

Confirmed Minutes

Title of meeting:	NRW Board Meeting – Public Meeting
Location:	Microsoft Teams
Date of meeting:	16 th November 2023
Board Members present:	<p>Sir David Henshaw, Chair Clare Pillman, Chief Executive Prof Steve Ormerod, Deputy Chair Geraint Davies Prof Peter Fox Prof Calvin Jones (Apologies 11:30-12:00) Lesley Jones Prof Rhys Jones Mark McKenna Kath Palmer Helen Pittaway Dr Rosie Plummer</p>
Executive Team Members present:	<p>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 Rhian Jardine, Head of DPAS and Marine, deputising for Gareth O’Shea, Executive Director of Operations</p>
Attendees present:	<p>Rob Bell, Head of Finance (Item 6) Sarah Williams, Head of Corporate Strategy and Programme Management Office (Item 7 and 8) Russell De’Ath, Senior Specialist Advisor (Item 7) Victoria Painter, Governance and Risk Manager (Item 9)</p>
NRW Observers:	None
Public Observers:	<p>Kim Waters – Welsh Rivers Union Steve Griffiths</p>

Apologies:	Gareth O’Shea, Executive Director of Operations Prof Calvin Jones (11:30 to 12:00)
Secretariat:	Natalie Williams, Deputy Board Secretary and Board Secretariat Team Leader Jocelyn Benger, Board Secretariat Team
Declarations of Interest:	<ul style="list-style-type: none"> • Dr Rosie Plummer - Member Pembrokeshire Coast National Park Authority - wide-ranging interactions with NRW including National Park landscape designation and protections including SAC rivers, Marine zones, diverse grant recipient and collaborator; Plantlife Trustee – wide ranging interactions including participant in the Natur am Byth project and recipient of Glaswelltiroedd Gwydn Nature Networks funding • Prof Steve Ormerod – Vice President of RSPB (no influence on policy); Chair of Natur a Ni Advisory Board; Chair of a Welsh Government Biodiversity Deep Dive Advisory Committee on other area-based conservation measures • Mark McKenna – CEO of Down to Earth; Skyline community partnership with Down to Earth funded through the National Lottery Climate Action Fund • Geraint Davies – Mentor with Farming Connect; Associate of Pwllpeiran Upland Research Centre • Prof Rhys Jones – new declaration: part of a funded research project with Coventry University that will be examining the development and early implementation of the Sustainable Farming Scheme • Sir David Henshaw – Resident in the area of search for the proposed new National Park • Clare Pillman – Resident in the area of search for the proposed new National Park

Item 1. Open Meeting

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

Item 2. Review Minutes and Action Log

Item 2A. Review Minutes from 21st September Public Meeting

2. The minutes from the public Board meeting on 21st September were reviewed and agreed.

Item 2B. Review Action Log

3. The Action Log was reviewed and noted.
4. The Executive Director of Evidence, Policy and Permitting (EPP) noted that following discussions at the Board Development Day, the strategic session on pollution and regulation would move to the March meeting.

Item 3. Update from the Chair

5. The Chair noted that a range of meetings with Ministers and officials was taking place.
6. Prof Steve Ormerod had taken over as Chair of the Evidence Advisory Committee (EAC) following the departure of Prof Peter Rigby.
7. The new Board member who was due to start with the Board was no longer able to join due to personal circumstances. The Chair was considering the management of the vacancy in the short and medium term.
8. The Chair updated the Board on the First Minister's Water Quality Summit, which was due to take place on 30th November. Reports would be delivered on the actions agreed at the last Summit. Details would also be provided on the proposal to develop a demonstrator project on the River Teifi. The project would involve NRW, the water companies, and Ofwat, working together with land managers and communities to gain evidence on ways of addressing water quality issues that could be rolled out across Wales.
9. The Executive Director of EPP updated the Board water-related matters. The water companies (Dŵr Cymru / Welsh Water DCWW and Hafren Dyfrdwy) had submitted their Business Plans to Ofwat, and NRW had provided comments to Ofwat. Matters were proceeding according to the timescale. NRW's appearance at the Welsh Government (WG) Climate Change, Environment and Infrastructure Committee had focused on issues around Combined Sewer Overflows (CSOs) and the media coverage on the Cardigan water treatment works. DCWW and Ofwat had also appeared at the Committee. This was available online on Senedd TV including the evidence submitted in advance. The Chief Executive would be appearing at the Welsh Affairs Committee next week alongside Ofwat. A series of online seminars were due to take place on the different aspects of NRW's work on water quality and resources. These were open to all NRW staff, and a link would be sent out to Board members.

Item 4. Report from the Chief Executive

10. The Chief Executive gave an update on items in addition to the written Report.
11. The current financial issues were noted. An update on this year's finances would be provided later in agenda. The matters relating to next year's budget had been discussed in the private Board meeting.
12. There had been four named storms already this year, which had caused challenges for communities across Wales. The impacts of Storms Babet and Ciarán were still being felt by the communities affected, and by NRW's teams who had been very busy for a number of weeks, working long hours in difficult conditions. It was highlighted that the management of an incident was often only the beginning of an intense period of work. Storm Babet had impacted North East Wales in particular, resulting in post-incident inspections being conducted on 169 assets; 32 defects were raised, and minor emergency work carried out. In North West Wales one of the flood embankments had suffered damage at Llanddulas, and remedial work on the rock armour was being undertaken. In South West Wales, a sluice gate in Pendine needed to be unblocked by NRW teams and high-volume pumps were deployed in Carmarthen and St Clears.
13. An NRW event in the Senedd was well-attended where around 20 Members of the Senedd (MS) were briefed on NRW's flood work, followed by a question and answer session.
14. NRW's Flood Risk Management (FRM) Plan was due to be published. Board members had received briefings on this. The national FRM Plan was published as part of a cycle every six years and this time an individual FRM Plan had also been produced for each of NRW's six Places.
15. The Board were updated on the Welsh Government (WG) announcement on the publication of the location data of Category C and D coal tips. These were the coal tips identified as the highest risk at times of high rainfall and extreme weather. There were 143 coal tips on the land managed by NRW, and 28 of these were either Category C or D. It was noted that this was a national issue and NRW had been working with WG and others to manage this, and also to develop the standards and procedures and advise on the legislation.
16. The Annual Regulation Report had been published on the website. A briefing had been sent to Board members. The Report showed improvement, but it was recognised that there was still a lot of work to do.
17. A good event had taken place with the First Minister to announce the 27 additional woodlands that would be joining the National Forest for Wales. Twelve of the sites were on the Welsh Government Woodland Estate (WGWE), managed by NRW. The other 15 woodlands had joined the National Forest network via the status scheme, managed by NRW's team of liaison officers.
18. The Future Generations Commissioner for Wales Strategy 'Cymru Can' had been published. NRW had been involved in this and were supporting the launch.

19. A good meeting had taken place with the Children's Commissioner for Wales looking at the requirement for a child poverty strategy, and how NRW could engage with young people across Wales.
20. The Executive Director of EPP had attended the international meeting of the European Environment Protection Agencies (EPA) in Helsinki in September and following on from this was closely involved in the meeting of EPA and the European Network of Heads of Nature Conservation Agencies (ENCA) work on adaptation and transformative change for nature.
21. The Chair thanked the Chief Executive for the Report and noted the update on incident response. The Chair highlighted that there was an expectation that there were large numbers of staff available to respond to incidents but there were in fact limited numbers which were stretched particularly during serious or ongoing incidents.
22. Board members discussed the content of the Report. The section on enforcement actions in the written Report was noted and it was raised that the low levels of fines in relation to the level of damage to a Site of Special Scientific Interest (SSSI) did not represent a proportionate response to the damage done. The Chief Executive confirmed that the fines were imposed by the courts not NRW but engagement with the judiciary on this issue was planned.
23. The future of Tata Steel in Port Talbot had been reported in recent news bulletins and Board members considered whether NRW would have an influence or input on how such sites might change in future. The discussions on Industrial Decarbonisation at the September Board meeting were highlighted. These had considered how NRW could look forward and engage with industries and new developments, while managing the decline of older technologies to ensure that legacy issues were considered.
24. Board members noted the appointment of officers in relation to the Control of Agricultural Pollution Act. The approach to the targeting of visits and support for officers were queried. It was also queried whether the Board would receive an evaluation of the impact of the scheme. The Chief Executive confirmed that visits would be targeted on a risk basis, and training and support had been provided to officers particularly through learning from the recent Dairy Project. The funding included a review on the impact of scheme after two years and work would be taking place with WG on the appropriate measures.
25. The significant resource challenges for NRW going forward were recognised. The following themes were highlighted: the level of resource required to undertake investigations and bring enforcement actions; the need to develop new skills around regulating new industries moving towards industrial decarbonisation; the requirement to deliver on nature conservation on the 30 by 30 targets for protected areas. The stretched remit of NRW in an era of financial constraints was emphasised.
26. The WG Habitat Wales Scheme and the resulting financial pressures on farmers was raised. Board member Geraint Davies raised serious concerns about the unintended consequences of the Scheme on creating a move away from delivering for the

environment. The Chief Executive acknowledged the concerns of the farming community and agreed that there was a need to work closely with farmers during the transitional phase to the Sustainable Farming Scheme. The significant pressures on WG budgets from health and other public services were recognised.

Item 5. Update Reports of Committees and Forums

27. Kath Palmer, Chair of the Audit and Risk Assurance Committee (ARAC) gave an update to the Board on the meeting held on 9th October. The Annual Report and Accounts (ARA) had been considered and agreed and was subsequently approved by Board at the October Board Update Call. Thanks were extended to all involved with the large amount of work required. A lessons learned exercise would take place, and it was proposed that the ARA would be more outward facing in future. The ARAC Terms of Reference were agreed at the meeting and a workshop on the risk management framework took place.
28. Prof Steve Ormerod, Chair of the Evidence Advisory Committee (EAC) gave an update on the meeting held on 24th October. The paper was taken as read. This had been the final meeting for Prof Peter Rigby, who was thanked for all his work and contribution. EAC discussed the work on the State of Natural Resources Report (SoNaRR) 2025. A presentation was provided on the development of monitoring and evidence frameworks to measure progress towards 30 by 30. At the request of ARAC, EAC considered the review into the causes of the nutrient data error. EAC were satisfied that all the steps that had been taken were appropriate, and the errors had been flagged and would not figure in future analyses. Assurance would be reported to ARAC by Dr Rosie Plummer who was present at the EAC meeting.
29. Helen Pittaway, Chair of the Finance Committee (FC) updated the Board on the meeting held on 19th October. The paper was taken as read. The meeting had considered financial approvals and the budget and outlook for next year.
30. Prof Pete Fox, Chair of the Flood Risk Management Committee (FRMC), updated the Board on the meeting held on 5th October. The paper was taken as read. The delivery of the Flood Capital Programme was scrutinised, and the major schemes were noted as ahead of schedule with subsequent pressure on funding. Relievers had been received from WG for delivery on time. Winter preparedness was scrutinised. The success of the Llyn Tegid Reservoir Safety Improvements Project at the ICE Wales Cymru Civil Engineering Awards 2023 was highlighted; the project won the Alun Griffiths Award for Community Engagement. The team were congratulated on their achievement.
31. Prof Calvin Jones, Chair of the Land Estate Committee (LEC), updated the Board on the meeting held on 26th October. The paper was taken as read and the following substantive items were highlighted. LEC received a report on Wellbeing, Health and Safety issues and discussions would be taken further by the People and Customer Committee. Thanks were offered to the team from Wood Knowledge Wales who attended LEC to provide a presentation on the Technical Advisory Group Report on the future management of Welsh woodlands undertaken as part of the Welsh Government

Trees and Timber Deep Dive and the circular economy for wood in Wales. Updates were received on the Alternative Timber Sales process and Timber Industrial Strategy. LEC noted the very slow progress on the Alternative Timber Sales process due to inter-related reasons with the Timber Industrial Strategy and state aid. LEC recognised the potential reputational risk and would continue to monitor progress.

32. Mark McKenna, Chair of the People and Customer Committee (PCC) updated the Board on work since the meeting held on 13th September. The next meeting would take place on 12th December. With the review of the terms of reference for committees, it was proposed that all Wellbeing, Health and Safety matters would revert to PCC for reasons of continuity and overarching scrutiny.
33. Dr Rosie Plummer, Chair of the Protected Areas Committee (PrAC) updated the Board on the meeting held on 3rd October. The paper was taken as read and the following items were highlighted. PrAC were updated on progress on the Designated Landscapes Programme. Extensive public engagement sessions were ongoing on the proposed new National Park; these were providing interesting insights into the differing attitudes towards designation. PrAC discussed the designated sites data and systems report and requested a further deep dive discussion at a future meeting on the Safle database and resource concerns related to this.
34. Prof Rhys Jones, Chair of the Wales Land Management Forum (WLMF), updated the Board. The paper was taken as read. The Report from the Agricultural Technical Group on Special Area of Conservation (SAC) rivers would be published in time for the Water Summit. The members of the Forestry Regional Advisory Committee would be invited into the WLMF.
35. Prof Steve Ormerod, Chair of the Wales Fisheries Forum (WFF) and Wales Water Management Forum (WWMF) noted that the WFF was due to meet on 27th November. The next meeting of the WWMF had been postponed until early December.
36. Geraint Davies, Chair of the National Access Forum for Wales (NAFW), updated the Board on the meeting held on 7th November in Cardiff. NAFW were updated on the Crossing Boundaries project on the Great Glamorgan Way. The Forum was disappointed that the Minister was unable to attend the Forum again at short notice. A presentation on managing visitor safety was received and focused on issues in the waterfall country in the Brecon Beacons. The Forum recognised the challenges in this area. An interesting presentation was also received on the proposed new National Park designation.
37. The Chair gave an update on the Board Sub-Committee membership. Lesley Jones had agreed to join ARAC for the meeting in December. The Chair proposed that the Board delegated the longer-term arrangements to the Chair, Deputy Chair and Helen Pittaway, as Senior Independent Director (SID) to ensure an even distribution of Committee workload while the new Board member was recruited. The Board agreed to this proposal.

Item 6. Finance Performance Report

Presenter: Rob Bell, Head of Finance

38. The Head of Finance introduced the item and provided an overview of the paper, noting the Report was as at the end of September. This had been scrutinised by the Executive Team (ET). FC had not seen the Report in advance as matters had been moving quickly, however they had been informed of the main challenges. The latest position was explained. The total forecast at the end of September had changed from £264.9m to £266.9m; the details on this change were included within the paper. In October, the additional £7m for the Flood Capital Programme and £500k for the Reservoir Capital Programme was processed. Overprogramming was reported at £900k at the end of September and the team expected to utilise all £7m. The £1500 cost of living payment had been processed. The pay remit was still awaited. The volatility of timber income had meant a reduction in forecast to £32m.
39. The second page of the Report summarised the measures being taken to meet the pressures. Strong recruitment controls remained in place. Internal recruitment had been devolved to Directors, while external recruitment remained within central control. The additional charge of £1.8m to Programmes and Projects was highlighted. The risk on this was explained and discussions were ongoing with WG. An update was provided on the latest exercises on investigating additional savings. It was explained that £900k of the £4m target for savings had been found so far. Meetings and engagement with WG were ongoing and the implications had been shared with them on meeting the budget pressures. The situation would be discussed further at ET on 28th November.
40. Board members discussed the content of the Report. The severe constraints were recognised. The process for considering the roles that needed to be filled was noted. It was highlighted that delays in recruitment could have adverse effects on productivity and there was a need for agility in the deployment arrangements and skills retention.
41. The issue with the additional charge to Programmes and Projects was queried. The Head of Finance explained that this charge ensured a fair distribution of the funding for the corporate centre of the organisation. This had gone up and therefore these costs had been increased. WG had already issued grant offer letters and so there were concerns on the additional funding being added.
42. The recruitment freeze was discussed in detail. The savings from the freeze were queried. The Head of Finance explained that the freeze had not realised the savings that had been hoped as assumptions had been made in the summer in terms of the salary budget. It was anticipated that savings would start to be realised in December and January, although there was some uncertainty despite the in-depth modelling. The financial benefit of the freeze versus the negative impact on staff morale was considered. It was explained that the freeze was a misnomer as some recruitment was continuing although with a high level of scrutiny and challenge. The importance of the freeze for NRW reputationally was noted. NRW were recognised as taking the financial challenge very seriously and working hard to become resilient and affordable going forward.

43. The current deficit was clarified as £5m. The Executive Director of Finance and Corporate Services explained the ongoing work taking place to address this. The Board discussed the implications of a deficit and the importance of ensuring that this was addressed. The next steps would include the options being considered by FC and then the Board.
44. Board members emphasised the importance of partnership working and cost-effective delivery by working with others. It was recommended that only fully costed and funded additional projects should be accepted.
45. The Board approved the change in the original budget from £264.9m to a forecasted £266.9m and noted the financial performance to the end of September 2023.

APPROVED: The change in the original budget from £264.9m to a forecasted £266.9m

Item 7. Natur a Ni / Nature and Us

Presenters: Russell De'Ath, Senior Specialist Advisor, Vision 2050; Sarah Williams, Head of Corporate Strategy and PMO

46. The Executive Director of Corporate Strategy and Development introduced the item. The intention was for the Chief Executive to write to other public bodies to emphasise the approach that was embodied in the Corporate Plan and highlight the opportunities for working together to respond to the Vision of Natur a Ni / Nature and Us. This would be a general response to the Vision, and there would be further steps to be taken including an evaluation of what could be included in NRW's business as usual work. The Vision had been published, and the Board were asked to provide comments on the draft response. More work was to be done including how the response would be tracked through the Corporate Plan.
47. Prof Steve Ormerod noted that the direction of travel had been agreed five years ago and thanked the team who had worked hard to deliver this important piece of work. It had had a significant impact on the development of the Corporate Plan and the way NRW thought as an organisation. A consistent message around concerns for the future was a key part of the approach going forward. It was noted that there were separate parallel exercises taking place in other organisations such as the National Trust and RSPB. The importance of NRW taking a leadership role was highlighted and the next steps would be critical moving forward.
48. The Executive Director of Communications, Customer and Commercial commented on the big conversation taking place across Wales and the changes in NRW's approach to stakeholder engagement that had been brought about through the learning from Natur a Ni.
49. Board members discussed the opportunities for action through collaboration and partnership working. It was considered whether the right structures were in place for this. The Public Service Boards (PSBs) were obvious partners going forward but it was

suggested that it would be important to look at others, such as Environmental Non-Governmental Organisations (eNGOs), grant work, and the third sector. The opportunities for working with schools as part of the Eco-Schools Programme was highlighted.

50. The Board noted the response to Nature and Us Vision and considered the content of the draft open letter from the Chief Executive to all public bodies in Wales. It was queried whether there was a need for a strapline to emphasise the call for working in partnership together. It was suggested that the number of citizens who had been engaged with the process could be referenced.
51. It was noted that the response to the Vision was a key part of the link back to the Corporate Plan Impact Statements. Board members recommended that this work should tie into the work on the Corporate Plan and feed into the Business Plan. It would be important to consider how the evidence base would be provided and how to achieve the right data from across Wales and partners. The Senior Specialist Advisor, Vision 2050 explained the approach to designing into the Strategic Indicators' reporting the impact of measures on people as well as nature.
52. The Executive Director of EPP described the discussions that had been taking place in other organisations on the opportunities and mechanisms for developing youth engagement. The Board discussed the opportunities for youth and volunteer engagement through eNGOs and the third sector. Lesley Jones, as Chair of Enabling the eNGO Sector Group offered to discuss the potential for engagement with the Group and voluntary sectors with the Senior Specialist Advisor, Vision 2050.

ACTION: The Senior Specialist Advisor, Vision 2050 to discuss the potential for engagement on the Natur a Ni Vision with the Enabling the eNGO Sector Group and voluntary sector groups with Lesley Jones

53. The Board discussed the leadership element. The opportunities for advocacy and influence were recognised but it was acknowledged that movements for change were often organic and needed to develop in a place of trust. The Chief Executive highlighted the Environment Ireland Conference in September and suggested there could be an opportunity to create something similar in Wales which could help to develop a coalition of interest and engagement in NRW's Corporate Plan objectives. The connection between Natur a Ni and SoNaRR was emphasised.

NOTED: The response to Nature and Us Vision

Item 8. Business Plan Performance Dashboard Quarter 2 Report and Internal Performance Quarter 2 Report

Sponsor and Presenter: Clare Pillman, Chief Executive

Attendee: Sarah Williams, Head of Corporate Strategy and Programme Management Office (PMO)

54. The Chief Executive presented the Business Plan Performance Dashboard Report for Quarter 2 (Q2). It was highlighted that a new set of Strategic Indicators were being developed as previously discussed. The paper was taken as read and an overview of the key points was provided.
55. The Red Amber Green (RAG) status of the Performance Dashboard measures was reported as: 15 Green, 7 Amber, 0 Red. The slight increase in measures rated as Amber and the subsequent decrease in Green measures were noted. ET were monitoring the impact of the recruitment freeze, which was anticipated from Q3. The heat map showing the comparison of RAG status between Q1 and Q2 was shared. It was noted that this was mainly Green, however there was less confidence on this for year-end. Work was ongoing with the owners of the measures to be clear on year-end predictions.
56. The following measures rated as Amber were explained. The measure 'Deliver NRW input to Water Company Planning Programmes' had been mostly completed at the end of Q2 but the team were unable to complete the advice on Hafren Dyfrdwy's Programme. This was returned in early October hence the Amber rating at the end of Q2. These were all now completed, and the team were confident of achieving Green at year-end. The Amber measure 'Decision on an appropriate enforcement response within 3 months' had not reached the milestone of 95%; 91% had been achieved. The team continued to put steps in place to manage this important area of work. The Annual Regulation Report had just been published on the website and the team expected to be Green at year-end.
57. The following measures rated as Green were described. NRW's progress on the key deliverables on SAC Rivers was highlighted; NRW would be reporting on the actions at the First Minister's Water Quality Summit. The measure 'Maintain flood risk assets in high-risk systems at target condition' was recognised as a critical area for NRW. The recent Guardian article which had focused on flood defences in England was noted. NRW used the same methodology as the Environment Agency for inspections and conducted both proactive and reactive inspections. The measure was currently above target, although it was acknowledged that this could dip in Q3 due to the number of assets which required inspection following the recent storms. The importance of this area of work in protecting and supporting communities was emphasised.
58. The Internal Performance Dashboard measures were reported as: 9 Green, 1 Amber, 0 Red. The Amber measure related to confirmation on MyNRW of staff having Sgwrs in place. This was being followed up but was likely to remain as Amber at year-end. It was noted that staff absence rates were under review and the methodology updated. It was expected that this would be reported in Q3.
59. Board members discussed the Report. It was recognised that SoNaRR 2020 had reported on the challenges faced by the environment, and it would therefore be expected to see a higher number of Red measures. It was recommended that the new measures should link better to the corporate outcomes. The Chief Executive emphasised the level of focus and effort by staff on working to achieve the current measures.

60. The Executive Director of Corporate Strategy and Development described the ongoing work on the development of the new Strategic Indicators which talked to the broader impact NRW were trying to have compared to the operational performance measures that were currently reported. It was recognised that there was a tension to be managed between the strategic and operational targets.
61. The breadth of subjects covered by NRW was highlighted. Board members recommended that the narrative would need to move forward recognising that there were major challenges and being clear on what NRW could do and the prioritisation in response to this. Board members challenged the thought on Green as always good, noting that sometimes Amber and Red could be useful for learning. The Head of Corporate Strategy and PMO explained to the Board that there would opportunities to input into operational performance measures during sessions at FC and Board in the new year.
62. The importance of working with others to have a wider impact was emphasised. The example of the failing SAC rivers was highlighted. It was stressed that this was not just a matter for NRW as the regulator but for everyone in Wales to be accountable and play their part to make a difference. The scale of the challenge faced by society was emphasised and change could only be achieved by everyone working together.
63. The Board approved the Business Plan Performance Dashboard Q2 Report and Internal Performance Q2 Report.

APPROVED: The Business Plan Performance Dashboard Q2 Report and Internal Performance Q2 Report

Item 9. Realignment of NRW's Governance Structure and Arrangements following the launch of the New Corporate Plan

Presenter: Victoria Painter, Governance and Risk Manager

64. The Executive Director of Corporate Strategy and Development introduced the item. The Governance and Risk Manager took the paper as read and provided a brief overview of the changes. FC would be taking on some additional responsibilities, including some financial approvals. A holistic review of LEC and PCC had taken place and oversight of health and safety would sit with PCC. The Chair of PrAC could bring an additional Board member to the Committee to support quoracy on timely decision-making. The format of the Committee structure going forward would be considered to ensure that this was aligned with the delivery of the Corporate Plan. Thanks were offered to all Board members and Committee Chairs for their input into the review process.
65. The Board discussed the content of the items for approval. Board members reflected on the large scale of work undertaken to underpin good governance going forward. The current vacancy for the Head of Governance and Board Secretary was flagged. Interviews had been arranged and interim arrangements were being put in place.

66. Board members suggested that the Fora should be similarly reviewed, as it was recognised that these facilitated external engagement and could play an important role in capturing the work with communities.
67. The amendments to the FC Terms of Reference were noted and the process for keeping the Board informed on the budget was queried. Helen Pittaway, as Chair of FC confirmed that if updates or financial approvals were material, these would come to the Board with more detail otherwise an overview would be provided during the Committee Updates agenda item.
68. The role of the Board in owning the Corporate Plan Impact Statements and Strategic Indicators was noted. These would be incorporated at a future review. The Chief Executive confirmed that ET would be considering the role of the Committees following the discussions at the Board Development Day to ensure that they were best placed to drive NRW forward and deliver against the Corporate Plan. Proposals on this would be put forward to the Board for discussion at a future meeting.
69. The Governance and Risk Manager was thanked for her work on the review.
70. The Board approved the revised Terms of Reference as detailed in the paper and noted the work completed to date on the alignment of the governance structure and arrangements to the Corporate Plan, including the Terms of reference of the Planning and Resources Group (PRG) and Wellbeing Lead role and remit.

APPROVED: The Terms of Reference for the following:

- **Board**
- **Executive Team (ET)**
- **Audit and Risk Assurance Committee (ARAC)**
- **Finance Committee (FC)**
- **Land Estate Committee (LEC)**
- **Protected Areas Committee (PrAC)**
- **People and Customer Committee (PCC)**
- **Evidence Advisory Committee (EAC)**
- **Flood Risk Management Committee (FRMC)**
- **General Terms of Reference and ways of working**

NOTED: The work completed to date on the alignment of the governance structure and arrangements to the Corporate Plan, including the Terms of reference of the Planning and Resources Group (PRG) and Wellbeing Lead role and remit

Item 10. AOB

71. No matters were raised under AOB.

Meeting Closed

Public Q&A

72. There were no formal questions from the public.

Public Meeting Closed