%	47%
Upper Quartile	62%	38%	62%	38%	62%	38%
<b>Total Workforce</b>	55%	45%	55%	45%	55%	45%

Our gender pay gap information is captured on 31 March each year to comply with The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 methodology.

## Analysis of Gender Pay Gap

The gender pay gap measures the difference between average (median) hourly earnings of men and women, usually shown by the percentage men earn more than women.

Our gender pay gap information is captured on 31<sup>st</sup> March each year and reported on the Gender Pay Gap Service on .Gov to comply with The Equality Act 2010 (Specific Duties and Public Authorities) (Gender Pay Gap Information) Regulations 2017 methodology.

From figures captured in March 2022 analysis shows that the mean gender pay gap has increased slightly to 2.3% and increase of 0.3%. This means that females earn 97.7p for every £1 males earn when comparing hourly pay.

Our median gender pay gap has increased this year to 6.4% with an increase of 3.3%. This shows that females earn 93.6p for every £1 males earn when comparing hourly pay. This is due to an increase by 2% of males in the median salary range and a reduction of 2% of in the number of females in the upper middle quartile.

The upper quartile remains the same as last year with a higher proportion of males at 62% in comparison to females at 38%. The percentage of males and females working in the organisation has also remained the same as last year with 55% being males and 45% women.

Whilst the median pay gap shows a difference of (93.6p to every £1), the average does show that “on the whole”, the hourly salaries aren’t too far apart (97.7p to every £1). This gap does not mean that males are paid more than females for carrying out the same type of role. There are several factors that impact the pay gap e.g.: -

- 55% of our workforce are males
- 45% of our workforce are females
- 92.4% of our male workforce work full time
- 75% of our female workforce work full time
- 7.6% of our male workforce work part time
- 25% of our female workforce work part time
- 62% of our upper quartile hourly salaries are males
- There are more males than females in all our quartiles

With the introduction of our new Working Styles policies, this may help to reduce the gap in providing more opportunities for our colleagues to work around responsibilities if they so wish.

The UK pay gap for 2022 for full time employees has increased to 8.3%, this is an increase of 0.6 from 2021. This is due to a several changes in working practices and the impact of retention schemes during the Covid-19 pandemic which affected earnings and accuracy around reporting.

## Complaints

Over the last year we received 4 complaints in relation to Equality, Diversity and Inclusion as follows:

### Complaint 1

One complaint was received when the complainant reported that wheelchair and mobility scooter users were unable to go through the specially designed kissing gate at Fforest Fawr. The gate was designed to be opened by means of a RADAR key which allows disabled people access to locked facilities. A section of the car park closest to the forest also has access without a boundary fence to the footpath.

The complainant obtained a RADAR key.

### Complaint 2

In relation to Complaint 1 above, a second complaint was received from the complainant who having obtained a RADAR key was unable to gain access through the specially designed kissing gate due to the dimensions of the wheelchair/mobility scooter used.

It was explained to the complainant that due to anti-social behaviour, particularly off-road motorbikes, restricted access to unlawful users was necessary and the challenge in allowing access to legitimate users with a RADAR lock which allows access to disabled people through the gate. This was the best solution at the time the gate was installed.

To help ensure that the gate does not cause further problems, plans were put in place to replace the gate with a standard K Barrier, with further work to ensure that the approach is level and free of obstructions. This replacement will enhance the access for anyone using mobility scooters, families with pushchairs and wheelchair users. The new barrier was ordered and fitted, and work carried out as explained at Fforest Fawr.

### Complaint 3

One complaint was received from a complainant in the manner they had been referred to in email correspondence, who had been referred to by their proper name, nickname, or alias which the complainant felt referenced their ethnicity during investigation work carried out by NRW staff.

The team concerned were instructed to use proper names when referencing others in future and all the team were required to complete Equality and Diversity and Unconscious Bias Training.

The complainant's allegation that ethnicity played a role in the decision by Legal Services to prosecute was investigated by NRW Legal Team and no evidence was found in the statements served on the complainant to support this allegation.

The complainant was advised of their entitlement to contact the Ombudsman if they wished.

## Complaint 4

A recent complaint was received in relation to making it mandatory to add a title to an individual's name when creating an account on our Waste Carrier Licence service.

The complainant is questioning the need for this requirement to be mandatory and claims it to be discriminatory that the field should be optional requirement.

This complaint is in the process of being deal with following our Complaints procedure in place.

## Conclusion

Over the last year we have made progress in developing and in starting to implement an action plan to support the delivery of our D&I Strategy. This work will continue over the next 3 years and beyond in further embedding D&I into our policies, procedures, and ways of working, but also in finding better ways of engaging with the diverse communities across Wales.

From figures captured on 31 March 2022 analysis shows that the mean gender pay gap has increased slightly to 2.3% an increase of 0.3%. This means that females earn 97.7p for every £1 males earn when comparing hourly pay. This is due to the fact that 62% of our upper quartile hourly salaries are males. As a comparator the ONS report that the UK pay gap for 2022 for full time employees has increased to 8.3%, an increase of 0.6% from March 2021. This is due to a several changes in working practices and the impact of retention schemes during the Covid-19 pandemic which affected earnings and accuracy around reporting.

Analysis of our staff profiles shows that the diversity of our workforce remains unchanged on the whole as in previous years. Work in attracting a workforce that is more reflective of the communities we serve has been identified in our D&I Action Plan. We also need to encourage more of our staff to self-declare so that we have a better understanding of the true diversity of our workforce.

We are very pleased with the implementation of our Work and Wellbeing Passport and feedback from some of our staff and managers has been positive, with managers having a better understanding of circumstances, discuss and agree adjustments or flexibilities required to staff to work effectively, and function to their maximum capacity in a supportive environment.

## Annex 1

### Staff Networks Information

#### Neurodiversity Network

The Neurodiversity Network was set up by a group of staff to give other neurodivergent colleagues, their managers and colleagues who have neurodivergent family members, access to useful information and a place to ask questions. The network is open to anyone, neurodivergent, neurotypical or undecided!

The Network have a Neurodiversity News group on Yammer and a private Neurodiversity Network Group for discussion, both open to all. The aim is to create an inclusive workplace to:

- put into practice NRW's commitment to diversity and inclusion
- reduce the stigma around being neurodivergent
- make staff feel safe, empowered, and informed

In 2022 the network:

- trialled the wellbeing passport and gathered feedback for ODPM on how well this worked and what could be improved
- put together a document library about reasonable adjustments for neurodivergent staff and their managers
- used Yammer to raise general awareness about neurodiversity. We ran a series of posts during neurodiversity week and on ADHD in October, which helped increase network membership to almost 80 (from around 35-40) at the start of the year
- ran a survey about staff experiences with neurodiversity and work (results to be written up in early 2023)
- through the Yammer group we provided a place for neurodivergent staff & allies to discuss issues and experiences and find support from other network members

#### Calon our LGTBQ+ Staff Network

The Network provides support, guidance, and networking opportunities for NRW's LGBT+ staff members and allies who wish to support LGBT+ equality and inclusion.

The network migrated from contributors of legacy bodies and was the first official staff network group of NRW in April 2013. To date there are 50 formal members, with 150 following the network on Yammer.

To date:

- Calon has continued to develop its Yammer presence and emphasise engagement with members through posts and topics for discussion.
- A stand representing Calon was arranged for Team NRW Day in Aberystwyth and an informal meeting up was arranged for the Pride celebration in Cardiff.
- Calon commemorated Transgender day of Remembrance (TDoR) with informative posts, an intranet post and an interview completed with a colleague whose child is transgender. The aim was to explore the challenges associated with identifying as transgender, how parents can help their children understand this process and generated awareness of discrimination faced by transgender people.
- Calon concluded its activities for 2022 with the Calon Christmas Quiz that took place over Microsoft Teams.

The network will be meeting further in January to discuss its plans for 2023, celebrating days of awareness, planning online and in person activities.

## Muslim Network

The network was launched for anyone in the organisation who is a Muslim or would like to find out more about the Islamic faith, meet new people and simply show support as an ally.

It is important for the Muslim staff network to exist so it can raise awareness in order for people to have a better understanding about Islam and dispel the negative and prejudicial exposure the faith encounters in order to build community cohesion.

### Activities between 1<sup>st</sup> January and 31<sup>st</sup> December 2022:

- Contributed towards using Islamic identity video via comms in the “Nature and Us” campaign
- Raised awareness about Islamophobia: The Dinner Table Prejudice Islamophobia in Contemporary Britain Dr Stephen H. Jones and Amy Unsworth
- Contributed an article for the NRW staff on “Belief and Natural Resources in Islam”
- Promoted “Visit My Mosque” national event for NRW staff
- Supported the Recreation Team around inclusivity of Muslim Identifying the natural environment by participating in a Photoshoot for Estate Recreation and Access Promotion.

## Dementia Friends Network 2022-23 EDI Annual Report

- Since February 2022, Dementia Friends has attracted 51 new dementia friends members via virtual sessions. The sessions comprise the Dementia Friends Awareness session, followed by a short discussion about NRW’s journey to becoming a Dementia Friendly Community, the resources that are available to staff and the expectations we have of them to be ‘Dementia Friendly’ in their work.
- As well as these “standard” sessions, the Network has been approached to run some individual / bespoke discussions this year.
- The Dementia Champion requirements have changed from November 2022, and our existing Champions need to complete further training to achieve the new role of Dementia Ambassador and deliver our future training sessions.



- We currently have one accredited Ambassador and 2 applications ongoing.
- Our Dementia Friendly work continues to be represented at our ongoing EDI Forum meetings, Carers Network (Cwtch) calls and a 'caring for elders' virtual cuppa.
- We are sharing details of our Dementia Friendly Community work on a suite of Intranet pages.
- NRW continues to participate in a Wales-wide 'blue light' dementia group to share learning and best practice. This is co-ordinated by the ambulance service and includes representation from police and fire. Forum members provide updates about their dementia friendly initiatives and share best practice.
- We also join the Carmarthenshire Dementia Community Coalition calls, as a result of our participation in the Carmarthenshire PSB.
- As a member of the Health, Education and Natural Resources team one of our Organisational Leads is able to feed into policy development and projects that require knowledge and understanding of people living with dementia and their carers. She also supports the 'Health' specialists within this team.

## Christian Fellowship Staff Network

The Network is a welcoming and joyful place where people can come and share needs, joys and engage in discussions about issues of the day from a biblical perspective. It is open to everyone, and all are welcome whatever your background and without any obligation.

- The Network currently has 26 members, with between 5 and 10 members also involved in regular virtual meetings which take place weekly for short prayer and praise sessions. Members also share worship songs and words of encouragement through this.
- We have been blessed to have daily reflections and amazing photos shared by a member to the Yammer page which often relates specifically to individual's situations and brings about encouraging conversations.
- We also meet every 2 weeks, interchanging between bible study sessions brilliantly led by a member and monthly sessions monthly colleagues in Welsh Government. We regularly pray into the work of NRW and for the staff, both individually where we are aware of particular issues that staff members are facing or more corporately for the work of the organisation. We have seen real encouragement between members and a real spiritual growth as we learn from each other.
- We have continued with our link to Transform UK this year and are hoping to be involved in further activities with them in 2023 – including a possible Transform UK (Wales) conference.
- We have continued to regularly present in the new starter induction programme which again has been well received.

## NRW Carer's Network (Cwtch)

Our Carer's Network (Cwtch) group was established in 2019 with the aim of doing more to recognise, support and value our colleagues who care for a loved one. The Network now have around 30-35 on our meeting group membership, and more in our wider yammer network.

- Fewer meetings have been held over the year with the aim to make the meetings held more meaningful for attendees. Between 10-20 people regularly attend. The meeting includes a section called “Me Time” which involves a guest speaker joining and sharing with us e.g., Mindfulness.
- Our Yammer group is active with 85 members, and a Network intranet page with guidance and support available for staff from NRW and through our membership of Employers for Carers.
- “Carers Cuppa” sessions are held monthly to provide members to chat informally in a supportive environment.
- One of the Network leads has completed the carers Wales Workplace Carers Champion course, with the two leads providing support on a one-to-one basis to staff who seek support in their role as a Carer and employee.
- The Network worked closely with the Equality Team on the development and launch of the Work and Wellbeing Staff Passport and have provided feedback on NRW people policy consultations.
- Activities took place to promote Carers Rights Day and Carers Week 2022, including training sessions
- Produced a document highlighting places colleagues can go for support as a Carer

In 2022 we raised awareness by: -

- Celebrating Carers week in June 2022 on the intranet with carers blogs and a series of Wellbeing walks around the country for member to join.
- Celebrated Carer’s Rights Day in November, by hosting workshops focusing on identifying a carer, support for carers and issues surrounding caring.

In 2023 we plan to: -

- Focus on Carers Leave policies in 2023.
- Apply for the Carers Confident Level 2 award and will start the process of gathering evidence for this in 2023.

## **Assisted User Group ICT and Telephony Network**

The Assisted User Group ICT and telephony Network has 33 members and provides a focal point for matters relating to accessibility. The group are responsible for ensuring NRW is using standard up to date tools and consistent versions, working with ICT governance for management and delivery of any changes by:

Helping to new software.

Escalate risks and issues to ICT or relevant member of leadership team

Share learning, tips, and tricks between users of assisted technology

Group review of further training and guidance needed from outside the organisation

Review of progress on current projects relating to assisted user technology

Raise awareness of assisted user’s ICT and Telephony needs to all parts of the business

Ensure assisted technology requirements are included in new projects from the outset



The work the Network has been involved with over the year – Rolling out the updated Dragon software to the Dragon users. Testing various applications such as Hornbill to ensure accessibility and where it's not working with project managers on a resolution.

In 2023 the group will be meeting with Welsh Government about their accessibility work and assisting ICT with the testing of the MS Surfaces and Windows 11.

## Annex 2

### External Recruitment Statistics for January 2023

#### What is your age group?

Age group	Total
16 – 24	503
25-34	1008
35-44	634
45-54	434
55-64	135
65+	3
Prefer not to say	43
Blank	518

#### What is your Gender?

Gender	Total
Male	1755
Female	1486
Prefer Not to Say	17
No record	17
Non-Binary	3

#### Does your Gender Identity Match the sex you were assigned to at Birth?

Gender Identity	Total
Yes	2706
Blank	517
Prefer Not to Say	33
No	22

#### Are you currently married or in a Civil partnership?

Married or Civil Partnership	Total
No	1762
Yes	918
Blank	516
Prefer Not to say	82

## What is your sexual orientation?

Sexual orientation	Total
Heterosexual / Straight	2376
Blank	519
Prefer not to say	171
Bisexual	112
Gay Man	41
Gay Woman / Lesbian	35
Other	22
Prefer to use own term	2

## What caring responsibilities do you have?

Caring responsibility	Total
None	2037
No response	523
Primary Carer of children (under 18)	511
Secondary Carer	111
Prefer not to say	77
Primary Carer (over 65)	14
Assist in caring	2
Primary Carer of Disabled Adult	3

## Do you consider yourself to have a disability?

Disability	Total
Blank	3107
No	119
Yes	23
Prefer not to say	29

## Guaranteed Interview requests

Requested	Total
No	11
Yes	86
No Record	3184

## Guaranteed Interview offered

Interview offered	Total
Yes	56
No	30
	No offer due to not meeting minimum required criteria

## What is your religion or belief?

<b>Religion or belief</b>	<b>Total</b>
Have no faith or belief	1806
Have faith or belief	725
No record	521
Prefer not to say	207
Other	19

## What is your ethnicity?

<b>Ethnicity</b>	<b>Total</b>
White (English, Welsh, Scottish, Northern Irish, British, Irish, Gypsy or Traveller, any other White background)	2543
No record	518
Prefer not to say	65
<b>Asian/Asian British (Indian, Pakistani, Bangladeshi, Chinese, any other Asian background)</b>	58
<b>Mixed/Multiple ethnic groups (White and Black Caribbean, White and Black African, White and Asian, any other mixed/multiple ethnic background)</b>	34
<b>Black/ African/Caribbean/Black British (African, Caribbean, Any other Black/African/Caribbean background)</b>	34
<b>Other ethnic group (Arab or any other ethnic group)</b>	26



## Annex 3

### Staff Self-disclosure stats

#### Age Analysis

	January 2021		January 2022		January 2023	
Age	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Under 25	73	3.3%	33	1.4%	41	1.7%
25 to 35	429	19.2%	428	19.0%	461	19.6%
35 to 45	654	29.2%	636	28.2%	688	29.0%
45 to 55	663	29.6%	671	29.7%	688	29.0%
55 to 65	385	17.2%	446	19.8%	453	19.1%
65 and above	33	1.5%	43	1.9%	38	1.6%
<b>Total</b>	<b>2237</b>	<b>100%</b>	<b>2257</b>	<b>100%</b>	<b>2369</b>	<b>100%</b>

## Age Profile – Full-Time and Part Time Staff

	January 2021		January 2022		January 2023	
Age part -time	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Under 25	#	0.0%	0	0.0%	#	0.1%
25 to 35	38	1.7%	37	1.6%	39	1.6%
35 to 45	111	5.0%	106	4.7%	115	4.9%
45 to 55	105	4.7%	100	4.4%	98	4.1%
55 to 65	72	3.2%	76	3.4%	85	3.6%
65 and above	10	0.4%	16	0.7%	14	0.6%
<b>Total</b>	<b>337</b>	<b>15.1%</b>	<b>335</b>	<b>14.8%</b>	<b>353</b>	<b>14.9%</b>
<b>Age full-time</b>						
Under 25	72	3.2%	33	1.5%	39	1.6%
25 to 35	391	17.5%	391	17.3%	422	17.8%
35 to 45	543	24.3%	530	23.5%	573	24.2%
45 to 55	558	24.9%	571	25.3%	590	24.9%
55 to 65	313	14.0%	370	16.4%	368	15.5%
65 and above	23	1.0%	27	1.2%	24	1.0%
Total	1900	84.9%	1922	85.2%	2016	85.1%
<b>Total overall</b>	<b>2237</b>	<b>100%</b>	<b>2257</b>	<b>100%</b>	<b>2369</b>	<b>100%</b>

## Working Arrangements

	January 2021		January 2022		January 2023	
Working Arrangements	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number Of staff	Percentage Of staff
Full-time	1900	84.9%	1922	85.2%	2016	85.1%
Part-time	337	15.1%	395	14.8%	353	14.9%
<b>Total</b>	<b>2237</b>	<b>100%</b>	<b>2257</b>	<b>100%</b>	<b>2369</b>	<b>100%</b>
<b>Of those who disclosed Working Arrangement</b>						
Full-time - Male	1150	51.4%	1147	50.8%	1178	49.7%
Full-time - Female	750	33.5%	775	34.4%	838	35.4%
Part-time - Male	75	3.4%	79	3.5%	82	3.5%
Part-time - Female	262	11.7%	256	11.3%	271	11.4%
<b>Total</b>	<b>2237</b>	<b>100%</b>	<b>2257</b>	<b>100%</b>	<b>2369</b>	<b>100%</b>

## Disability Analysis

	January 2021		January 2022		January 2023	
Disability status	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
No	1329	59.4%	1390	61.6%	1431	60.4%
Yes	70	3.1%	83	3.7%	85	3.6%
*Prefer not to say	838	37.5%	784	34.7%	853	36.0%
<b>Total</b>	<b>2237</b>	<b>100%</b>	<b>2257</b>	<b>100%</b>	<b>2369</b>	<b>100%</b>

\*Also includes those who have not self-declared

## Gender Analysis

	January 2021		January 2022		January 2023	
Gender	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Male	1225	54.8%	1226	54.3%	1260	53.2%
Female	1012	45.2%	1031	45.7%	1109	46.8%
*Prefer not to say	2237	100%				
<b>Total</b>	<b>10</b>	<b>50.0%</b>	<b>2257</b>	<b>100%</b>	<b>2369</b>	<b>100%</b>

## Sexual Orientation Analysis

	January 2021		January 2022		January 2023	
Sexual orientation	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Heterosexual / straight	1214	54.3%	1288	57.1%	1312	55.4%
*Prefer not to say	970	43.4%	914	40.5%	989	41.7%
Gay Woman / Lesbian	15	0.67%	15	0.7%	15	0.6%
Gay man	11	0.49%	12	0.5%	18	0.8%
Bisexual	17	0.8%	18	0.8%	22	0.9%
Other	10	0.4%	10	0.4%	15	0.6%
<b>Total</b>	<b>2237</b>	<b>100%</b>	<b>2257</b>	<b>100%</b>	<b>2369</b>	<b>100%</b>

% of workforce identifying as LGBTQ+	53	2.4%	55	2.39%	70	3%
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\*Also includes those who have not self-declared

## Ethnicity Analysis

	January 2021		January 2022		January 2023	
Ethnicity	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
White	1371	61.3%	1440	63.8%	1480	62.5%
*Prefer not to say	832	37.2%	782	34.6%	850	35.9%
Mixed multiple ethnic groups	14	0.6%	16	0.7%	20	0.8%
Asian/Asian British	14	0.6%	13	0.6%	13	0.5%
Black/African/Caribbean/Black British	#	#	#	#	#	#
Other ethnic groups	#	#	#	#	#	#
<b>Total</b>	<b>2237</b>	<b>100%</b>	<b>2257</b>	<b>100%</b>	<b>2369</b>	<b>100%</b>
% of staff who identify as Black, Minority Ethnic	34	1.52%	35	1.6%	39	1.65%

\*Also includes those who have not self-declared



## Religion, belief, or non-belief analysis

	January 2021		January 2022		January 2023	
Religion, belief or non-belief	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Have no faith or belief	515	23.0%	650	28.8%	675	28.5%
Have a faith or belief	587	26.2%	501	22.2%	507	21.4%
*Prefer not to say	273	12.2%	1106	49%	1187	50.1%
<b>Total</b>	<b>2237</b>	<b>100%</b>	<b>2257</b>	<b>100%</b>	<b>2369</b>	<b>100%</b>
% of staff who identify their religion, belief, or non-belief	587	26.2%	501	22.2%	507	21.4%

\*Also includes those who have not self-declared

## Caring Responsibilities

	January 2021		January 2022		January 2023	
Caring responsibilities	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of Staff
Have a caring responsibility	739	33.0%	568	25.2%	588	24.8%
Have no caring responsibility	956	42.7%	783	34.7%	806	34.0%
*Prefer not to say	542	24.2%	906	40.1%	975	41.2%
<b>Total</b>	<b>2237</b>	<b>100%</b>	<b>2257</b>	<b>100%</b>	<b>2369</b>	<b>100%</b>

\*Also includes those who have not self-declared

## Type of caring responsibility

Caring responsibility	January 2021		January 2022		January 2023	
	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Primary carer of child/children under 18	369	68.1%	381	67.1%	401	68.2%
Secondary carer	82	15.1%	91	16.0%	89	15.1%
Multiple caring responsibilities	47	8.7%	45	7.9%	43	7.3%
Primary carer of person over 65	25	4.6%	30	5.3%	31	5.3%
Primary carer of disabled child/children	10	1.85%	#	#	11	1.9%
Primary carer of disabled adult (over 18)	#	#	12	2.1%	13	2.2%
<b>Total</b>	<b>542</b>	<b>100%</b>	<b>568</b>	<b>100%</b>	<b>588</b>	<b>100%</b>

\*Also includes those who have not self-declared

## National Identity Analysis

National Identity	January 2021		January 2022		January 2023	
	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff

*Prefer not to say	766	34.2%	714	31.6%	784	33.1%
Welsh	701	31.3%	738	32.7%	776	32.8%
British	612	27.4%	634	28.1%	642	27.1%
English	90	4.0%	100	4.4%	97	4.1%
Other	48	2.1%	50	2.2%	51	2.2%
Scottish	16	0.7%	17	0.8%	15	0.6%
Northern Irish	#	#	#	#	#	#
<b>Total</b>	<b>2237</b>	<b>100%</b>	<b>2257</b>	<b>100%</b>	<b>2369</b>	<b>100%</b>

\*Also includes those who have not self-declared

## Welsh Language Ability of Staff

	January 2021		January 2022		January 2023	
Language Ability	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
<b>Staff who have self-assessed language skills in MyNRW</b>	<b>2128</b>	<b>95.1%</b>	<b>2214</b>	<b>98.1%</b>	<b>2228</b>	<b>94%</b>
<b>Staff who have declared they are able to communicate in Welsh at various levels</b>	<b>2041</b>	<b>91.2%</b>	<b>2126</b>	<b>92.2%</b>	<b>2130</b>	<b>90%</b>
Able to pronounce basic Welsh phrases and names	915	40.9%	941	41.7%	991	41.8%
Able to construct basic Welsh sentences	438	19.6%	458	20.3%	477	20.1%
Fluency in spoken and written Welsh	310	13.9%	331	14.7%	347	14.7%

Fluency in spoken Welsh	225	10.1%	222	9.8%	227	9.6%
Able to discuss some work matters confidently	153	6.8%	174	7.7%	186	7.9%
No understanding of Welsh	87	3.9%	88	3.9%	98	4.1%
<b>No return completed</b>	<b>109</b>	<b>4.9%</b>	<b>43</b>	<b>1.9%</b>	<b>43</b>	<b>1.8%</b>
<b>Total</b>	<b>2237</b>	<b>100%</b>	<b>2257</b>	<b>100%</b>	<b>2369</b>	<b>100%</b>

## Welsh Language Ability by Directorate January 2023

Language Level	Communication Customer and Commercial	Corporate Strategy and Development	Evidence, Policy and Permitting	Finance and Corporate Services	Operations	Total
0 - No understanding of Welsh	5	2	26	15	50	98
1 - Able to pronounce basic Welsh phrases and names	25	43	282	85	556	991
2 - Able to construct basic Welsh sentences	20	33	140	36	248	477
3 - Able to discuss some work matters confidently	10	5	57	15	99	186

4 - Fluency in spoken Welsh	11	12	48	16	140	227
5 - Fluency in spoken and written Welsh	41	22	62	23	199	347
No Declaration	4	4	5	2	28	43
<b>Total Staff</b>	<b>116</b>	<b>121</b>	<b>620</b>	<b>192</b>	<b>1320</b>	<b>2369</b>

Note: Data below 10 is shown as a # for data protection purposes

## NRW Board Paper

<b>Date of meeting:</b>	23 <sup>rd</sup> March 2023
<b>Title of Paper:</b>	Wellbeing, Health and Safety (WH&S) Quarter 3 (Q3) update
<b>Paper Reference:</b>	23-03-B16
<b>Paper sponsored by:</b>	Prys Davies, Executive Director Corporate Strategy and Development
<b>Paper prepared by:</b>	Charlotte Morgan, Wellbeing Health & Safety Manager
<b>Paper presented by:</b>	Charlotte Morgan, Wellbeing Health & Safety Manager
<b>Purpose of the paper</b>	Discussion
<b>Summary</b>	To discuss the Q3 WH&S update
<b>Scrutinised by:</b>	People and Customer Committee (PCC) – 15 <sup>th</sup> March meeting

## Background

1. This is the Quarter 3 (Q3) summary of the Wellbeing, Health & Safety (WH&S) performance for Natural Resources Wales (NRW). The report provides an overview of how NRW have managed WH&S through Q3 2022/2023.

## Summary

2. Headlines from Q3 2022/2023 include: -
3. **Serious Incident Reviews (SIR)** - there were two Serious Incident Reviews in Q3.
4. **RIDDOR reportable Lost Time Injuries (LTIs) and Injuries** – there were zero RIDDOR and zero LTIs for NRW in Q3. Near miss reporting has increased this quarter.
5. **The Corporate Health Standard update** - there will be a virtual re-accreditation process by which NRW can extend our Silver Award for a further 12 months (called an Enhanced Status Check), this is now planned for February.
6. **Wellbeing** - financial awareness and support was delivered through our Employee Assistance provider – Care First.

## Wider implications

7. **Finance:** It is recognised that the mis-management 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.

## Next Steps

8. The WH&S team will continue to support the business to ensure wellbeing, health and safety risks are being managed effectively by NRW. 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.
9. The WH&S team will use the information gathered and lessons learnt in the development of our future strategy and Action Plan.

## Recommendation

10. Board are asked to approve the Q3 2022 – 2023 WH&S update.

## Index of Annexes

Provide any supporting information:

Annex 1 – Q3 WH&S and Learning and Development Report



# Board & Executive Team Q3 2022/2023 Paper

## Serious Incident Reviews Summary

<p>1.</p> <p>Details: EV Car Charging.</p> <p>Reference: ACCB879/A1</p> <p>Incident date: 24/08/2019</p> <p>Type of SIR: Near miss.</p> <p>Full investigation: Completed</p>	<p>Total actions: 10</p> <p>Of which:</p> <ul style="list-style-type: none"> <li>• Completed &amp; Closed: 10</li> <li>• Open: 0</li> <li>• Overdue: 0</li> </ul>	
<p>2.</p> <p>Details: Boom had become detached on one side. The worker immediately stopped works and removed the machine from site to prevent any environmental issues.</p> <p>Reference: ACCB1092 / A1</p> <p>Incident date: 21/10/2019</p> <p>Type of SIR: Near miss.</p> <p>Full investigation: Completed</p>	<p>Total Actions: 16</p> <p>Of which:</p> <ul style="list-style-type: none"> <li>• Completed &amp; Closed: 13</li> <li>• Open: 3</li> <li>• Overdue: 0</li> </ul>	
<p>3.</p> <p>Details: Digger un-earthed a live cable at approximately 2-3 inches below the</p>	<p>Total actions 13</p> <p>Of which:</p> <ul style="list-style-type: none"> <li>• Completed &amp; Closed: 11</li> <li>• Open: 2</li> <li>• Overdue: 0</li> </ul>	



<p>surface of the ground car park in Bwlch Nant yr Arian</p> <p>Reference: ACCB1092 / A2</p> <p>Incident date: 09/01/2020</p> <p>Type of SIR: Near miss.</p> <p>Full investigation: Completed</p>	<p>Open actions: 2</p> <p>Final completion date of March 2023 (linked to ISO 45001 training and competency framework).</p>	
<p>4.</p> <p>Details: Chainshot hit `marguard` in front windscreen of harvester</p> <p>Reference: ACCB1092/A3</p> <p>Incident date: 17/02/2020</p> <p>Type of SIR: Near miss.</p> <p>Full investigation: Completed</p>	<p>Total actions</p> <p>Of which:</p> <ul style="list-style-type: none"> <li>• Completed &amp; Closed: 9</li> <li>• Open: 0</li> <li>• Overdue: 0</li> </ul>	<p>9</p>
<p>Open actions: Completed</p>		
<p>5.</p> <p>Details: Near miss Ringbarking concerns -Cwm Cletwr near Tre`ddol Village.</p> <p>Reference: ACCB1092/A4</p> <p>Incident date: 27/03/2020</p> <p>Type of SIR: Near miss</p> <p>Full investigation: Completed</p>	<p>Total actions</p> <p>Of which:</p> <ul style="list-style-type: none"> <li>• Completed &amp; Closed: 20</li> <li>• Open: 0</li> <li>• Overdue: 0</li> </ul>	<p>20</p>
<p>Open actions: Completed</p>		
<p>6.</p> <p>Details: Felled tree was left leaning (hung-up) against another tree.</p> <p>Reference: ACCB1092/A6</p> <p>Incident date: 10/03/2020</p> <p>Type of SIR: Near miss.</p>	<p>Total actions</p> <p>Of which:</p> <ul style="list-style-type: none"> <li>• Completed &amp; Closed: 0</li> <li>• Open: 0</li> <li>• Overdue: 0</li> </ul>	<p>4</p>
<p>Open actions: Completed</p>		

Full investigation: Completed		
<p>7.</p> <p>Details: Lorry overturned while transporting stone from Halfway to Glasfynydd.</p> <p>Reference: ACCB1092 / A5</p> <p>Incident date: 09/07/2020</p> <p>Type of SIR: Injury</p> <p>Full investigation: Completed</p>	<p>Total actions</p> <p>Of which:</p> <ul style="list-style-type: none"> <li>• Completed &amp; Closed: 13</li> <li>• Open: 0</li> <li>• Overdue: 0</li> </ul>	<p>13</p>
Open actions: Completed		
<p>8.</p> <p>Details: BT reported a spurious voltage on equipment at their telephone exchange emanating from Kidwelly flood warning station.</p> <p>Reference: ACCB1097/A3</p> <p>Incident date: 11/11/2020</p> <p>Type of SIR: Near miss.</p> <p>Full investigation: Completed</p>	<p>Total actions</p> <p>Of which:</p> <ul style="list-style-type: none"> <li>• Completed &amp; Closed: 47</li> <li>• Open: 0</li> <li>• Overdue: 0</li> </ul>	<p>47</p>
Open actions: Completed		
<p>9.</p> <p>Details: The incident occurred on the forest road below a clearfell coupe in Afan forest park.</p> <p>Reference: ACCB1097/A1</p> <p>Incident date: 09/04/2021</p> <p>Type of SIR: Near miss.</p> <p>Full investigation: SIR completed and undergoing final scrutiny.</p>	<p>Total actions</p> <p>Of which:</p> <ul style="list-style-type: none"> <li>• Completed &amp; Closed</li> <li>• Open</li> <li>• Overdue</li> </ul>	<p>57</p> <ul style="list-style-type: none"> <li>• 54</li> <li>• 3</li> </ul>
<p>Final completion date: March 2023 (linked to ISO 45001 training and competency framework).</p>		

<p>10.</p> <p>Details: Fatal accident on NRW estate to member of the public. Blaenrhonnda Forest, near Blaencwm, Penpych.</p> <p>Reference: ACCB1097 / A2</p> <p>Incident date: 07/05/2021</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: SIR opened and paused.</p>	<p>The SIR has been paused due to further investigation by the police and the coroner has adjourned the case until October 2022. Operational team attended site and assessed – no actions required. The coroner recorded a conclusion of accidental death at the inquest in Pontypridd on 30th November 2022.</p>
<p>11.</p> <p>Details: Fatal accident on NRW estate to member of the public. Sgwd Pannwr plunge pool, Brecon Beacon.</p> <p>Reference: ACCB1092 / A11</p> <p>Incident date: 05/06/2021</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: SIR opened and paused.</p>	<p>The SIR has been paused due to further investigation by the police and the coroner has adjourned the case until November 2022. Regulation 28 served to NRW and other stakeholders regarding signage on the 29<sup>th</sup> November 2022. Works currently in place to undertake a review of the signage on site.</p>
<p>12.</p> <p>Details: Fatal accident on NRW estate to member of the public. Sgwd Gwladus waterfall in Pontneddfechan, Glynneath.</p> <p>Reference: ACCB1092 / A9</p> <p>Incident date: 16/08/2021</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: SIR opened and paused.</p>	<p>The SIR has been paused due to further investigation by the police and the coroner. Operational team member attended site and assessed – no actions required.</p>
<p>13.</p> <p>Details: The incident occurred with a fleet vehicle and the handbrake mechanism.</p>	<p>Total Actions: 3</p> <p>Of Which: Completed &amp; Closed : 3</p>

<p>Reference: ACCB1092 / A10 &amp; A7</p> <p>Incident date: 02/08/2021 &amp; 06/08/2021</p> <p>Type of SIR: RIDDOR reportable injury.</p> <p>Full investigation: The SIR has been completed and closed.</p>	<p>Open: 0 Overdue: 0</p> <p>Open Actions: Completed</p>
<p>14.</p> <p>Details: Fatal accident on NRW estate to a sub-contractor working on a standing sales site. Coed Taff Forest.</p> <p>Reference: ACCB1092/A12</p> <p>Incident date: 12/10/2021</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: SIR opened and paused.</p>	<p>The SIR has been paused due to further investigation by the police and Health and Safety Executive. Forest Operational team members were on site with the HSE and provided information. The Wellbeing, health &amp; safety manager attended site.</p>
<p>15.</p> <p>Details: Fatal accidents on River Cleddau. NRW has a fish pass asset in the vicinity of the incident and therefore is being recorded on AssessNET as a precautionary measure.</p> <p>Reference: ACCB1097/A4</p> <p>Incident date: 30/10/2021</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: SIR opened and paused.</p>	<p>The SIR has been paused due to further investigation by the police and Health and Safety Executive.</p>
<p>16.</p> <p>Details: Ash tree failed and fell across boundary fence onto third party land allegedly causing injury to third party groundsman and damage to strimmer.</p>	<p>Total Actions: 4</p> <p>Of Which: Completed &amp; Closed : 4 Open: 0 Overdue: 0</p>

<p>Reference: ACCB1096/A1</p> <p>Incident date: 14/04/2022</p> <p>Type of SIR: MOP Injury</p> <p>Full investigation: SIR in progress</p>	<p>Open Actions: Completed</p>	
<p>17.</p> <p>Details: MoP injured by automatic barrier at Newborough</p> <p>Reference: ACCB1094/A1</p> <p>Incident date: 04/05/2022</p> <p>Type of SIR: MOP Injury</p> <p>Full investigation: SIR completed and undergoing final scrutiny</p>	<p>Total actions</p> <p>Of which:</p> <ul style="list-style-type: none"> <li>• Completed &amp; Closed:</li> <li>• Open:</li> <li>• Overdue:</li> </ul>	<p>3</p> <ul style="list-style-type: none"> <li>• 2</li> <li>• 1</li> </ul>
<p>18.</p> <p>Details: MoP fatality at Sgwd Clun-Gwladys, waterfall country</p> <p>Reference: ACCB1092 / A13</p> <p>Incident date: 15/05/2022</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: SIR opened and paused pending outcome of statutory investigation and Coroner's inquest</p>	<p>Final completion date: April 2023 (linked to overall general maintenance).</p> <p>This SIR has been paused pending outcome of statutory investigation and Coroner's inquest. Operational team member, WH&amp;S advisor and Head of Place attended site and assessed – added additional signage on the public right of way, to warn of the serious incident that happen and advising to use an alternative route. A recent accident – has led to the National Parks closing the public right of way under their powers as the highway authority.</p>	
<p>19.</p> <p>Details: MoP fatality at Bike Park Wales</p> <p>Reference: ACCB1095 / A2</p> <p>Incident date: 23/05/2022</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: SIR opened and paused pending outcome of statutory investigation and Coroner's inquest</p>	<p>This SIR has been paused pending outcome of statutory investigation and Coroner's inquest. There is a legal agreement with BPW, and they have control of the works.</p>	

<p>20.</p> <p>Details: Damage to 3<sup>rd</sup> asset on NRW land</p> <p>Reference: ACCB1096 / A2</p> <p>Incident date: 20/10/2022.</p> <p>Type of SIR: Property Damage</p> <p>Full investigation: SIR in progress</p>	<p>SIR has been issued in draft for actions to be agreed. Once agreed the report will be formally issued.</p>
<p>21.</p> <p>Details: Major injury to contractor</p> <p>Reference: ACCB1095 / A3</p> <p>Incident date: 11/10/2022.</p> <p>Type of SIR: Major Injury - fracture</p> <p>Full investigation: SIR in progress</p>	<p>SIR has commenced and in the reporting writing stage.</p>

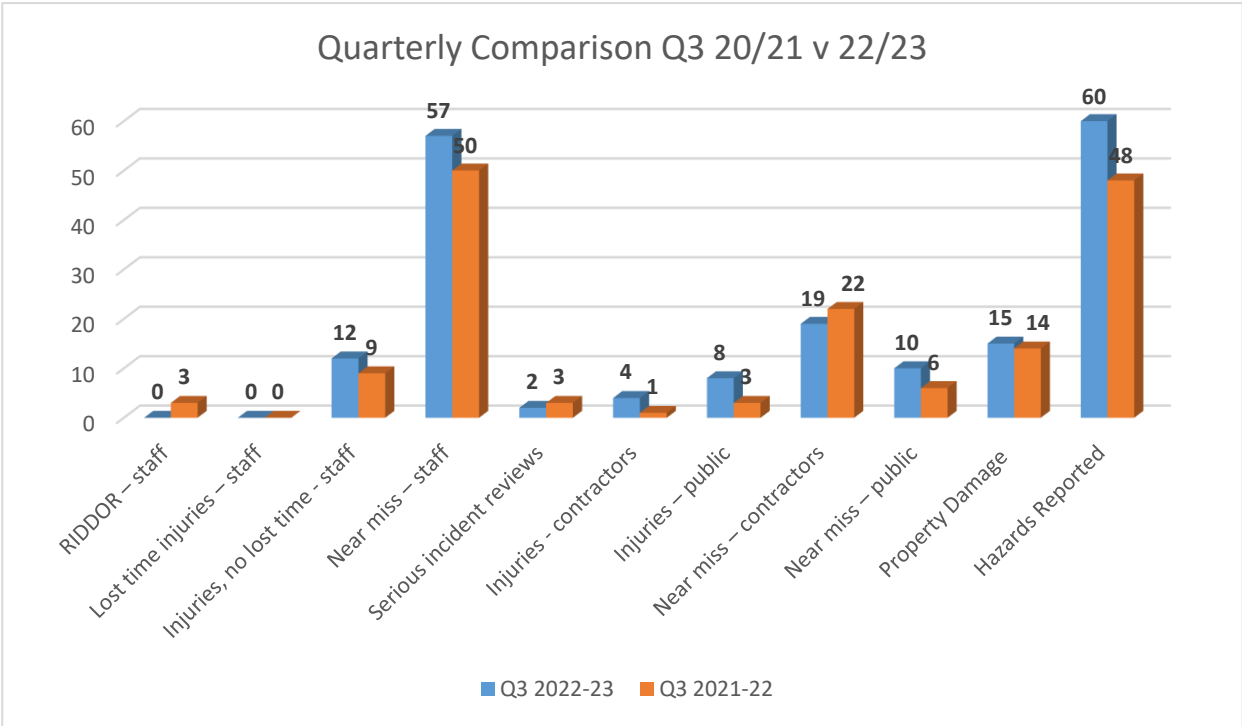
## Recent Incidents on NRW Estate

### Incidents

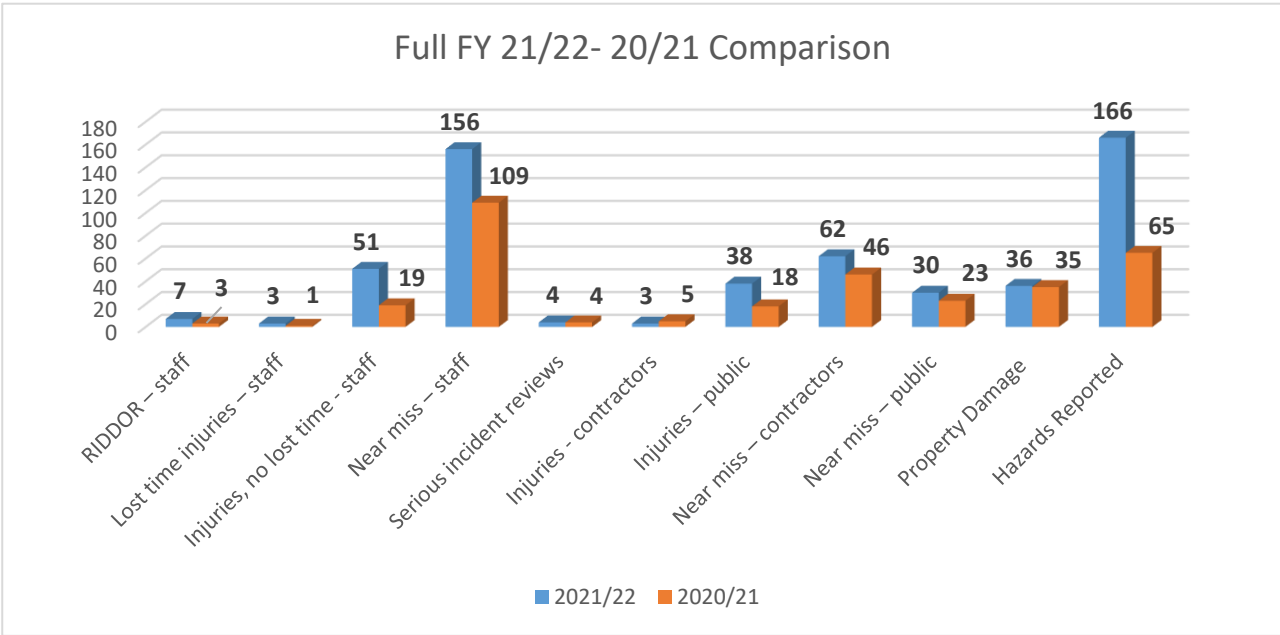
	Q3 2022/23	Q3 2021/22	Q2 2022/23	Q1 2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
<b>RIDDOR – staff</b>	0	3	0	2	7	3	6	2	8

<b>Lost time injuries – staff</b>	0	0	1	0	3	1	4	5	8
<b>Injuries, no lost time - staff</b>	12	9	12	7	51	19	121	53	59
<b>Near miss – staff</b>	57	50	41	30	156	109	183	163	201
<b>Serious incident reviews</b>	2	3	0	3	4	4	5	2	3
<b>Injuries - contractors</b>	4*	1	2	0	3*	5*	5	9	9
<b>Injuries – public</b>	8	3	11	16	38	18	53	53	95
<b>Near miss – contractors</b>	19	22	14	12	62	46	50	40	44
<b>Near miss – public</b>	10	6	13	6	30	23	33	20	39
<b>Property Damage</b>	15	14	14	7	36	35	32	43	48
<b>Hazards Reported</b>	60	48	41	32	166	65	83	103	78

### AssessNET Incident Data Comparison (all NRW) Q2

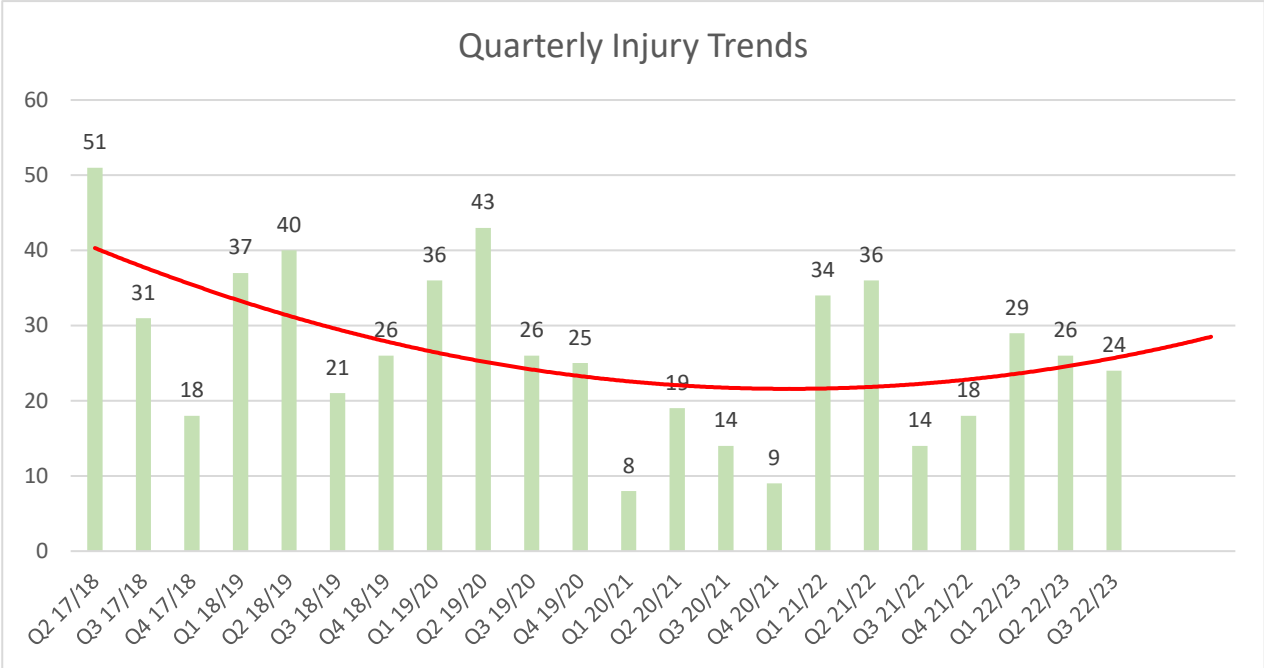


### AssessNET Incident Data Comparison (all NRW) Full Year

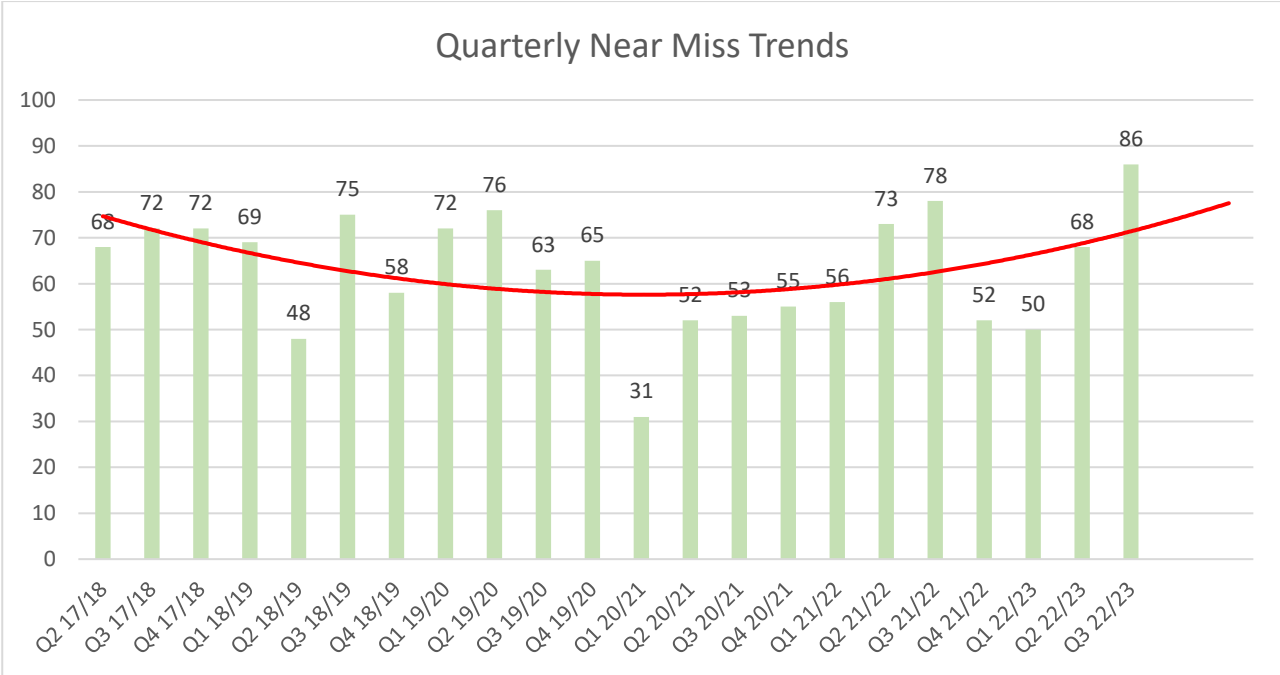




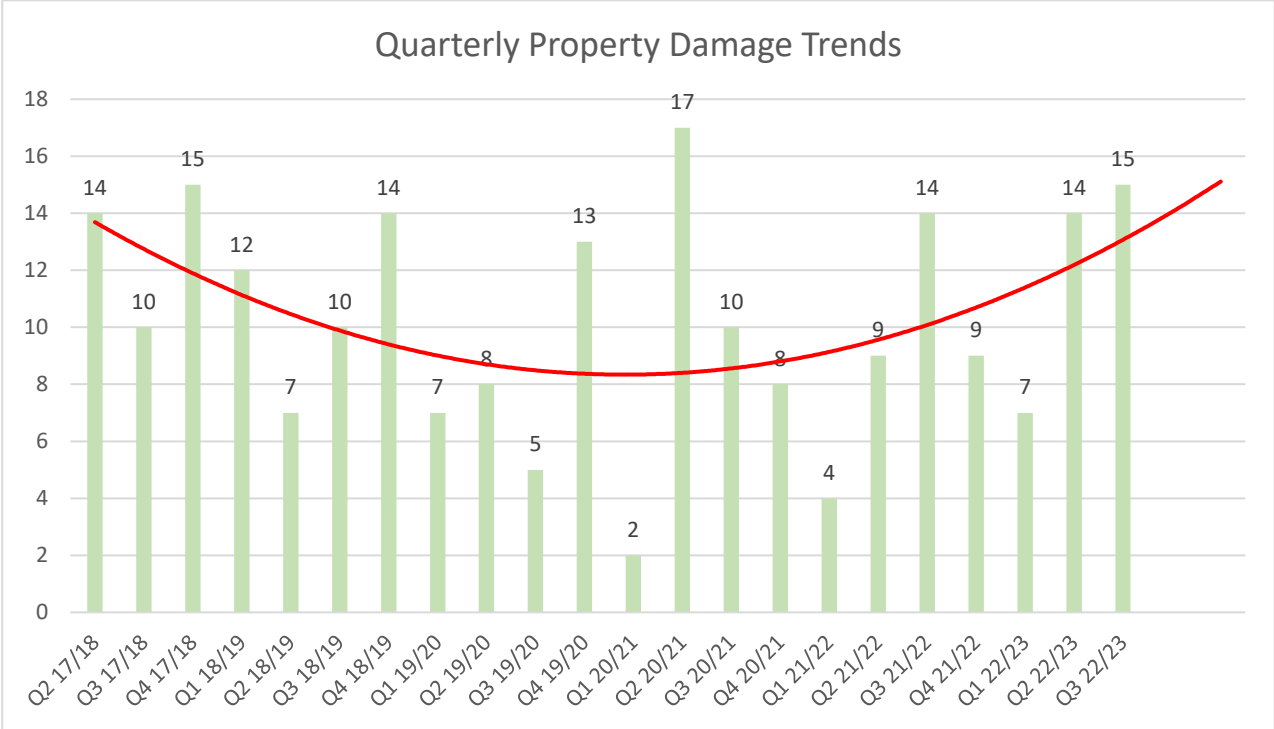
# NRW Quarterly Trend Analysis



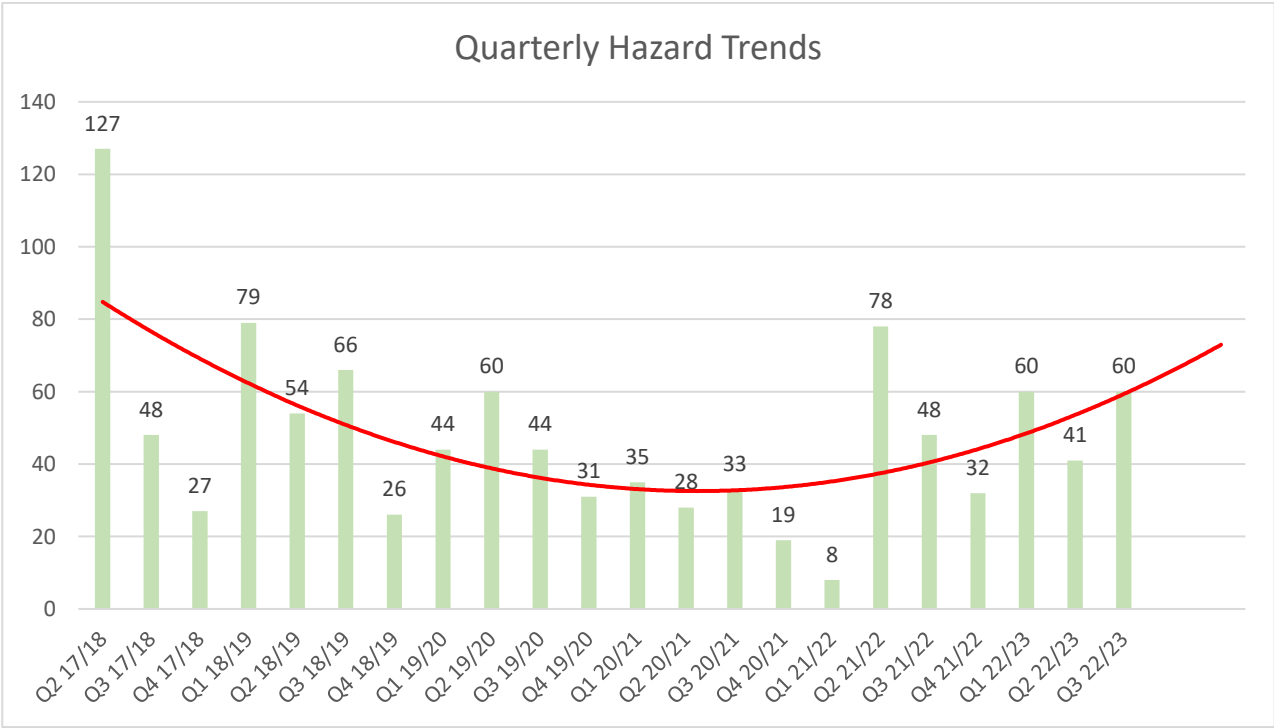
Injuries recorded have declined slightly year on year since 17/18. The decline will be less prominent with 20/21 removed from the stats because of the unique circumstances caused by the pandemic. Of the 24 reported, 12 are to staff with a mix of slips/trips, minor injuries using tools/work equipment. 4\* contractor injuries are 2 crush injuries (RIDDOR reportable by contractor), eye injury and bites/stings, and the remaining 8 MoP injuries are mostly MTB related.



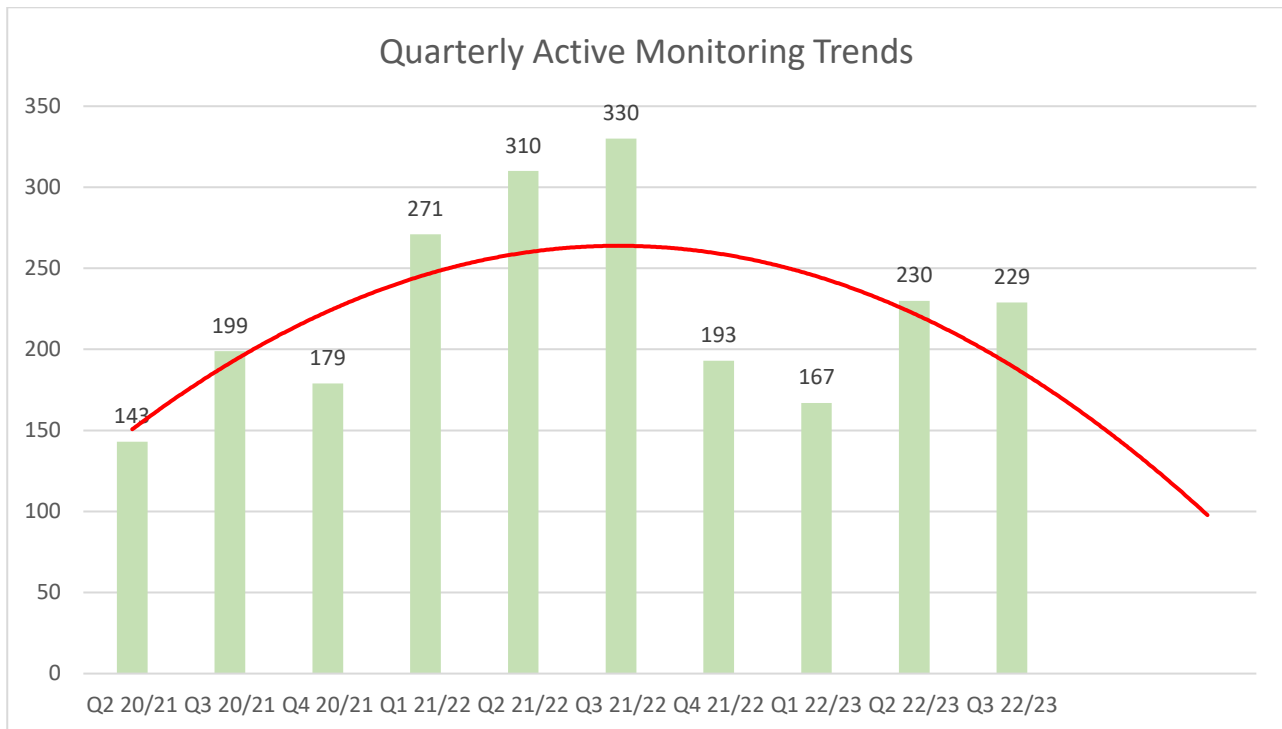
Near misses appear more stable year on year. Again with 20/21 removed the trend line will be flatter. Near misses this quarter consist of timber stack heights (too high), public and other incursions on to harvesting sites, driving near misses.



Property damage incidents are relatively static – this is mainly vehicles being struck by or striking something. Interestingly remain fairly static compared to property damage during 20/21.



Hazards being reported have increased slightly. Again the trendline will be flatter with 20/21 removed but is trending upwards. Trends for Q3 are varied with vehicles/driving being most common.



Active Monitoring – there is only 2 full years of active monitoring data available from the MI Report, so it is early in the trend analysis at present, but trendline shows a decreasing projection after promotion of active monitoring in 21/22. Further improvements currently being trialled with the use of AssessNET for active monitoring instead of MyNRW. This should hopefully make it easier to report. The trendline is flattening out now suggesting a recovery in active monitoring. The aim is to use the AssessNET function from the 1<sup>st</sup> of April. Active monitoring targets for each directorate are being finalised.

## NRW Totals for Q2 2022/23.

We had 0 RIDDOR reportable incidents to staff in Q3 22/23.

We had 0 Lost Time Incident to a member of staff in Q3 22/23.

## ISO 45001: 2018

The re-certification process began in October and finished early December with 12 audit days involving various teams across Wales. NRW were successfully awarded re-certification to ISO 45001:2018 standard. There were 3 minor non-conformities noted, these included working at height, management of noise at work and a premises risk assessment.

The current minor non-conformities were to be assessed and closed off, apart from the training and learning & development non-conformity.

# HSE Forestry Site Inspections

The HSE have now completed a series of planned site inspections on both standing sales and direct production harvesting work sites. A member of the WHS team accompanied HSE on site during the inspections.

The inspections focussed primarily on Forestry Works Manager and Chainsaw Operator competence, as expected. The HSE have also used these inspections to revisit previous topics which have been focal points for inspection, including risk assessments and provision of welfare facilities.

The WHS team met with the HSE inspectors for feedback in early December, with contract management of standing sales sites by NRW being noted as positive with further progress needed on site specific risk assessments and welfare provision. A paper will be produced for ET and Board, as well as drop-in sessions for the forestry operations teams, so they are aware of the feedback.

## Policy update

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

- PPE policy & procedure
- Face fit testing procedure
- Reasonable adjustments policy and procedure

All policies/procedures going forward will be signed off as per the new Governance Operating Model and Delegated Authority Schedule.

## Updates to existing systems and contracts

We are currently looking to upgrade or put in place new systems for the following:

- Learning Management System (LMS) – planned 2023/2024.
- Upgraded AssessNET for single sign on ability for all staff.
- Hostile site database – this project is at the scoping stage with ICT.

## Pre-qualification questionnaires.

To ensure that contractors and customers who work on NRW land are adequately assessed at the pre-qualification stage and ensure that they are competent and have made suitable arrangements in place to manage WH&S a prequalification assessment is undertaken.

In total, the following have been assessed and approved -

**6 ash Die contractors** – all 6 required further clarification and then approved.

**1 fencing contractors** - 1 approved at initial assessment.

**8 ground prep contractors** – all 8 required further clarification and then approved.

**2 fleet managed services** – all 2 required further clarification and then approved.

**3 contract site specific works** – all required further clarification and then approved.

Where potential contractors/customers/suppliers fail the initial assessment, further guidance is provided in that area to allow them to re-submit further supporting evidence. The guidance is reviewed and updated to improve the process for NRW's contractors and customers.

## Wellbeing initiatives and developments

### Corporate Health Standard (CHS)

There will be a virtual reaccreditation process by which we can extend our award for a further 12 months (called an Enhanced Status Check) in February. The assessment will include a senior management meeting, a presentation on a core value – (mental health & wellbeing during Covid) and staff feedback.

### Wellbeing Initiatives

Occupational health awareness sessions for line managers – where our OH provider will run through the referral process and cover the when to do a referral and what information to provide.

Financial wellbeing lunch and learn session arranged through the Healthy Work Company.

Arthritis awareness session and introduction to their Communities Working Together Can Help project including what arthritis and musculoskeletal conditions they support and how you can access help and support to coincide with National Arthritis week 7-12 October.

World menopause day 18 October, a member of staff held a mindfulness-based approach towards living well through the menopause. Also provided drop-in sessions for staff and managers to dial into for advice.

The WH&S team promoted the Care first information specialists team who can be contacted for financial assistance. NRW have teamed up with Cambrian Credit Union to offer staff an easy way of building a nest egg through the payroll savings scheme.

Promotion of the Care first webinars which are held 3 times a week.

## Learning and Development (L&D)

### Priorities 2022-2023

Q3 was the busiest quarter so far this year with 145 courses organised by the L&D Team. As of the end of Q3, over 413 courses have been arranged this year by the team with 65% of the courses categorised as either WH&S or Land Management (LM) courses. This is followed 24% Technical training and 11% Personal Skills or Management Development.

The L&D Team continue to work with the business to ensure priorities are being met with a large focus this year on ensuring training was in place ready for the UKWAS Audit in November 2022. The team have also worked with Operations to develop a Hostile Situations Training course that is bespoke for NRW staff, this was piloted in Q2, evaluated with changes made before roll out to staff in Q3. Gas Monitoring training was also procured in Q3 after the activity was red carded by the business, the training will commence in Q4.

### Training Statistics

	No of Courses	Delivery Method		Training Category			
		Classroom	Virtual	H&S	Land Mgt	Tech	Personal/Mgt
Oct-22	52	44	8	34	6	10	2
Nov-22	67	56	11	27	26	7	7
Dec-22	26	16	10	6	7	9	4
Qtr Total	145	116	29	67	39	26	13

### Training Needs Analysis

A Wellbeing, Health & Safety Training Needs Analysis (TNA) is currently being carried out for all roles across NRW, however in the first instance, the focus is on high risk roles. This identifies the necessary training requirements for each role within the organisation and also establishes a timeline when training must be completed by. This analysis is the first step in identifying the need and does not include all of the technical, leadership or behavioural requirements of the roles.

## Progress Update

### Operations

- Two teams in the high risk role category with outstanding training needs analysis.
- Four teams in the lower risk role category with outstanding training needs analysis
- All other teams currently completed, in progress and on track.

### EPP

- Completed 53% with 32 teams in progress and on track.

### Enabling Services

Low risk, generally office based teams

- CCC – 100% completion pending sign off
- CSD – 46% completion with six teams in progress and on track.

### Gap Analysis

In parallel with the training needs analysis, progress is ongoing in identifying the gaps in certification and/or records held centrally by the L&D team on the DMS.

A thorough search of the L&D area of the DMS is conducted to identify what training certificates are stored for staff.

If the training need has been identified as mandatory and there is no record of either attendance or certification held centrally on the DMS in the L&D area, then it is currently being considered as 'No Record' therefore not completed. Searching the L&D area of the DMS is a base level search, therefore the phrase "No Record" does not necessarily mean training has not been completed, but it does mean that there is no evidence on the DMS (a centralised area) that the training has been completed, therefore a follow up meeting with the relevant TL will be necessary.

This work will continue into 2023/2024 as it is an ongoing process.

## NRW Occupational Health Statistics

### Quarter 3 – October-December 2023

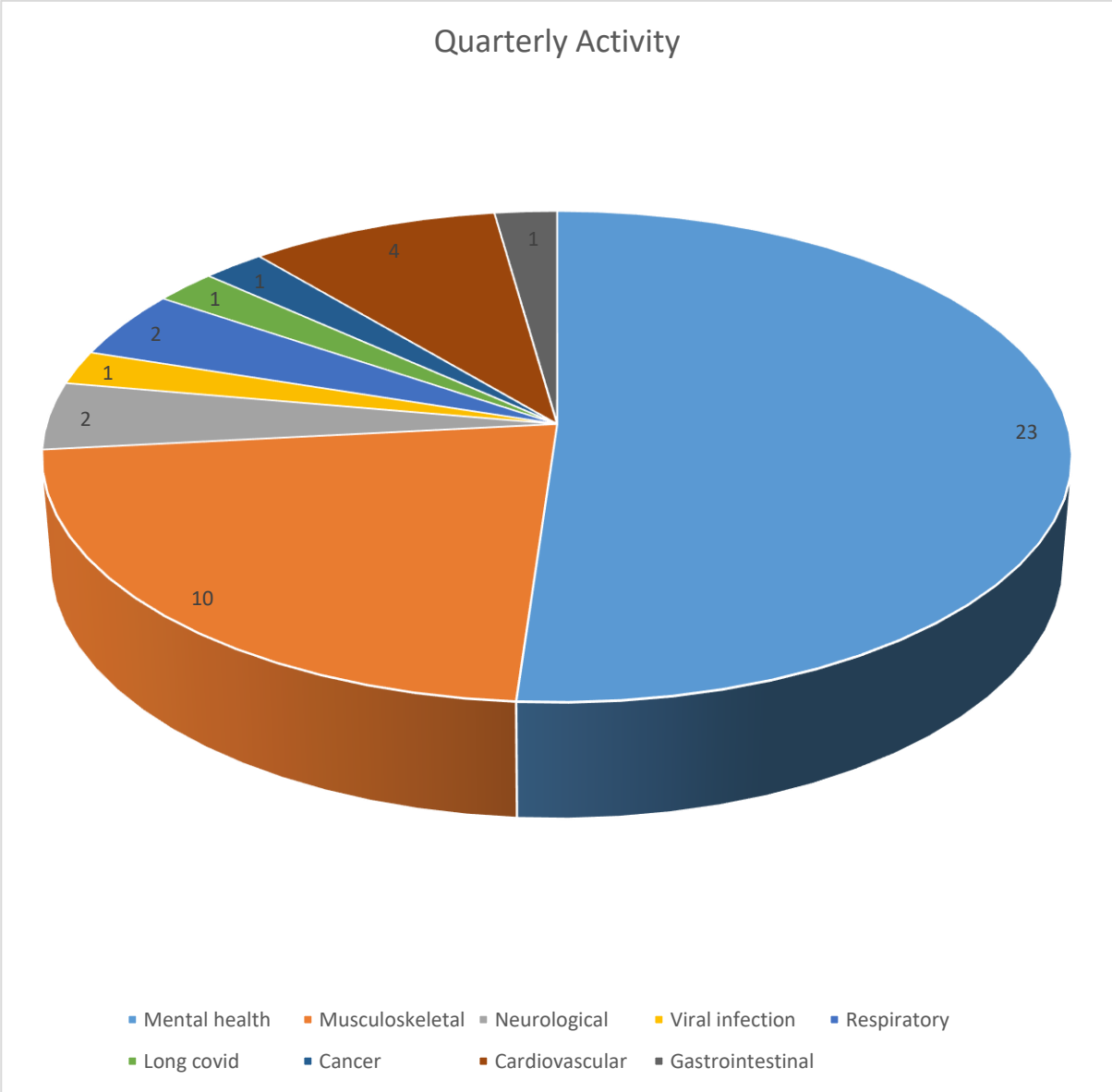
	Q3 2022-23	Q3 2021-22	2021/2022 (annual total)	2020/2021
Referrals/reviews	45	28	134	95
HAVS screening	0	37	63	50
HAVS Tier 4	0	3	6	2

Conflict Resolution screening	0	26	26	23
Whole Body Vibration assessments	0	0	130	0
Post offer screening	0	0	2	1
Night worker assessments	0	0	3	0
Physio assessments	0	0	8	23

In quarter 3 of 2022/2023 there was an increase in the total number of referrals made to the external occupational health provider, compared to the same quarter in 2021/2022.

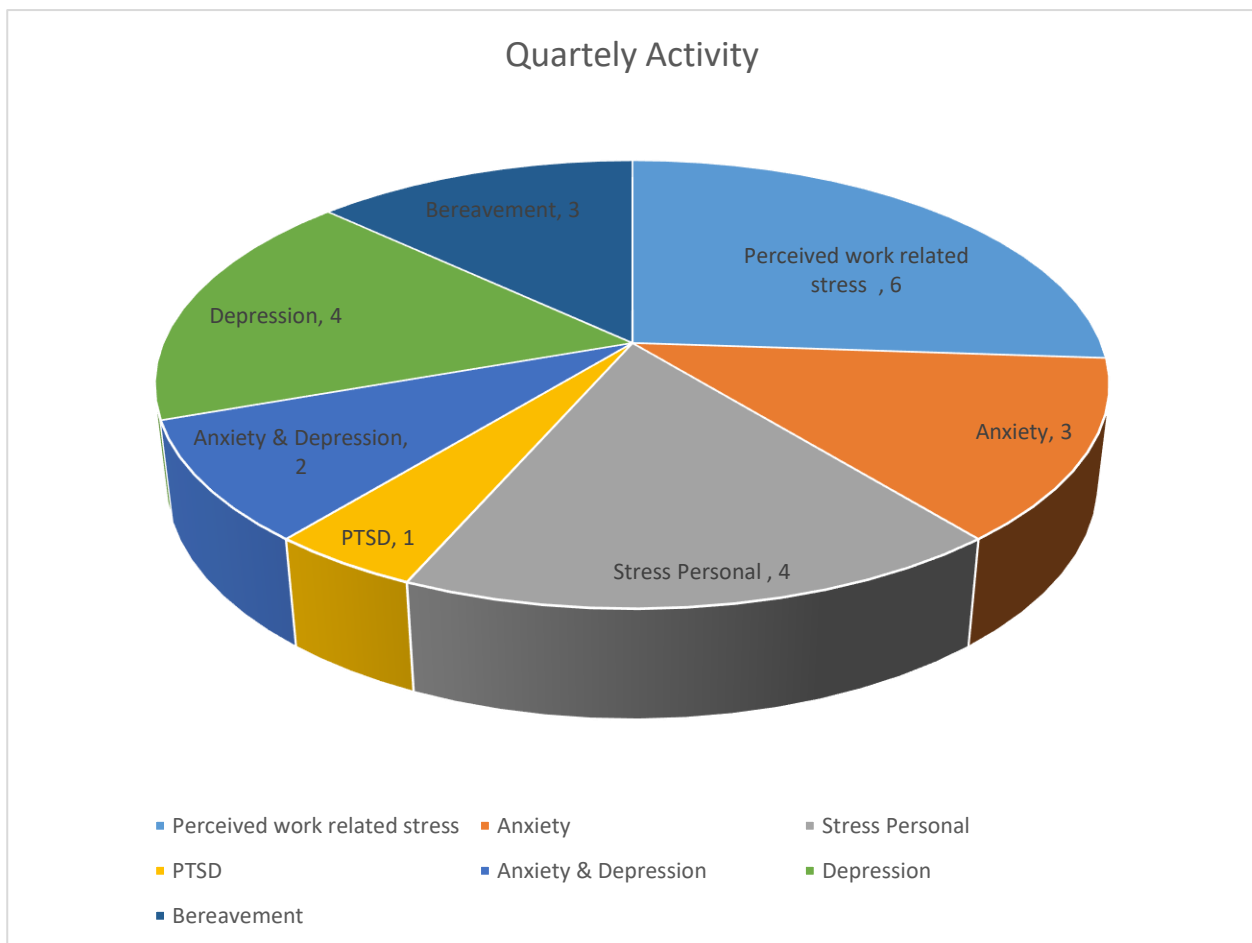
## Medical reason for referral





Mental health is the main reason for referrals this quarter at 51%, which is a 26% increase from last quarter.

## Mental health categories



Out of the 23 mental health referrals, 6 referrals are perceived to be work related which is a 17% decrease 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.

We should not view the increase in the referrals to our occupational health provider as a negative. This could be for a number of reasons, such as NRW raising awareness of burnout and loneliness via the recently run webinar sessions, and that staff are actively seeking support and assistance for their mental health. People management will continue to monitor trends of sickness absence.

## NRW Board Paper

<b>Date of meeting:</b>	23 March 2023
<b>Title of Paper:</b>	Review of Board Committee and Forum memberships
<b>Paper Reference:</b>	23-03-B18
<b>Paper sponsored by:</b>	Sir David Henshaw, Chair
<b>Paper prepared by:</b>	Colette Fletcher (Head of Governance & Board Secretary)
<b>Paper presented by:</b>	Colette Fletcher (Head of Governance & Board Secretary)
<b>Purpose of the paper</b>	To seek the Board's approval of the proposed membership changes to the Board Committees and Forums.
<b>Summary</b>	Changes in Board membership mean that there are a number of current and anticipated vacancies on the NRW Board's Committees and Forums. This paper presents proposals for the Board's approval.

## Background

- 1) NRW's Board delegates a number of its responsibilities to the seven Board Committees and six Forums and sub-groups to enable it to discharge its duties effectively.
- 2) Following the 2022/23 Board recruitment round, the Minister has reappointed Professor Calvin Jones and Mark McKenna for a second term, appointed Helen Pittaway and Professor Pete Fox to the two vacancies on the Board, and appointed Kath Palmer and Professor Rhys Jones as Board Associates who will step up to full Board membership when Karen Balmer steps down from her role at the end of March 2023 and Zoe Henderson steps down from her role on 8 May 2023, respectively. The Board Associates will play a full and active role on the Board Committees and Forums. They will attend Board meetings as observers until they gain voting rights on 1 April and 9 May 2023.
- 3) The previous vacancies and these pending changes in Board membership have created some vacancies on the Board Committees, Forums and sub-groups. NRW is also introducing a new Regional Advisory Committee (RAC) this year. This paper presents recommendations for memberships for the Board's approval. It is important to

note that this paper only considers membership of Committees, Forums and sub-groups that NRW hosts or provides the Secretariat for. There are a significant number of additional duties that Board members undertake on behalf of NRW that are not captured in this paper, although we have attempted to factor in the time requirement for them when considering the workload and ask of individual members.

- 4) All of the NRW Board Committees, Forums and sub-groups are chaired by a Board member. The majority of Board Committees also require three additional Board members to complete the membership. The exception is the Evidence Advisory Committee (EAC), which has one additional Board member (the remaining membership comprises of external stakeholders and experts).
- 5) Most of the Forums and sub-groups only require one Board member as Chair (the remaining membership comprises of external stakeholders and experts). The exceptions are the Wales Land Management Forum (WLMF) and National Access Forum for Wales (NAFW), which also have one additional Board member each.

## Current membership

- 6) Red highlighting indicates immediate vacancies. Yellow highlighting indicates vacancies from 1 April (Karen Balmer) or 9 May 2023 (Zoe Henderson).

	Chair	Member 2	Member 3	Member 4
<b>Committees</b>				
Audit & Risk Committee (ARAC)	Karen Balmer	Dr Rosie Plummer	Professor Peter Rigby	Vacancy
Evidence Advisory Committee (EAC)	Professor Peter Rigby	Professor Steve Ormerod	n/a	n/a
Finance Committee (FC)	Sir David Henshaw	Dr Rosie Plummer	Julia Cherrett	Professor Calvin Jones
Flood Risk Management Committee (FRMC)	Julia Cherrett	Geraint Davies	Professor Calvin Jones	Vacancy
People & Customer Committee (PCC)	Julia Cherrett	Mark McKenna	Karen Balmer	Zoe Henderson
Protected Areas Committee (PrAC)	Dr Rosie Plummer	Professor Steve Ormerod	Geraint Davies	Mark McKenna
Land Estate Committee (LEC)	Professor Calvin Jones	Dr Rosie Plummer	Geraint Davies	Mark McKenna
Joint Nature Conservation Committee (JNCC)	Sir David Henshaw	Professor Steve Ormerod	n/a	n/a
<b>Forums and sub-groups</b>				
Wales Water Management Forum (WWMF)	Professor Steve Ormerod	n/a	n/a	n/a
Wales Fisheries Forum (WFF)	Professor Steve Ormerod	n/a	n/a	n/a
Wales Land Management Forum (WLMF)	Zoe Henderson	Geraint Davies	n/a	n/a
Agri-Pollution Sub group (APSG)	Zoe Henderson	n/a	n/a	n/a
Regional Advisory Committee (RAC)	Zoe Henderson	n/a	n/a	n/a

National Access Forum Wales (NAFW)	Geraint Davies	Dr Rosie Plummer	n/a	n/a
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## Proposed membership

7) Green highlighting indicates changes with immediate effect. Blue highlighting indicates changes from 1 April (Kath Palmer) and 9 May 2023 (Professor Rhys Jones).

	Chair	Member 2	Member 3	Member 4
<b>Committees</b>				
Audit & Risk Committee (ARAC)	Kath Palmer	Dr Rosie Plummer	Professor Peter Rigby	Professor Rhys Jones
Evidence Advisory Committee (EAC)	Professor Peter Rigby	Professor Steve Ormerod	n/a	n/a
Finance Committee (FC)	Helen Pittaway	Sir David Henshaw	Professor Pete Fox	Professor Calvin Jones
Flood Risk Management Committee (FRMC)	Professor Pete Fox	Geraint Davies	Professor Calvin Jones	Helen Pittaway
People & Customer Committee (PCC)	Mark McKenna	Dr Rosie Plummer	Helen Pittaway	Professor Rhys Jones
Protected Areas Committee (PrAC)	Dr Rosie Plummer	Professor Steve Ormerod	Geraint Davies	Mark McKenna
Land Estate Committee (LEC)	Professor Calvin Jones	Professor Pete Fox	Geraint Davies	Mark McKenna
Joint Nature Conservation Committee (JNCC)	Sir David Henshaw	Professor Steve Ormerod	n/a	n/a
<b>Forums and sub-groups</b>				
Wales Water Management Forum (WWMF)	Professor Steve Ormerod	n/a	n/a	n/a
Wales Fisheries Forum (WFF)	Professor Steve Ormerod	n/a	n/a	n/a
Wales Land Management Forum (WLMF)	Professor Rhys Jones	Geraint Davies	n/a	n/a
Agri-Pollution Sub group (APSG)	Rotating Chair	n/a	n/a	n/a
Regional Advisory Committee (RAC)	Professor Rhys Jones	n/a	n/a	n/a
National Access Forum Wales (NAFW)	Geraint Davies	Dr Rosie Plummer	n/a	n/a

## Summary of recommendations and timescales

- 8) ARAC - Kath Palmer replaces Karen Balmer as Chair from 1 April. In the interim Kath Palmer should join ARAC as an additional member with immediate effect. Professor Rhys Jones to fill the current vacancy on ARAC with immediate effect.
- 9) EAC - No change.
- 10) FC - Helen Pittaway replaces Sir David Henshaw as Chair of FC at the meeting on 28 April. Sir David Henshaw remains as a member and replaces Julia Cherrett with

immediate effect. Professor Pete Fox replaces Dr Rosie Plummer with immediate effect.

- 11) FRMC - Professor Pete Fox replaces Julia Cherrett as Chair of FRMC with immediate effect. Helen Pittaway fills the current vacancy with immediate effect.
- 12) PCC - Mark McKenna replaces Julia Cherrett as Chair for PCC with immediate effect. Dr Rosie Plummer to join PCC with immediate effect. Helen Pittaway to replace Karen Balmer from 1 April and Professor Rhys Jones to replace Zoe Henderson from 9 May. Recommend that Helen Pittaway and Professor Rhys Jones be invited to observe PCC meetings in the interim.
- 13) PrAC - No changes.
- 14) LEC - Professor Pete Fox to replace Dr Rosie Plummer on LEC with immediate effect.
- 15) WLMF, APSG and RAC - Professor Rhys Jones to replace Zoe Henderson as Chair of WLMF, APSG and RAC from 9 May. Recommend that Professor Rhys Jones be invited to observe WLMF, APSG and RAC meetings in the interim.

## Risks and opportunities

- 16) It is essential that the Board Committees, Forums and Sub-groups have sufficient membership numbers in order to ensure quoracy so that they can effectively discharge the duties delegated by the Board. It is important to clarify memberships in a timely manner to facilitate an effective handover and transition period and to provide continuity for the external stakeholders and experts that sit on some groups.

## Wider implications

- (a) **Finance:** There are no financial implications associated directly with this paper.
- (b) **Equality:** The 2022/23 Board recruitment round has affected the gender diversity of the Board in favour of males. Diversity of other protected characteristics remains limited.
- (c) **Legal:** There are no legal implications associated directly with this paper.
- (d) **Data Protection:** There are no data protection implications associated directly with this paper.
- (e) **WBFGA:** There is a clear link between this work and our Wellbeing Objective 7: Develop NRW into an excellent organisation, delivering first-class customer service.

## Next Steps

- 17) The Board are asked to approve these proposals for changes to the membership of Board Committees, Forums and sub-groups.

## NRW Board Paper

<b>Date of meeting:</b>	23 <sup>rd</sup> March 2023
<b>Title of Paper:</b>	Board Committees' Terms of Reference (ToR) Review
<b>Paper Reference:</b>	23-03-B19
<b>Paper sponsored by:</b>	Prys Davies, Executive Director of Corporate Strategy and Development
<b>Paper prepared by:</b>	Clare Jones, Specialist Lead Advisor Governance
<b>Paper presented by:</b>	Colette Fletcher, Head of Governance and Board Secretary
<b>Purpose of the paper</b>	Approval
<b>Summary</b>	The Board is asked to approve the revised Terms of Reference for the Protected Areas Committee, Land Estate Committee, and Finance Committee
<b>Scrutinised by:</b>	Protected Areas Committee – 7 <sup>th</sup> February Land Estate Committee – 19 <sup>th</sup> January Finance Committee – 7 <sup>th</sup> March

## Background

1. This paper presents for approval the revised Terms of Reference (ToR) for the Protected Areas Committee (PrAC), Land Estate Committee (LEC), and Finance Committee (FC).
2. As part of our commitment to good governance, NRW is committed to reviewing the ToR for the Board and its Committees annually. However, occasionally it is necessary to review ToRs outside of the annual cycle to ensure they remain up to date and fit for purpose.
3. Following the creation of the LEC, its ToR had been reviewed in conjunction with that of the PrAC, in order to reduce any potential overlap between the two Committees and ensure the scope of each Committee remains appropriate.
4. As a result of the review, it has been proposed that the wording of the scope of NRW LEC is refined, and it will now also include a reference to the recreational use of bodies of water. It is also proposed that a new paragraph is included within the PrAC ToR to note that the PrAC will seek to compliment the role of LEC.

5. In addition, it has been identified that the FC has a limited strategic view of the work being undertaken in relation to the ICT transformation programme, which has resulted in a lack of clarity on how one piece of work, and its investment position, relates to others. To address this, it is proposed that the FC will receive and consider regular reports on the ICT strategic workplan and related investment position as part of the Business Transformation update.
6. Each of the Board Committees has reviewed the specific sections of the ToR for their respective Committee and support the proposed changes.

## Risks and opportunities

7. Good governance is crucial for the organisation, supporting NRW's decision-making, transparency, improving value for money, etc. The activities covered in this update will contribute to this process.

## Wider implications

- (a) **Finance:** There are no financial implications directly associated with this paper.
- (b) **Equality:** The governance requirements affect all members of staff equally. No adverse effects are anticipated for any protected groups or characteristics.
- (c) **Legal:** No legal advice has been sought in the drafting of this paper as this is not required.
- (d) **Data Protection:** There are no data protection implications.

## Next Steps

8. Following approval, the ToRs will be translated and uploaded to the NRW website and intranet.

## Recommendation

9. The Board is asked to approve the revised ToR for the Protected Areas Committee, Land Estate Committee, and Finance Committee.

## Index of Annexes

Annex 1 – Protected Areas Committee Terms of Reference

Annex 2 – Land Estate Committee Terms of Reference

Annex 3 – Finance Committee Terms of Reference



# Protected Areas Committee (PrAC) Terms of Reference

## GENERAL TERMS OF REFERENCE AND WAYS OF WORKING

The following sections set out general terms of reference for all Board committees followed by specific sections that relate to individual committees.

### 1. Constitution

- 1.1. With the exception of the ARAC, which is a requirement of the Welsh Government's Framework Document with NRW, other committees were formed by resolution of the Board. Each committee has a specific purpose which may include some delegated powers. The continued existence, membership and any authorities delegated to the committees are subject to review by the Board from time to time as required.
- 1.2. Unless the Board imposes a condition to the contrary, a committee may delegate the discharge of a function delegated to it by the Board to a committee member, or an officer, subject to any conditions imposed by that committee.
- 1.3. All committees should ensure that in the exercise of their functions NRW has due regard to the climate and nature emergencies, to pursuing and promoting the sustainable management of natural resources, and to ensuring the principles of sustainable management of natural resources are applied, so far as is possible within their powers.

### 2. Membership

- 2.1. With the exception of the EAC (which will have two non-executive directors and about eight independent members), each committee will comprise **at least four non-executive members of the Board**. The Board, on the advice of the NRW Chair, will appoint members of the committees. Membership will take due account of the need to ensure the range of skills needed to carry out the committee functions.
- 2.2. The committee Chair will be appointed by the NRW Board, except in the case of ARAC, where the Chair is agreed by NRW's sponsoring Minister. If the committee Chair is absent for any meeting then any member, by agreement of a majority present, may serve as committee Chair for that occasion.
- 2.3. Committee members who are Board members will normally serve for their period of appointment as Member of the Board (as specified in their appointment letter from NRW's sponsoring Minister). ARAC membership is for a period of up to three years, extendable by no more than two additional three-year periods, so long as members continue to be independent. However, changes or rotations may be appropriate from

time to time, for example to reinforce particular skills needed on a committee or when, for whatever reason, there are changes to the Board membership.

- 2.4. The NRW Board will review membership of each committee annually at the first meeting after 1 July each year.
- 2.5. Each committee may co-opt non-Board members as it considers appropriate.
- 2.6. A committee may include members who are neither Board members nor NRW staff. Such members will serve for the period for which they are appointed and on terms set out in their letter of engagement.

### **3. Authority**

- 3.1. Each committee is authorised by the Board to:
  - 3.1.1. consider any matter within its terms of reference as noted below, or any related matter within its remit and to seek any information it requires from staff. All such requests will be channelled through the Secretariat in the first instance;
  - 3.1.2. make recommendations to the Board for action or decision, and progress work within its terms of reference;
  - 3.1.3. establish smaller sub-groups / task forces to address matters within the committee remit as appropriate. These will be time limited and focussed on concluding specific tasks on behalf of the committee.
- 3.2. There may occasionally be a need to consider items between meetings on the committees' behalf in order to expedite urgent business or in the event of a major incident. If the need for urgent consideration of major and/or controversial items arises, committees will normally delegate the matter to a specially convened Urgency Committee consisting of its Chair and one further committee member. If an item arises that is not major or controversial but is time critical, the Chair may use their discretion on whether to take Chair's action, advised if appropriate by the Board Secretary.
- 3.3. Where Chair's action on time critical items does take place, it will be considered appropriate (where possible) that the Chair seeks the views of members by email before taking their decision. All decisions taken by the Urgency Committee and/or Chair's action should be clearly reported to the committee as soon as possible and recorded in the minutes of its next meeting for information.

### **4. Accountability and reporting**

- 4.1. Each committee is accountable to the Board. Any matters that require disclosure, consideration or advice will be drawn to the attention of the Board.
- 4.2. Reports will be submitted and presented to the Board by, or on behalf of, the committee Chair. This will usually involve providing a summary of the discussion held

at each meeting to the subsequent meeting of the Board. Such reports may be verbal or in writing as deemed appropriate.

- 4.3. The committee Chair will refer to the Board such issues arising at or in between committee meetings that, in their judgement, pose a material risk to the business integrity or reputation of NRW.
- 4.4. Each Committee will review strategic risks allocated to their area of responsibility and expertise for particular scrutiny and will highlight any areas of concern enabling the Board and ARAC to seek any particular assurances required.
- 4.5. Each committee will have a member of NRW Executive Team designated as its Executive lead within the business to ensure its planning and delivery is accounted for.

## **5. Annual review**

- 5.1. All committees will normally conduct an annual effectiveness review. The result of this review will be reported to the NRW Board. This should include a self-review led by the committee Chair, including feedback from members of that committee and from the Board more widely, and any lessons learned and potential improvements.
- 5.2. The terms of reference of each committee will be reviewed annually, to ensure they are fit for purpose and functionally effective.
- 5.3. A record of each annual review of effectiveness and terms of reference will be made. Any recommendations for material change will be brought to the attention of the relevant committee and the Board for approval.

## **6. Frequency, schedule of meetings, and venues**

- 6.1. Committees will meet with whatever frequency is deemed suitable to the effective conduct of the business and discharge of responsibilities. Additional meetings may be scheduled if and as required.
- 6.2. Meetings will be arranged by the Secretariat to a schedule of dates/times as appropriate for ensuring the effective conduct of business and timeliness of reporting to the Board.
- 6.3. Meeting venues will be selected and determined on a case-by-case basis by the Secretariat in consultation as appropriate with the relevant committee Chair and taking account of the business of the meeting. Venues may include any suitable location, including NRW offices or other places, with appropriate facilities for proper conduct of the business including disability accessibility and public attendance provision as required.

## **7. Quorum and voting**

- 7.1. A meeting will be quorate for a particular agenda item if three committee members are present for the whole of the item(s). Deputies are not permitted.
- 7.2. For the purpose of determining whether a quorum is present, a Committee member may be counted in the quorum if they are able to participate in the proceedings of the meeting, including by remote means (e.g. telephone or other digital link) and remain so available throughout the discussion and decision for each item for which they are counted as part of the quorum.
- 7.3. Subject to their declarations of interest (the Chair may ask a Board member to withdraw from the discussion and/or abstain from voting if they feel that the potential for conflict of interest merits it), each member shall have the right to vote in any debate and to have their views recorded in the minutes.
- 7.4. In the event of no majority decision, the committee Chair shall have a second or casting vote, whether or not they previously voted on the matter.

## **8. Independent professional advice**

- 8.1. Each committee may seek and obtain independent professional advice, where this is considered necessary, whilst paying appropriate attention to the cost/value of obtaining such advice and following procurement guidelines in so doing. As appropriate this will normally be done in collaboration with the Executive lead.

## **9. Conduct, openness, and confidentiality**

- 9.1. All members of the committees are important advisers, guardians and ambassadors of NRW. As such they are expected to comply with all relevant company policies and conflicts of interest guidance whenever they conduct the business, or act as a representative, of NRW.
- 9.2. All committees are expected to promote high standards of public finance, upholding the principles of regularity, propriety and value for money.
- 9.3. All committee members are expected to demonstrate NRW's values in all endeavours, individually and collectively, modelling consistency of behaviours across the organisation.
- 9.4. Committee members must declare any potential conflict of interest at the relevant meeting, even if already recorded in the published Register of Interest. Any such declaration will be recorded in the minutes of the meeting.
- 9.5. Committee members are expected to observe appropriate confidentiality and discretion in the conduct of matters of the committee and handling/safe-keeping of information and documents, in particular in relation to any personal, proprietary, or commercial information.

9.6. An induction programme will be provided for new committee members, covering the role of the committee, its terms of reference, main business and expected time commitment. Further appropriate training will be provided on an on-going and timely basis.

9.7. The terms of reference for each individual committee are available on NRW's website.

## **10. Attendance of executives and others at meetings**

10.1. The NRW Board Chair has a standing invitation to attend any committee meetings in a non-voting capacity.

10.2. Other Board members may attend as an observer. The committee Chair will advise on any restrictions and the appropriate level of participation.

10.3. Officials from the sponsor department in Welsh Government also have a standing invitation to attend as observers but will, as a courtesy, always notify the Secretariat sufficiently in advance to enable the Chief Executive, committee Chair, and members to be so advised.

10.4. Nominated members of the Executive, suited to the individual responsibilities of each committee and determined in liaison between the Chief Executive and the committee Chair, will normally be expected to attend meetings.

10.5. One member of the Executive Team will be designated the Executive lead for each committee and will work with the committee Chair and the Secretariat to ensure the smooth running of the committee.

10.6. The Chief Executive can designate attendance by any other members of staff as they think appropriate to support the operation of the committee, particular items, or for reasons of personal development.

10.7. Each committee may, without setting any precedent, invite other officials, individuals or representatives of other organisations to attend all, or part of, its meetings.

10.8. Attendees who are not members of the committees will not be entitled to vote.

10.9. A committee may exclude or ask for the withdrawal of any or all of those executives or others who normally attend or are invited, to facilitate open and frank discussion of particular matters, or where discussion affects their personal situation or performance.

10.10. Attendees who are not members of the committee are required to observe the same levels of confidentiality, proper conduct, and declaration of interests as members. The Secretariat will circulate these terms of reference to non-members to alert them to this.

## 11. Secretariat function and papers

- 11.1. The Secretariat will provide the service support for Board committees. This includes arranging meetings, preparing agendas and papers, collating documents, communicating with Board members, taking minutes, circulating minutes and any relevant follow up or action points, and filing committee documents in the Document Management System to ensure a formal record is kept.
- 11.2. Agenda items will be agreed in advance with the committee Chairs, and agendas and papers will be circulated one week (seven days) in advance of committee meetings.
- 11.3. Each committee will maintain a 'forward look' of standing items, which will be reviewed at each meeting and maintained by the Secretariat. Additional agenda items will be collated by the Secretariat and planned through the forward look and agreed with the Chair in advance. Items will be supported with written papers and/or oral presentations. Unless authorised by the committee Chair, late papers will not be circulated, and the item will be removed from the agenda.
- 11.4. The Secretariat will maintain the list of committee Chairs, members, executives and others invited to attend meetings and ensure this is available to the Board.

## 12. Minutes

- 12.1. Minutes will be taken of the meetings of each of the committees. This will include a record of decisions and reasons for decisions, and actions, together with a compiled action log to be maintained by the Secretariat and reviewed at each meeting. Draft minutes of the meeting and agreed action points will be agreed by the Chair and circulated within 10 working days of the meeting, with final minutes being circulated within 20 working days. Actions will be closed when a committee has seen sufficient evidence of completion or that the action has become absorbed into business as usual.
- 12.2. Previous minutes and action logs will be reviewed at each meeting. Minutes will be confirmed at the following meeting.

## 13. Communication

- 13.1. Any communication from the committees to staff, beyond those in attendance and prior to formal approval and publication of the minutes, will normally be routed through the Executive lead. Any key developments and messages so distributed will use whatever means and methods are suitable for the matter in hand.

## PROTECTED AREAS COMMITTEE (PrAC)

These specific terms of reference are to be read in tandem with the generic terms of reference for all Natural Resources Wales' (NRW) committees.

**Terms of Reference agreed:** Sept 2022

**Next review date:** Sept 2023

### 1. Purpose

1.1. The PrAC is a standing committee of the NRW Board established in order to fulfil the delegation as a statutory committee to deal with NRW's responsibilities pursuant to legislation concerned with nature conservation and designated landscapes. In particular, PrAC deals with the notification and de-notification of Sites of Special Scientific Interest (SSSIs), the declaration and de-declaration of National Nature Reserves (NNR) and the duty to keep under review natural beauty, and designation, variation or revocation of National Parks and Areas of Outstanding Natural Beauty (AONB).

#### Site of Special Scientific Interest (SSSI)

1.2. A Site of Special Scientific Interest is defined in the Wildlife and Countryside Act 1981 (as amended) as an area of land notified by a conservation body under Section 28 of that Act as being of

*"special interest by reason of any of its flora, fauna, or geological or physiographical features".*

1.3. Under Sections 28(1) and 28(5) of the Wildlife and Countryside Act 1981 (as amended), where NRW is of the opinion that any area of land is of special interest NRW has a duty to notify that fact and thereafter, within nine months, either give notice withdrawing the notification or confirming the notification (with or without modifications).

1.4. In addition, NRW has powers to vary a notification, notify additional land, notify an enlargement to an SSSI and denotify an SSSI, by virtue of sections 28A – 28D of the Wildlife and Countryside Act 1981 (as amended).

#### National Nature Reserve (NNR)

1.5. A Nature Reserve is defined in section 15 of the National Parks and Access to the Countryside Act 1949 as land managed for conservation for the purpose of

*"providing, under suitable conditions and control, special opportunities for the study of, and research into, matter relating to the fauna and flora of Great Britain and the physical conditions in which they live and for the study of geological and physiographical features of special interest in the area, or preserving flora, fauna or geological or physiographical features of special interest in the area".*



- 1.6. NRW has a right to declare and de-declare areas that will be, or cease to be, managed as nature reserves by virtue of Section 19 of the National Parks and Access to the Countryside Act 1949, and by Section 35(1) of the Wildlife and Countryside Act 1981 to declare any nature reserve which it considers to be of national importance an NNR.
- 1.7. Under Section 35(1) of the Wildlife and Countryside Act 1981 (as amended), NRW may declare any land as a National Nature Reserve where they are satisfied that the land is of national importance and is being managed as a nature reserve under an agreement entered into with NRW, is held by NRW and is being managed as a nature reserve, or is held by an approved body and is being managed.

### **Natural Beauty**

- 1.8. The Countryside Functions Section 2(2) Countryside Act 1968 requires NRW to keep under review all matters relating to:
  - 1.8.1. the provision and improvement of facilities for the enjoyment of the countryside;
  - 1.8.2. the conservation and enhancement of the natural beauty and amenity of the countryside; and
  - 1.8.3. the need to secure public access to the countryside for the purposes of open-air recreation.
- 1.9. Allied to this, under Section 85(b) National Parks and Access to the Countryside Act 1949, NRW has a duty to inquire into and report on questions relating to natural beauty.
- 1.10. These general duties make provision for the evidence base to inform decision-making on NRW's designation powers in relation to National Parks and AONBs.

### **National Parks**

- 1.11. Section 5(2) National Parks and Access to the Countryside Act 1949 gives NRW the power to designate extensive tracts of country in Wales as a National Park where by reason of:
  - 1.11.1. their natural beauty; and
  - 1.11.2. the opportunities they afford for open-air recreation, having regard both to their character and to their position in relation to centres of population, it is especially desirable that they are made National Parks for the purposes of:
    - 1.11.2.1. conserving and enhancing the natural beauty, wildlife and cultural heritage of the area; and
    - 1.11.2.2. promoting opportunities for the understanding and enjoyment of the special qualities of those areas by the public.



- 1.12. Section 6(1) National Parks and Access to the Countryside Act 1949 makes provision for a general duty for NRW from time to time to consider existing and new areas for designation, the order of designation and timescale.
- 1.13. Due to the scale of the implications of a new National Park designation, the Board requires discussion and approval of an initial assessment of whether an area qualifies for consideration for designation, and prioritisation of proposals for a new National Park designation or boundary variation. These duties are delegated to PrAC before formal approval is sought from the NRW Board to proceed with the statutory designation process. Should the NRW Board approve any statutory consultation under section 7 of the 1949 Act, it will undertake the same, and then having considered the consultation responses decide whether or not to submit a Designation Order to the Welsh Minister. Following that decision, appropriate notice as required by paragraph 1 of Schedule 1 of the 1949 Act should be given. NRW should seek to resolve objections or representations received. However, if objections or representations cannot be resolved, they should be sent with the Designation Order when it is sent to the Welsh Minister. The NRW Board may choose to delegate these functions to PrAC.
- 1.14. Section 11A of the 1949 Act (as amended) places a duty on NRW to have regard to the purposes of the conservation and enhancement of the natural beauty, wildlife and cultural heritage; and of promoting opportunities for the understanding and enjoyment of the special qualities of the area by the public in undertaking any functions affecting the National Parks or any land in a National Park.

### **Areas of Outstanding Natural Beauty (AONBs)**

- 1.15. Section 82(2) Countryside and Rights of Way Act 2000 provides NRW with the power to designate an Area of Outstanding Natural Beauty.
- 1.16. PrAC should discuss and approve initial assessment of whether an area qualifies for consideration for a new AONB designation or boundary variation before formal approval is sought from the NRW Board to proceed with the statutory designation process. Should the NRW Board approve any statutory consultation under section 83 of the 2000 Act, it will undertake the same, and then having considered the consultation responses decide whether or not to submit a Designation Order to the National Assembly for Wales. Following that decision, appropriate notice as required by section 83(2) of the 2000 Act should be given. NRW should seek to resolve objections or representations received. However, if objections or representations cannot be resolved, they should be sent with the Designation Order when it is sent to the National Assembly for Wales. The NRW Board may choose to delegate these functions to PrAC.
- 1.17. Section 85 of the 2000 Act places a duty on NRW to have regard to the purpose of conserving and enhancing the natural beauty of the AONB, in undertaking any functions in relation to or affecting land in an AONB.
- 1.18. Under Section 86 and 91 of the 2000 Act the Welsh Parliament is required to consult NRW on any Order for the establishment of a Conservation Board and on the amount of any grants from the Assembly to a Conservation Board.

## 2. Scope

- 2.1. Decisions on land protection are made on the basis of evidence presented to the PrAC and are legally enforceable.
- 2.2. The PrAC also supports the Board and Executive Team by providing advice on strategic casework and wider protected area issues. In particular, it provides a focal point for Board discussions on matters relating to protected areas including their role in mainstreaming the Sustainable Management of Natural Resources (SMNR) approach.
- 2.3. In carrying out its role PrAC will seek to compliment the role of the Land Estate Committee (LEC). The LEC has particular responsibilities for the use of NRW managed land and for promoting SMNR in that context.

## 3. Responsibilities

- 3.1. The general responsibilities of the PrAC are to:
  - 3.1.1. Take an evidence-based approach in accordance with good practice principles and guidelines on using scientific advice, including oversight of relevant monitoring, consideration of performance management information and collaboration with partner organisations to share and analyse data.
  - 3.1.2. Support the Board and Executive Team by providing advice on wider protected area issues and strategic casework.
  - 3.1.3. Support the Board and Executive Team by providing a focal point for Board strategic discussions on matters relating to protected areas including their role in mainstreaming the Sustainable Management of Natural Resources (SMNR) approach and in addressing the climate change and biodiversity emergencies.
  - 3.1.4. Receive reports and assurance on NRW's maintenance of the protected areas register and ensure that it is published and available for public review on the NRW website.
  - 3.1.5. Ensure that PrAC members are suitably and fully briefed and receive any relevant legal guidance on the circumstances of each site.
  - 3.1.6. Assess any new information of relevance, being aware that decisions often require assessments based on the best available data or evidence that may be limited.
  - 3.1.7. Receive reports and advice on case law relevant to the responsibilities of the PrAC.
  - 3.1.8. Advise the Board and Chief Executive on court case attendance to defend NRW's decision on site protection through the justice system.

- 3.1.9. Take account of Brexit and the consequent transition from EU to UK and Welsh legislation.
- 3.2. Appropriate legal training and guidance will be provided for members of the PrAC and updated on a regular basis, and a record of this kept.
- 3.3. The responsibilities of the PrAC specific to SSSIs are to:
  - 3.3.1. Formally set and adopt appropriate procedures and standards to fulfil the Board's delegation to PrAC of discharging NRW responsibilities for the confirmation of notification, variation, additions to or enlargement of, and denotification of SSSIs where considering un-resolved objections (including arrangements for liaison and communication with owners, occupiers, and other relevant stakeholders within the expected time frames and as aligned with case law).
  - 3.3.2. Hold meetings in public concerning individual sites in line with the time-frame set out in S28(5) of the Wildlife and Countryside Act 1981 for reviewing proposals relating to protected areas.
  - 3.3.3. Consider proposals for the confirmation of the notification, variation, additions to or enlargement of SSSIs including determining whether, in whole or in part, the site meets the criteria, qualifies, and is appropriate for notification, variation, addition to or enlargement of the SSSI, with consideration of un-resolved objections.
  - 3.3.4. Consider proposals for the confirmation of the denotification of SSSIs, including assessing and determining whether, in whole or in part, the site meets the criteria for denotification to be appropriate, with consideration of un-resolved objections.
  - 3.3.5. Review and test any objection for notification, variation, additions to or enlargement of or denotification of SSSI on the basis of the information available, taking the opportunity to question NRW officers, expert advisers, and stakeholders as appropriate.
  - 3.3.6. Reach an opinion on whether or not the notification or denotification should be confirmed with or without amendments.
  - 3.3.7. When approving the confirmation of any SSSI notification the PrAC can:
    - 3.3.7.1. correct textual errors within the documentation;
    - 3.3.7.2. delete aspects of the description;
    - 3.3.7.3. delete operations from the list of operations likely to damage the special interest of the site, or modify the wording to make them less onerous;

3.3.7.4. delete areas of land from the SSSI where they no longer support any of the features of special interest.

3.3.8. When approving the confirmation of any SSSI the PrAC may not add:

3.3.8.1. any special features;

3.3.8.2. any operations likely to damage the special interest of the site;

3.3.8.3. any new aspects to the management statement;

3.3.8.4. any land to the SSSI.

3.3.9. Any such additions would require a further notification of the SSSI site.

3.4. The responsibilities of the PrAC specific to National Nature Reserves (NNR) are to:

3.4.1. Formally set and adopt appropriate procedures and standards to fulfil the Board's delegation to PrAC of the discharge of NRW responsibilities for the declaration and de-declaration of NNRs.

3.4.2. Consider proposals for the declaration of land as an NNR, including determining whether, in whole or in part, the site meets the criteria, qualifies and is appropriate for declaration.

3.4.3. Consider proposals for the de-declaration of whole or part of an NNR where followed by re-declaration (for instance to enable the transfer of management between NRW and an existing Approved Body).

3.4.4. Consider approval of proposed plans to de-declare land as an NNR.

3.5. The responsibilities of the PrAC specific to National Parks are to:

3.5.1. Advise the NRW Board on the consideration of assessments for the designation of a new National Park or boundary variation of an existing National Park.

3.5.2. Advise the NRW Board on whether to approve the undertaking of a statutory consultation on a draft Designation Order for a new National Park or the variation of an existing National Park boundary.

3.5.3. If requested, advise the NRW Board on whether to approve the submission of a Designation Order and representations for the designation of a new National Park or boundary variation to the Welsh Ministers for confirmation.

3.6. The responsibilities of the PrAC specific to Areas of Outstanding Natural Beauty (AONB) are to:

3.6.1. Advise the NRW Board on the consideration of the designation of a new AONB or boundary variation of an existing AONB.

3.6.2. Advise the NRW Board on whether to approve the undertaking of a statutory consultation on a draft Designation Order for a new AONB or the variation of an existing AONB boundary.

3.6.3. If requested, advise the NRW Board on whether to approve the submission of a Designation Order and representations for the designation of a new AONB or boundary variation to the National Assembly for Wales for confirmation.

## 4. Meetings

4.1. The PrAC usually meets at least three times per annum and never less than once per year.

## 5. Membership

5.1. The following will routinely be invited to attend:

5.1.1. A solicitor with appropriate expertise in environmental law to provide guidance and legal advice during the meeting;

5.1.2. The Executive Director of Operations;

5.1.3. NRW conservation staff with expertise on the particular sites under consideration at the meeting;

5.1.4. Others with knowledge and expertise relevant to the particular sites under consideration at the meeting.

### ***[END OF TERMS OF REFERENCE]***

## Current Members (as at Dec 2022)

Chair	Dr Rosie Plummer, Board member (term end date 31 October 2024)
Members	Professor Steve Ormerod, Board member (term end date 31 October 2025) Geraint Davies, Board member (term end date 31 October 2024) Mark McKenna, Board member (term end date 28 February 2023)
Executive lead	Ceri Davies, Executive Director of Evidence, Policy and Permitting
Other regular attendees	Ruth Jenkins, Head of Natural Resource Management Policy Chris Collins, Head of Knowledge and Evidence



# Land Estate Committee (LEC) Terms of Reference

## GENERAL TERMS OF REFERENCE AND WAYS OF WORKING

The following sections set out general terms of reference for all Board committees followed by specific sections that relate to individual committees.

### 1. Constitution

- 1.1. With the exception of the ARAC, which is a requirement of the Welsh Government's Framework Document with NRW, other committees were formed by resolution of the Board. Each committee has a specific purpose which may include some delegated powers. The continued existence, membership and any authorities delegated to the committees are subject to review by the Board from time to time as required.
- 1.2. Unless the Board imposes a condition to the contrary, a committee may delegate the discharge of a function delegated to it by the Board to a committee member, or an officer, subject to any conditions imposed by that committee.
- 1.3. All committees should ensure that in the exercise of their functions NRW has due regard to the climate and nature emergencies, to pursuing and promoting the sustainable management of natural resources, and to ensuring the principles of sustainable management of natural resources are applied, so far as is possible within their powers.

### 2. Membership

- 2.1. With the exception of the EAC (which will have two non-executive directors and about eight independent members), each committee will comprise **at least four non-executive members of the Board**. The Board, on the advice of the NRW Chair, will appoint members of the committees. Membership will take due account of the need to ensure the range of skills needed to carry out the committee functions.
- 2.2. The committee Chair will be appointed by the NRW Board, except in the case of ARAC, where the Chair is agreed by NRW's sponsoring Minister. If the committee Chair is absent for any meeting then any member, by agreement of a majority present, may serve as committee Chair for that occasion.
- 2.3. Committee members who are Board members will normally serve for their period of appointment as Member of the Board (as specified in their appointment letter from NRW's Sponsoring Minister). ARAC membership is for a period of up to three years,

extendable by no more than two additional three-year periods, so long as members continue to be independent. However, changes or rotations may be appropriate from time to time, for example to reinforce particular skills needed on a committee or when, for whatever reason, there are changes to the Board membership.

- 2.4. The NRW Board will review membership of each committee annually at the first meeting after 1 July each year.
- 2.5. Each committee may co-opt non-Board members as it considers appropriate.
- 2.6. A committee may include members who are neither Board members nor NRW staff. Such members will serve for the period for which they are appointed and on terms set out in their letter of engagement.

### **3. Authority**

- 3.1. Each committee is authorised by the Board to:
  - 3.1.1. consider any matter within its terms of reference as noted below, or any related matter within its remit and to seek any information it requires from staff. All such requests will be channelled through the Secretariat in the first instance;
  - 3.1.2. make recommendations to the Board for action or decision, and progress work within its terms of reference;
  - 3.1.3. establish smaller sub-groups / task forces to address matters within the committee remit as appropriate. These will be time limited and focussed on concluding specific tasks on behalf of the committee.
- 3.2. There may occasionally be a need to consider items between meetings on the committees' behalf in order to expedite urgent business or in the event of a major incident. If the need for urgent consideration of major and/or controversial items arises, committees will normally delegate the matter to a specially convened Urgency Committee consisting of its Chair and one further committee member. If an item arises that is not major or controversial but is time critical, the Chair may use their discretion on whether to take Chair's action, advised if appropriate by the Board Secretary.
- 3.3. Where Chair's action on time critical items does take place, it will be considered appropriate (where possible) that the Chair seeks the views of members by email before taking their decision. All decisions taken by the Urgency Committee and/or Chair's action should be clearly reported to the committee as soon as possible and recorded in the minutes of its next meeting for information.

### **4. Accountability and reporting**

- 4.1. Each committee is accountable to the Board. Any matters that require disclosure, consideration or advice will be drawn to the attention of the Board.



- 4.2. Reports will be submitted and presented to the Board by, or on behalf of, the committee Chair. This will usually involve providing a summary of the discussion held at each meeting to the subsequent meeting of the Board. Such reports may be verbal or in writing as deemed appropriate.
- 4.3. The committee Chair will refer to the Board such issues arising at or in between committee meetings that, in their judgement, pose a material risk to the business integrity or reputation of NRW.
- 4.4. Each Committee will review strategic risks allocated to their area of responsibility and expertise for particular scrutiny and will highlight any areas of concern enabling the Board and ARAC to seek any particular assurances required.
- 4.5. Each committee will have a member of NRW Executive Team designated as its Executive lead within the business to ensure its planning and delivery is accounted for.

## **5. Annual review**

- 5.1. All committees will normally conduct an annual effectiveness review. The result of this review will be reported to the NRW Board. This should include a self-review led by the committee Chair, including feedback from members of that committee and from the Board more widely, and any lessons learned and potential improvements.
- 5.2. The terms of reference of each committee will be reviewed annually, to ensure they are fit for purpose and functionally effective.
- 5.3. A record of each annual review of effectiveness and terms of reference will be made. Any recommendations for material change will be brought to the attention of the relevant committee and the Board for approval.

## **6. Frequency, schedule of meetings, and venues**

- 6.1. Committees will meet with whatever frequency is deemed suitable to the effective conduct of the business and discharge of responsibilities. Additional meetings may be scheduled if and as required.
- 6.2. Meetings will be arranged by the Secretariat to a schedule of dates/times as appropriate for ensuring the effective conduct of business and timeliness of reporting to the Board.
- 6.3. Meeting venues will be selected and determined on a case-by-case basis by the Secretariat in consultation as appropriate with the relevant committee Chair and taking account of the business of the meeting. Venues may include any suitable location, including NRW offices or other places, with appropriate facilities for proper conduct of the business including disability accessibility and public attendance provision as required.

## **7. Quorum and voting**

- 7.1. A meeting will be quorate for a particular agenda item if a majority of committee members – and at least two in any case - are present for the whole of the item(s). Deputies are not permitted.
- 7.2. For the purpose of determining whether a quorum is present, a Committee member may be counted in the quorum if they are able to participate in the proceedings of the meeting, including by remote means (e.g. telephone or other digital link) and remain so available throughout the discussion and decision for each item for which they are counted as part of the quorum.
- 7.3. Subject to their declarations of interest (the Chair may ask a Board member to withdraw from the discussion and/or abstain from voting if they feel that the potential for conflict of interest merits it), each member shall have the right to vote in any debate and to have their views recorded in the minutes.
- 7.4. In the event of no majority decision, the committee Chair shall have a second or casting vote, whether or not they previously voted on the matter.

## **8. Independent professional advice**

- 8.1. Each committee may seek and obtain independent professional advice, where this is considered necessary, whilst paying appropriate attention to the cost/value of obtaining such advice and following procurement guidelines in so doing. As appropriate this will normally be done in collaboration with the Executive lead.

## **9. Conduct, openness, and confidentiality**

- 9.1. All members of the committees are important advisers, guardians and ambassadors of NRW. As such they are expected to comply with all relevant company policies and conflicts of interest guidance whenever they conduct the business, or act as a representative, of NRW.
- 9.2. All committees are expected to promote high standards of public finance, upholding the principles of regularity, propriety and value for money.
- 9.3. All committee members are expected to demonstrate NRW's values in all endeavours, individually and collectively, modelling consistency of behaviours across the organisation.
- 9.4. Committee members must declare any potential conflict of interest at the relevant meeting, even if already recorded in the published Register of Interest. Any such declaration will be recorded in the minutes of the meeting.
- 9.5. Committee members are expected to observe appropriate confidentiality and discretion in the conduct of matters of the committee and handling/safe-keeping of

information and documents, in particular in relation to any personal, proprietary, or commercial information.

9.6. An induction programme will be provided for new committee members, covering the role of the committee, its terms of reference, main business and expected time commitment. Further appropriate training will be provided on an on-going and timely basis.

9.7. The terms of reference for each individual committee are available on NRW's website.

## **10. Attendance of executives and others at meetings**

10.1. The NRW Board Chair has a standing invitation to attend any committee meetings in a non-voting capacity.

10.2. Other Board members may attend as an observer. The committee Chair will advise on any restrictions and the appropriate level of participation.

10.3. Officials from the sponsor department in Welsh Government also have a standing invitation to attend as observers but will, as a courtesy, always notify the Secretariat sufficiently in advance to enable the Chief Executive, committee Chair, and members to be so advised.

10.4. Nominated members of the Executive, suited to the individual responsibilities of each committee and determined in liaison between the Chief Executive and the committee Chair, will normally be expected to attend meetings.

10.5. One member of the Executive Team will be designated the Executive lead for each committee and will work with the committee Chair and the Secretariat to ensure the smooth running of the committee.

10.6. The Chief Executive can designate attendance by any other members of staff as they think appropriate to support the operation of the committee, particular items, or for reasons of personal development.

10.7. Each committee may, without setting any precedent, invite other officials, individuals or representatives of other organisations to attend all, or part of, its meetings.

10.8. Attendees who are not members of the committees will not be entitled to vote.

10.9. A committee may exclude or ask for the withdrawal of any or all of those executives or others who normally attend or are invited, to facilitate open and frank discussion of particular matters, or where discussion affects their personal situation or performance.

10.10. Attendees who are not members of the committee are required to observe the same levels of confidentiality, proper conduct, and declaration of interests as members. The Secretariat will circulate these terms of reference to non-members to alert them to this.

## 11. Secretariat function and papers

- 11.1. The Secretariat will provide the service support for Board committees. This includes arranging meetings, preparing agendas and papers, collating documents, communicating with Board members, taking minutes, circulating minutes and any relevant follow up or action points, and filing committee documents in the Document Management System to ensure a formal record is kept.
- 11.2. Agenda items will be agreed in advance with the committee Chairs, and agendas and papers will be circulated one week (seven days) in advance of committee meetings.
- 11.3. Each committee will maintain a 'forward look' of standing items, which will be reviewed at each meeting and maintained by the Secretariat. Additional agenda items will be collated by the Secretariat and planned through the forward look and agreed with the Chair in advance. Items will be supported with written papers and/or oral presentations. Unless authorised by the committee Chair, late papers will not be circulated, and the item will be removed from the agenda.
- 11.4. The Secretariat will maintain the list of committee Chairs, members, executives and others invited to attend meetings and ensure this is available to the Board.

## 12. Minutes

- 12.1. Minutes will be taken of the meetings of each of the committees. This will include a record of decisions and reasons for decisions, and actions, together with a compiled action log to be maintained by the Secretariat and reviewed at each meeting. Draft minutes of the meeting and agreed action points will be agreed by the Chair and circulated within 10 working days of the meeting, with final minutes being circulated within 20 working days. Actions will be closed when a committee has seen sufficient evidence of completion or that the action has become absorbed into business as usual.
- 12.2. Previous minutes and action logs will be reviewed at each meeting. Minutes will be confirmed at the following meeting.

## 13. Communication

- 13.1. Any communication from the committees to staff, beyond those in attendance and prior to formal approval and publication of the minutes, will normally be routed through the Executive lead. Any key developments and messages so distributed will use whatever means and methods are suitable for the matter in hand.

## Land Estate Committee (LEC) Terms of Reference

These specific terms of reference are to be read in tandem with the generic terms of reference for all Natural Resources Wales' (NRW) committees.

**Terms of Reference agreed:** November 2022

**Next review date:** September 2023

### 1. Purpose

1.1. The Land Estate Committee (LEC) is a standing committee whose principal role is to advise the Board on the sustainable management of NRW's land estate, to include investment in the estate, its management, and proposals for changes in its use.

### 2. Scope

2.1. Its primary functions are to provide thought leadership and scrutiny of the use of NRW's managed land estate, to ensure that it is used and managed in a way that promotes the Sustainable Management of Natural Resources (SMNR).

2.2. The scope of the land estate is limited to land under NRW's ownership and/or management. LEC's remit includes the Welsh Government Woodland Estate (WGWE); National Nature Reserves (NNRs) in NRW's direct care; visitor centres; other established recreation or tourism facilities on the Estate; recreational use of bodies of water; sustainable commercial development on and/or using the NRW Estate including, for example, timber sales and tourism, recreation and culture developments; and reservoirs; mine tips; and metal mines on the NRW Estate. It excludes the management of flood assets including among other assets reservoirs covered by the Flood Risk and Incident Management function with the Flood Risk Management Committee.

2.3. The LEC will complement and avoid overlap with the remit of the Protected Areas Committee (PrAC). The PrAC has particular responsibilities in relation to designation and protected areas and related case work and for mainstreaming "SMNR" through this context. Specifically, PrAC will be responsible for sub-committee level decisions on designation of areas of the NRW Estate.

### 3. Responsibilities

3.1. To provide advice to the Executive Team, and make recommendations to the NRW Board as appropriate, to:

3.1.1. Promote innovative and progressive ways of using and adapting NRW's land estate to tackle the climate and nature emergencies;

3.1.2. Leverage its collective authority, experience and influence with external partners such as local communities to work together in tackling the nature and climate emergencies;

- 3.1.3. Consider and advise on high-level proposals for sustainable commercial development of the land estate, including diversification and promotion of green enterprise, with a focus on the 3Ps- planet, people and prosperity;
- 3.1.4. Provide advice and direction in the development of strategy and policy in relation to the direct use of land by Government;
- 3.1.5. Provide high level advice on development and delivery of the Land Stewardship Service Plan and the elements of the Commercial Service Plan related to the NRW Estate, including the Land Stewardship risk framework and relevant risks in the Commercial risk framework;
- 3.1.6. Other key land estate management issues on a 'needs-be' basis.

## 4. Meetings

- 4.1. The LEC will meet at most quarterly, typically around January and April to assist the programming and budgetary cycle. Additional meetings may be convened as required.
- 4.2. The meetings will primarily be supported by the Secretariat team and members of the Land Stewardship team, supported by colleagues from sustainable commercial development and other subject matter experts as required.

## 5. Membership

- 5.1. The LEC will be chaired by Professor Calvin Jones.
- 5.2. Membership will include four non-executive Board members.
- 5.3. The Executive Director of Evidence, Policy & Permitting; the Executive Director of Communications, Customer and Commercial; the Head of Land Stewardship; and the Head of Sustainable Commercial Development will also normally attend meetings.

### ***[END OF TERMS OF REFERENCE]***

### **Current Members (as at January 2023)**

Chair	Professor Calvin Jones (term end date 28 February 2023)
Members	Dr Rosie Plummer, Board member (term end date 31 October 2024) Geraint Davies, Board member (term end date 31 October 2024) Mark McKenna, Board member (term end date 28 February 2023)
Executive lead	Gareth O'Shea - Executive Director of Operations
Other regular attendees	Ceri Davies, Executive Director of Evidence, Policy & Permitting Sarah Jennings, Executive Director of Communications, Customer and Commercial

Dominic Driver, Head of Land Stewardship  
Elsie Grace, Head of Sustainable Commercial Development  
Gavin Bown, Head of Service



# Finance Committee (FC) Terms of Reference

## GENERAL TERMS OF REFERENCE AND WAYS OF WORKING

The following sections set out general terms of reference for all Board committees followed by specific sections that relate to individual committees.

### 1. Constitution

- 1.1. With the exception of the ARAC, which is a requirement of the Welsh Government's Framework Document with NRW, other committees were formed by resolution of the Board. Each committee has a specific purpose which may include some delegated powers. The continued existence, membership and any authorities delegated to the committees are subject to review by the Board from time to time as required.
- 1.2. Unless the Board imposes a condition to the contrary, a committee may delegate the discharge of a function delegated to it by the Board to a committee member, or an officer, subject to any conditions imposed by that committee.
- 1.3. All committees should ensure that in the exercise of their functions NRW has due regard to the climate and nature emergencies, to pursuing and promoting the sustainable management of natural resources, and to ensuring the principles of sustainable management of natural resources are applied, so far as is possible within their powers.

### 2. Membership

- 2.1. With the exception of the EAC (which will have two non-executive directors and about eight independent members), each committee will comprise **at least four non-executive members of the Board**. The Board, on the advice of the NRW Chair, will appoint members of the committees. Membership will take due account of the need to ensure the range of skills needed to carry out the committee functions.
- 2.2. The committee Chair will be appointed by the NRW Board, except in the case of ARAC, where the Chair is agreed by NRW's sponsoring Minister. If the committee



Chair is absent for any meeting then any member, by agreement of a majority present, may serve as committee Chair for that occasion.

- 2.3. Committee members who are Board members will normally serve for their period of appointment as Member of the Board (as specified in their appointment letter from NRW's sponsoring Minister). ARAC membership is for a period of up to three years, extendable by no more than two additional three-year periods, so long as members continue to be independent. However, changes or rotations may be appropriate from time to time, for example to reinforce particular skills needed on a committee or when, for whatever reason, there are changes to the Board membership.
- 2.4. The NRW Board will review membership of each committee annually at the first meeting after 1 July each year.
- 2.5. Each committee may co-opt non-Board members as it considers appropriate.
- 2.6. A committee may include members who are neither Board members nor NRW staff. Such members will serve for the period for which they are appointed and on terms set out in their letter of engagement.

### 3. Authority

- 3.1. Each committee is authorised by the Board to:
  - 3.1.1. consider any matter within its terms of reference as noted below, or any related matter within its remit and to seek any information it requires from staff. All such requests will be channelled through the Secretariat in the first instance;
  - 3.1.2. make recommendations to the Board for action or decision, and progress work within its terms of reference;
  - 3.1.3. establish smaller sub-groups / task forces to address matters within the committee remit as appropriate. These will be time limited and focussed on concluding specific tasks on behalf of the committee.
- 3.2. There may occasionally be a need to consider items between meetings on the committees' behalf in order to expedite urgent business or in the event of a major incident. If the need for urgent consideration of major and/or controversial items arises, committees will normally delegate the matter to a specially convened Urgency Committee consisting of its Chair and one further committee member. If an item arises that is not major or controversial but is time critical, the Chair may use their discretion on whether to take Chair's action, advised if appropriate by the Board Secretary.
- 3.3. Where Chair's action on time critical items does take place, it will be considered appropriate (where possible) that the Chair seeks the views of members by email before taking their decision. All decisions taken by the Urgency Committee and/or Chair's action should be clearly reported to the committee as soon as possible and recorded in the minutes of its next meeting for information.

## 4. Accountability and reporting

- 4.1. Each committee is accountable to the Board. Any matters that require disclosure, consideration or advice will be drawn to the attention of the Board.
- 4.2. Reports will be submitted and presented to the Board by, or on behalf of, the committee Chair. This will usually involve providing a summary of the discussion held at each meeting to the subsequent meeting of the Board. Such reports may be verbal or in writing as deemed appropriate.
- 4.3. The committee Chair will refer to the Board such issues arising at or in between committee meetings that, in their judgement, pose a material risk to the business integrity or reputation of NRW.
- 4.4. Each Committee will review strategic risks allocated to their area of responsibility and expertise for particular scrutiny and will highlight any areas of concern, enabling the Board and ARAC to seek any particular assurances required.
- 4.5. Each committee will have a member of NRW Executive Team designated as its Executive lead within the business to ensure its planning and delivery is accounted for.

## 5. Annual review

- 5.1. All committees will normally conduct an annual effectiveness review. The result of this review will be reported to the NRW Board. This should include a self-review led by the committee Chair, including feedback from members of that committee and from the Board more widely, and any lessons learned and potential improvements.
- 5.2. The terms of reference of each committee will be reviewed annually, to ensure they are fit for purpose and functionally effective.
- 5.3. A record of each annual review of effectiveness and terms of reference will be made. Any recommendations for material change will be brought to the attention of the relevant committee and the Board for approval.

## 6. Frequency, schedule of meetings, and venues

- 6.1. Committees will meet with whatever frequency is deemed suitable to the effective conduct of the business and discharge of responsibilities. Additional meetings may be scheduled if and as required.
- 6.2. Meetings will be arranged by the Secretariat to a schedule of dates/times as appropriate for ensuring the effective conduct of business and timeliness of reporting to the Board.

6.3. Meeting venues will be selected and determined on a case-by-case basis by the Secretariat in consultation as appropriate with the relevant committee Chair and taking account of the business of the meeting. Venues may include any suitable location, including NRW offices or other places, with appropriate facilities for proper conduct of the business including disability accessibility and public attendance provision as required.

## **7. Quorum and voting**

7.1. A meeting will be quorate for a particular agenda item if three committee members are present for the whole of the item(s). Deputies are not permitted.

7.2. For the purpose of determining whether a quorum is present, a Committee member may be counted in the quorum if they are able to participate in the proceedings of the meeting, including by remote means (e.g. telephone or other digital link) and remain so available throughout the discussion and decision for each item for which they are counted as part of the quorum.

7.3. Subject to their declarations of interest (the Chair may ask a Board member to withdraw from the discussion and/or abstain from voting if they feel that the potential for conflict of interest merits it), each member shall have the right to vote in any debate and to have their views recorded in the minutes.

7.4. In the event of no majority decision, the committee Chair shall have a second or casting vote, whether or not they previously voted on the matter.

## **8. Independent professional advice**

8.1. Each committee may seek and obtain independent professional advice, where this is considered necessary, whilst paying appropriate attention to the cost/value of obtaining such advice and following procurement guidelines in so doing. As appropriate this will normally be done in collaboration with the Executive lead.

## **9. Conduct, openness, and confidentiality**

9.1. All members of the committees are important advisers, guardians and ambassadors of NRW. As such they are expected to comply with all relevant company policies and conflicts of interest guidance whenever they conduct the business, or act as a representative, of NRW.

9.2. All committees are expected to promote high standards of public finance, upholding the principles of regularity, propriety and value for money.

- 9.3. All committee members are expected to demonstrate NRW's values in all endeavours, individually and collectively, modelling consistency of behaviours across the organisation.
- 9.4. Committee members must declare any potential conflict of interest at the relevant meeting, even if already recorded in the published Register of Interest. Any such declaration will be recorded in the minutes of the meeting.
- 9.5. Committee members are expected to observe appropriate confidentiality and discretion in the conduct of matters of the committee and handling/safe-keeping of information and documents, in particular in relation to any personal, proprietary, or commercial information.
- 9.6. An induction programme will be provided for new committee members, covering the role of the committee, its terms of reference, main business and expected time commitment. Further appropriate training will be provided on an on-going and timely basis.
- 9.7. The terms of reference for each individual committee are available on NRW's website.

## **10. Attendance of executives and others at meetings**

- 10.1. The NRW Board Chair has a standing invitation to attend any committee meetings in a non-voting capacity.
- 10.2. Other Board members may attend as an observer. The committee Chair will advise on any restrictions and the appropriate level of participation.
- 10.3. Officials from the sponsor department in Welsh Government also have a standing invitation to attend as observers but will, as a courtesy, always notify the Secretariat sufficiently in advance to enable the Chief Executive, committee Chair, and members to be so advised.
- 10.4. Nominated members of the Executive, suited to the individual responsibilities of each committee and determined in liaison between the Chief Executive and the committee Chair, will normally be expected to attend meetings.
- 10.5. One member of the Executive Team will be designated the Executive lead for each committee and will work with the committee Chair and the Secretariat to ensure the smooth running of the committee.
- 10.6. The Chief Executive can designate attendance by any other members of staff as they think appropriate to support the operation of the committee, particular items, or for reasons of personal development.

- 10.7. Each committee may, without setting any precedent, invite other officials, individuals or representatives of other organisations to attend all, or part of, its meetings.
- 10.8. Attendees who are not members of the committees will not be entitled to vote.
- 10.9. A committee may exclude or ask for the withdrawal of any or all of those executives or others who normally attend or are invited, to facilitate open and frank discussion of particular matters, or where discussion affects their personal situation or performance.
- 10.10. Attendees who are not members of the committee are required to observe the same levels of confidentiality, proper conduct, and declaration of interests as members. The Secretariat will circulate these terms of reference to non-members to alert them to this.

## **11. Secretariat function and papers**

- 11.1. The Secretariat will provide the service support for Board committees. This includes arranging meetings, preparing agendas and papers, collating documents, communicating with Board members, taking minutes, circulating minutes and any relevant follow up or action points, and filing committee documents in the Document Management System to ensure a formal record is kept.
- 11.2. Agenda items will be agreed in advance with the committee Chairs, and agendas and papers will be circulated one week (seven days) in advance of committee meetings.
- 11.3. Each committee will maintain a 'forward look' of standing items, which will be reviewed at each meeting and maintained by the Secretariat. Additional agenda items will be collated by the Secretariat and planned through the forward look and agreed with the Chair in advance. Items will be supported with written papers and/or oral presentations. Unless authorised by the committee Chair, late papers will not be circulated, and the item will be removed from the agenda.
- 11.4. The Secretariat will maintain the list of committee Chairs, members, executives and others invited to attend meetings and ensure this is available to the Board.

## **12. Minutes**

- 12.1. Minutes will be taken of the meetings of each of the committees. This will include a record of decisions and reasons for decisions, and actions, together with a compiled action log to be maintained by the Secretariat and reviewed at each meeting. Draft minutes of the meeting and agreed action points will be agreed by the Chair and circulated within 10 working days of the meeting, with final minutes being circulated within 20 working days. Actions will be closed when a committee has seen sufficient evidence of completion or that the action has become absorbed into business as usual.

12.2. Previous minutes and action logs will be reviewed at each meeting. Minutes will be confirmed at the following meeting.

### **13. Communication**

13.1. Any communication from the committees to staff, beyond those in attendance and prior to formal approval and publication of the minutes, will normally be routed through the Executive lead. Any key developments and messages so distributed will use whatever means and methods are suitable for the matter in hand.

## FINANCE COMMITTEE (FC)

These specific terms of reference are to be read in tandem with the generic terms of reference for all Natural Resources Wales' (NRW) committees.

**Terms of Reference agreed:** November 2022

**Next review date:** November 2023

### 1. Purpose

- 1.1. The Finance Committee (FC) is a standing committee whose principal role is to advise the Board and to support the Chief Executive/Accounting Officer on Finance, budget management and planning.

### 2. Scope

- 2.1 The FC remit combines the previous responsibilities of the Finance Planning & Performance Committee (FPPC) with the responsibilities of two previous Task & Finish Groups (The Board Task & Finish Group: Finance, Governance and Delivery and the Board Oversight Timber Sales Governance Group).
- 2.2 The FC will provide advice, oversight and scrutiny on strategy, management and performance in relation to finance, business planning and performance, charge schemes, commercial matters (including timber sales and marketing activity), compliance and the Programme Management Office. In carrying out its role the FC will focus on strategic direction and development, and in scrutinising performance and delivery.
- 2.3 The FC will need to ensure that in carrying out its role it does not duplicate that of the Audit and Risk Assurance Committee (ARAC). The role of ARAC is to advise the Board on risk, financial stewardship and accountability, control and governance. ARAC will also continue to scrutinise improvements made in response to reviews undertaken by Internal Audit.
- 2.4 The FC and ARAC have complementary roles. FC will be forward looking, making decisions within their remit and providing advice to the Board on financial and performance matters as required. ARAC will scrutinise and provide assurance as required. FC will lead in reviewing progress on commercial activities, sales, and marketing (including of timber), with ARAC providing the overview. ARAC will lead in reviewing progress against compliance and the three lines of defence work, with FC providing the overview.

### 3. Responsibilities

#### 3.1. The responsibilities of the FC are to:

- 3.1.1. provide advice and support in the development of NRW annual business plans, corporate plans (4-5 years), and long-term vision (to 2050);
- 3.1.2. provide advice and support to ensure the development of appropriate finance strategies, management reporting, and plans;
- 3.1.3. scrutinise the annual Budget prior to submission to the full Board for approval, challenging the underlying assumptions and advising the Board on its adoption;
- 3.1.4. provide oversight and scrutiny of the financial performance of NRW through the monthly and quarterly management financial statements to ensure appropriate and effective use of funds;
- 3.1.5. monitor the financial position and future prospects/sustainability of the organisation to ensure that it can continue to meet its commitments and strategic objectives;
- 3.1.6. champion the importance of Value for Money, ensure appropriate controls are in place and monitor performance;
- 3.1.7. review and scrutinise the Performance Report included in the Annual Report and Accounts;
- 3.1.8. provide oversight and scrutiny of procurement, contract management, programme management, grants, and agreements;
- 3.1.9. provide oversight and scrutiny of the delivery of Business Transformation and ICT transformation programmes, and receive and consider regular reports on the ICT strategic workplan and related investment position;
- 3.1.10. oversee and scrutinise the business performance of NRW;
- 3.1.11. provide advice and support to the Strategic Charging Programme in relation to changes in current charge schemes and in the development of new schemes;
- 3.1.12. provide advice and support in the development of commercial strategies and plans;
- 3.1.13. oversee and scrutinise the delivery of commercial plans and performance;
- 3.1.14. provide oversight and advice in relation to the funding of the NRW membership of the Local Government Pension Scheme;
- 3.1.15. scrutinise and challenge key risks and issues for timber sales and marketing and the embedding of governance and process improvements in these spheres;
- 3.1.16. ensure that NRW's response to the Grant Thornton independent review in respect of timber and subsequent Internal Audit report are embedded;
- 3.1.17. oversee delivery via the Timber Sales and Marketing Transition Tracker, including scrutinising variations to the actions, milestones, etc;



3.1.18. ensure oversight of the wider NRW consequences, including compliance culture and staff impact;

3.1.19. provide oversight and scrutiny of the delivery of the compliance work based around the three lines model;

## 4. Meetings

4.1. The FC will meet at least four times per annum.

4.2. The focus of each meeting, whether finance, business planning and performance, charging, commercial or a combination, will vary depending on which matters require scrutiny or advice.

### **[END OF TERMS OF REFERENCE]**

#### **Current Members (as at February 2023)**

Chair	Sir David Henshaw, Chair of the NRW Board (interim) (term end date 31 October 2023)
Members	Julia Cherrett, Board member (term end date 31 October 2025) Zoe Henderson, Board member (term end date 8 May 2023) Dr Rosie Plummer, Board member (term end date 31 October 2024)  Prof Calvin Jones, Board member (term end date 28 February 2023)
Executive lead	Rachel Cunningham, Executive Director of Finance and Corporate Services
Other regular attendees	Prys Davies, Executive Director of Corporate Strategy and Development Sarah Jennings, Executive Director of Communications, Customer and Commercial Rob Bell, Head of Finance Colette Fletcher, Head of Governance & Board Secretary Elsie Grace, Head of Sustainable Commercial Development (for commercial matters) Nadia De Longhi, Head of Regulation and Permitting (for charging matters)

Board Forward Look – May						
	Item	Private/ Public	Scope	Purpose	Time	Sponsor
1	Open meeting	Public and Private	Standing Item		5	Chair
2	Review Minutes	Public and Private	Standing Item		10	Chair
3	Chair's Update	Public and Private	Standing Item		10	Chair
4	CEO Update	Public and Private	Standing Item		30	Clare Pillman
5	Committee Updates	Public and Private	Standing Item		20	Chairs of Committees
6	Finance Approvals	Private	Approval	Approval of the latest financial items	20	Rachael Cunningham
7	Incident Review	Private or Public	Approval	For Board to agree the approach to incident management	30	Ceri Davies and Gareth O'Shea
8	Operational Preparedness – Forward Look on Risks	Private	Discussion	To discuss the summer preparedness for incidents	45	Ceri Davies and Gareth O'Shea
9	Global Risk	Private	Discussion	To discuss the outcomes from the World Economic Forum and the Global Risk implications for NRW	30	Prys Davies
10	Public Service Board (PSB) Wellbeing Plan	Private	Approval	To approve the final PSB Wellbeing Plan	45	Ceri Davies
11	Finance Report	Public	Approval/ Discussion	To review and update financial performance	15	Rachael Cunningham
12	Wellbeing Health and Safety Report Annual Report 2022-23	Public	Approval	To approve the WH&S Annual Report 2022-23	20	Prys Davies
13	Modern Slavery Statement	Public	Approval	To approve the Modern Slavery Statement	10	Prys Davies
14	Discussion with Dŵr Cymru/Welsh Water and Hafren Dyfrdwy	Public	Discussion	To discuss the follow-up to the business plan presentation to	60	Ceri Davies

Board Forward Look – May						
	Item	Private/ Public	Scope	Purpose	Time	Sponsor
				the November 2022 Board meeting		
15	AOB	Public and Private	Discussion	If raised	5	Chair
16	Interactive Q&A Session with Public	Public	Standing Item	To provide an opportunity for the public to speak to the Board	30	Chair