

Agenda

Title of meeting:	NRW Board Public Meeting
Date of meeting:	Thursday 21 September 2023
Time of meeting:	09:00 – 11:15
Location:	<p>Microsoft Teams</p> <p>Join on your computer, mobile app or room device Click here to join the meeting Download Teams Join on the web</p> <p>Or call in (audio only) +44 29 2105 5545,,866255781# United Kingdom, Cardiff Phone Conference ID: 866 255 781#</p>

Time	Item
<p>09:00</p> <p>5 mins</p>	<p>Item 1. Open Meeting</p> <ul style="list-style-type: none"> • Welcome • Declaration of Interests • Explain conduct of meeting <p>Sponsor and Presenter: Sir David Henshaw (Chair)</p> <p>Summary: To NOTE any declarations of interest.</p>
<p>09:05</p> <p>5 mins</p>	<p>Item 2. Review Minutes and Action Log</p> <p>2A. Review Minutes from Public 19 July meeting 2B. Review Public Action Log</p> <p>Sponsor and Presenter: Sir David Henshaw (Chair)</p> <p>Summary: To APPROVE the minutes of the previous meeting and the action log.</p>

Time	Item
<p>09:10 5 mins</p>	<p>Item 3. Update from the Chair Sponsor and Presenter: Sir David Henshaw</p> <p>Summary: To NOTE the current position and update the Board on key activities.</p>
<p>09:15 15 mins</p>	<p>Item 4. Report from the Chief Executive Sponsor and Presenter: Clare Pillman, Chief Executive</p> <p>Summary: To NOTE the current position and update the Board on key activities.</p> <p>Paper ref: 23-09-B05</p>
<p>09:30 20 mins</p>	<p>Item 5. Update Reports of Committees and Forums (by Exception)</p> <p>Sponsors and presenters: Committee Chairs</p> <p>Audit and Risk Assurance Committee – 7 September Evidence Advisory Committee Finance Committee – 14 September Flood Risk Management Committee Land Estate Committee People and Customer Committee – 13 September Protected Areas Committee</p> <p>Forum Updates Wales Land Management Forum Paper ref: 23-09-B07 Wales Fisheries Forum 3. Wales Water Management Forum National Access Forum for Wales Paper ref: 23-09-B08</p> <p>Summary: To NOTE the updates from the Board committees, both within and outside of any meetings held.</p>
<p>09:50</p>	<p>Item 6. Finance Performance Report</p>

Time	Item
20 mins	<p>Sponsor: Rachael Cunningham, Executive Director of Finance and Corporate Services Presenter: Andrea Morgan, Business Finance Team 1 Manager</p> <p>Summary: To APPROVE the latest financial position</p> <p>Paper ref: 23-09-B09</p>
<p>10:00 20 mins</p>	<p>Item 7. Business Plan Performance Dashboard Quarter 1 Report and Internal Performance Quarter 1 Report</p> <p>Sponsor and Presenter: Clare Pillman, Chief Executive</p> <p>Attendees: Sarah Williams, Head of Corporate Strategy and Programme Management Office; Kirsten Hughes, Lead Specialist Advisor, Corporate Planning and Performance; Sue Ginley, Lead Specialist Advisor, Corporate Planning and Performance</p> <p>Summary: To APPROVE the Business Plan Performance Dashboard Quarter 1 Report and Internal Performance Quarter 1 Report</p> <p>Paper ref: 23-09-B10</p>
<p>10:20 20 mins</p>	<p>Break</p>
<p>10:40 5 mins</p>	<p>Item 8. Board Committee Membership</p> <p>Sponsor: Prys Davies, Executive Director of Corporate Strategy and Development</p> <p>Presenter: Victoria Painter, Interim Head of Governance and Board Secretary</p> <p>Summary: To APPROVE the amendments to the Board Committee membership</p> <p>Paper ref: 23-09-B11</p>

Time	Item
<p>10:45 5 mins</p>	<p>Item 9. Items for Approval</p> <p>a) Wellbeing, Health and Safety Quarter 1 Report Sponsor: Prys Davies, Executive Director of Corporate Strategy and Development</p> <p>Summary: To APPROVE the Wellbeing, Health and Safety Q1 Report</p> <p>Paper ref: 23-09-B12</p> <p>b) Modern Slavery Statement Sponsor: Sarah Jennings, Executive Director of Communications, Customer and Commercial</p> <p>Presenter: Vernon Lambert, Procurement Manager</p> <p>Summary: To APPROVE the Modern Slavery Statement</p> <p>Paper ref: 23-09-B13</p>
<p>10:50 5 mins</p>	<p>Item 10. AOB</p>
<p>10:55</p>	<p>Close Meeting</p>
<p>10:55 20 mins</p>	<p>Public Q&A</p>
<p>11:15</p>	<p>Close Public Meeting</p>

Unconfirmed Minutes

Title of meeting:	NRW Board Meeting – Public Session Microsoft Teams
Date of meeting:	19 July 2023
Present Board Members:	<p>Sir David Henshaw, Chair</p> <p>Clare Pillman, Chief Executive</p> <p>Prof Steve Ormerod, Deputy Chair</p> <p>Geraint Davies</p> <p>Prof Peter Fox</p> <p>Prof Calvin Jones (Items 1 to 5, 9 to 12)</p> <p>Lesley Jones</p> <p>Prof Rhys Jones</p> <p>Mark McKenna</p> <p>Kath Palmer</p> <p>Helen Pittaway</p> <p>Dr Rosie Plummer</p> <p>Prof Peter Rigby</p>

Title of meeting:	NRW Board Meeting – Public Session Microsoft Teams
Present Executive Team Members:	Rachael Cunningham, Executive Director of Finance and Corporate Services Ceri Davies, Executive Director of Evidence, Policy and Permitting Prys Davies, Executive Director of Corporate Strategy and Development Sarah Jennings, Executive Director of Communications, Customer and Commercial Gareth O’Shea, Executive Director of Operations
Additional Attendees Present:	Victoria Painter, Interim Head of Governance & Board Secretary (All items) Rob Bell, Head of Finance (Item 6) Sarah Williams, Head of Corporate Strategy and Programme Management Office (Item 7 and 9) Kirsten Hughes, Lead Specialist Advisor, Corporate Planning & Performance (Item 7 and 9) Lyn Williams, Specialist Advisor, People Management (Item 8) Fen Turner, Team Leader Natural Resources & Well-being Strategy and Policy (Item 10) Martyn P Evans, Head of South West Wales Operations (Item 10) Holly Butterworth, Lead Specialist Advisor: Natural Resources & Well-being (Item 10)
NRW Observers:	Kate Evans, Manager, Public Affairs / Private Secretary to CEO Danielle Phillips, Chwarae Teg Stuart Bond, Special Advisor Strategic Funding Cherylynn Silvia, Specialist Advisor, Data Quality Sarah Vining, Specialist Advisor, Public Affairs

Title of meeting:	NRW Board Meeting – Public Session Microsoft Teams
Public Observers:	Tara-Jane Sutcliffe Emma Wiik – Welsh Rivers Union Moiria Williams Kim Waters – Welsh Rivers Union
Declarations:	<ul style="list-style-type: none"> • Dr Rosie Plummer - Member Pembrokeshire Coast National Park Authority - wide-ranging interactions relevant to agenda including National Park landscape designation and protections including SAC rivers, Marine zones, and planning matters, diverse grant recipient and collaborator; Plantlife Trustee - participant in the Natur am Byth project and recipient of other grants/collaborations. • Prof Steve Ormerod – Vice President of RSPB (no influence on policy) – relevant to the CEO Report • Prof Calvin Jones – Member of Skyline Management Committee which has interests on NRW land • Mark McKenna – Involved with Skyline Management Committee • Geraint Davies – new declarations – Mentor with Farming Connect; Associate of Pwllpeiran Upland Research Centre <p>Prof Pete Fox – Member of British Association for Shooting and Conservation (BASC) – relevant to CEO Report</p>
Apologies:	Prof Calvin Jones (Items 6 to 8)
Secretariat:	Jocelyn Benger Natalie Williams

Item 1. Open Meeting

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

Item 2. Review Minutes and Action Log

2A. Review Minutes from 18th May Public Meeting

2. The minutes from the public Board meeting on 18th May were reviewed and agreed.

2B. Review Action Log

3. The action log was reviewed and noted.

Item 3. Update from the Chair

4. The Chair informed the Board that recent meetings with Ministers and others had taken place. Meetings were also scheduled at the Royal Welsh Show alongside launches, seminars and stakeholder meetings at the NRW stand.
5. The Chair attended a meeting on water quality in the River Wye at Hay-on-Wye with the Chairs of Natural England, the Environment Agency, and others, where the number of initiatives going ahead on the River Wye was discussed. This had highlighted the lack of one integrated plan or group on this issue and as a result, a proposition was being put to Ministers in the UK and Welsh Governments. The complex landscape on this issue was recognised.
6. The launch of the Corporate Plan had taken place successfully and the response from staff at recent gatherings had been excellent.
7. The Chair confirmed that he had now officially resigned from the Joint Nature Conservation Committee (JNCC) due to pressure of commitments and confirmed that Prof Rhys Jones would be taking his place on the Committee.

Item 4. Report from the Chief Executive

8. The Chief Executive gave an update on items in addition to the written report.
9. The previous Report had noted the wildfires and the declaration of Prolonged Dry Weather, however, there had since been significant rain and the wildfires were no longer burning. A final calculation was being done on the amount of wildfire damage and the Minister for Climate Change, Julie James, would be informed before the summer break. The devastating impact on biodiversity, the loss of access, and loss of income for businesses was emphasised. It was tragic that most wildfires had been started deliberately. NRW continued to work closely with the Fire and Rescue Service (FRS) and the Healthy Hillside Group, and as part of Dawns Glaw. It had previously been reported that around 100 hectares of

all types of woodland had been lost but it was now more likely to be around 300 hectares.

10. The results had been received of the UK Woodland Assurance Scheme (UKWAS) Audit. The very good outcome was noted, with only minor Corrective Actions and Observations. The Land Stewardship team were praised for their ongoing work and improvements in this area.
11. The International Mine Water Association (IMWA) Conference was taking place in Newport. The Chief Executive had given the opening speech at this important international conference, which included delegates from across the world. Site visits would be taking place across South Wales. Peter Stanley, Senior Specialist Advisor, Abandoned Mines, and IMWA Conference Chair, was highlighted as a superb representative of NRW and Wales, held in high regard for his work on the remediation of mine water nationally and internationally.
12. A Memorandum of Understanding (MoU) was due to be signed with Network Rail. This was a positive move in the longstanding relationship with Network Rail, moving forward and engaging on nature and biodiversity.
13. Letters had been written to Dŵr Cymru/Welsh Water (DCWW) and Hafren Dyfrdwy (HD) following their presentations at the Board meeting in May. Ofwat and Welsh Government had also been sent letters on this matter. It had now been publicly released that DCWW had been downgraded on their performance to two stars. The next stage would take place in October when both companies would present their business plans to Ofwat. The next update to the Board would therefore be in November.
14. The Chief Executive looked forward to seeing Board members at the Royal Welsh Show next week.
15. Board members discussed the content of the update. It was noted that the staff in the NRW laboratory working on analytics were very enthusiastic about the metal mine water remediation work. They were also looking at the maintenance and results from the Sondes (water quality monitoring devices).
16. The issues around wildfires and fire risk were discussed in detail. It was queried whether the approach to forest management was being reviewed and if future plans were being prepared, considering the growing risk of hotter and drier summers. The Executive Director of Operations highlighted the update in the paper on the Recovery Manager who was now in post. A lessons learned process would take place, which would move NRW into a more proactive rather than reactive space. It was also important to review the involvement of NRW staff in the wildfire response to ensure they were not put into dangerous situations.
17. It was queried whether more could be done on public campaigns, particularly around emphasising the wide-ranging impact of wildfires and encouraging people to take pride in their forests. The large-scale campaigns over the years

were highlighted, and the work by behavioural science was noted. The joint working with the FRS was explained, including the Dawns Glaw project and the secondee to NRW from FRS.

18. Prof Calvin Jones, as Chair of the Land Estate Committee (LEC), noted the discussions on fire risk and the discussions at the recent Flood Risk Management Committee (FRMC) on flood risk and recommended bringing together the issues operationally to optimise across all outcomes.
19. It was noted that the way in which NRW worked with planning authorities and planning policy was another area which could address issues, particularly in relation to the Special Area of Conservation (SAC) rivers. The shifting challenges in this area were recognised.
20. The Chief Executive thanked Board members who had attended the Corporate Plan gatherings; this had been really appreciated by staff.

Item 4. Update Reports of Committees and Forums

21. Kath Palmer, as Chair of the Audit and Risk Assurance Committee (ARAC) gave an update to the Board on the meeting on 22nd May, which had included a deep dive on the Annual Accounts. The team were praised for their work on this. A further meeting in September would consider the final version before presentation to the Board in September. The meeting on 5th June included closed sessions with the Accounting Officer and the Head of Internal Audit (IA). Five IA Reports were received and the actions reviewed. The Executive Team (ET) were asked to look at this, and a tracker system had been put in place. The External Quality Assurance Report had been received and was very positive. The IA Plan for 2023/24 was considered. The draft IA Opinion was presented as Moderate and progress was noted. The review of the Strategic Risk Register was ongoing to align with the new Corporate Plan and with a focus on second line assurances. The first draft was expected at the September meeting.
22. Prof Peter Rigby, as Chair of the Evidence Advisory Committee (EAC) gave an update. The Committee were due to meet again in October. Work was ongoing on refreshing the membership of the Committee.
23. Helen Pittaway as the Chair of the Finance Committee (FC) updated the Board on the meeting held on 19th June. The paper was taken as read. The final Opening budget had been confirmed and Finance Performance was reviewed. A discussion took place on performance measures and metrics for this year; previous measures would be tweaked to fit the new Corporate Plan while new ones were being introduced. A presentation was received from the Commercial team; a strategic session on timber would follow, which all Board members were invited to attend. The key areas of focus for the Business Transformation Programme were reviewed. An update was provided on Strategic Risk 04 – Setting Strategic Direction. It was noted that this was the first strategic risk to reach its target score and FC discussed how to evolve this to encompass delivery of the Corporate Plan.

24. Prof Pete Fox as Chair of the Flood Risk Management Committee (FRMC) updated the Board on the meeting held on 13th July, which had taken place in person in Porthmadog. The Committee had taken part in a site visit, followed by deep dive on capital schemes. Progress was noted on the Flood Warning System and Telemetry Projects. An update was received on the FRM Capital Programme, which was considered in detail. The Committee had shared concerns over the size and scale of the Stephenson Street scheme.
25. Prof Calvin Jones as the Chair of the Land Estate Committee (LEC) updated the Board on work since the last meeting held on 5th May, noting that most items had been covered in the CEO Report. The excellent news on the positive UKWAS Audit outcome was highlighted. The Red elements of the Red Amber Green (RAG) status on the Land Stewardship Evaluation Framework Report were explained. These included management of *P. ramorum*, the condition of historical features, and delivery of the restocking programme. The work on the Forest Resource Plans was also noted as Red and the Head of Land Stewardship had been asked to look at whether there were any legislative barriers to doing things differently. It was proposed to consider Forest Resource Plans and Area Statements in light of the new Corporate Plan at the strategic session on timber.
26. Mark McKenna as Chair of the People and Customer Committee (PCC) took the paper as read on the meeting held on 7th June, where new Board members had been welcomed to the Committee. The Committee were considering the structure and strategic focus of future meetings and looking at the balance between People and Customer items. The next meeting would take place in person in September with a focus on Customer experience elements.
27. Dr Rosie Plummer as Chair of the Protected Areas Committee (PrAC) updated the Board on the meetings held on 23rd and 29th June. The summary of the routine meeting held on 23rd June was included in the paper. The biodiversity consultation planning policy and its interactions with other areas of interest to PrAC, such as species protection and recovery, evidence, and Special Area of Conservation (SAC), were highlighted. The Committee had scrutinised Strategic Risk (SR) 05 – Championing the Strategic Management of Natural Resources (SMNR), and considered that SR05 would be better aligned with the new Corporate Plan. It was also noted that it aligned with Item 12 on the agenda on Public Service Boards' Wellbeing Plans. The public meeting held on 29th June had considered the notification of a new grassland Site of Special Scientific Interest (SSSI) at Cae Glas, Wern. New PrAC member, Lesley Jones had been welcomed, and a careful and rigorous examination of the evidence had been conducted by the Committee. The importance of an open and transparent process was highlighted.
28. Board members discussed the importance of the SSSI notification meeting but noted the amount of resource required. The Executive Director of Evidence, Policy and Permitting (EPP) confirmed that a lessons learned process was being

undertaken to ensure that future processes were as efficient and effective as possible.

29. The Chair provided an overview of the new Committee Chairs Group, which had met for the first time on 27th June. This had been a very useful meeting, which aimed to ensure an aligned view across the Committees, and a series of regular meetings would be put in place. The Terms of Reference and delegation to the Committees were being considered. It was agreed that the focus would be on continuing to ensure and maintain robust assurance. It was also agreed that the Chairs Group would not be exclusive to Chairs and all Board members were welcome to attend or propose subjects for discussion.
30. Prof Rhys Jones as Chair of the Wales Land Management Forum (WLMF) updated the Board. The paper was taken as read. A good meeting of the WLMF had taken place on 5th June and the presentation topics were described. The recent meetings of the WLMF Sub-Group on Agricultural Pollution were highlighted, including a presentation from a large poultry business sharing recent learning, and a site visit demonstrating collaborative, partnership working on land management to improve water quality. The project included the use of technology and techniques for minimising pollution run-off, and how to upscale and encourage others. Discussions were taking place on how to develop the WLMF and Sub-Group and move the meeting towards being more strategic and making connections between the Board Sub-Committees and other Forums. A paper was being produced on this for September WLMF meeting.
31. Prof Steve Ormerod as Chair of the Wales Fisheries Forum (WFF) and Wales Water Management Forum (WWMF) noted that joint meetings had previously taken place across the fora and welcomed the broadening of this approach. An update was provided on the WFF meeting on 5th July. The agenda had focused on salmonids, with an update on annual salmon and sea trout stock assessments which made continued grim reading. This was followed by the report from the North Atlantic Salmon Conservation Organisation illustrating similar negative trajectories. A new developing issue was reported on evidence of an invasive non-native salmon, introduced into northern Europe, and now detected in Norway and Scotland. A meeting last week had considered next steps on small salmon populations and bringing together interested parties, with a view to developing a radical plan. Warm water protocols were also being considered. The WWMF had not met recently. The JNCC would be meeting in Cardiff on 6th and 7th March and NRW would be involved in facilitating that. JNCC's ARAC meeting would also take place in Cardiff in November.
32. Geraint Davies as Chair of the National Access Forum for Wales (NAFW) updated the Board. A meeting had taken place in Cardiff, including presentations and conversations on the Countryside Code and Action Plan. Dave Ashford had attended from WG to provide information on the Agriculture Bill and preparations for the Sustainable Farming Scheme (SFS). A presentation was provided on the future of recreation on the land in NRW's care, which included different opinions and proposals. The Terms of Reference were agreed. The NAFW were

disappointed not to receive the Minister at the meeting due to last minute apologies, although they looked forward to welcoming her to the November meeting.

Item 6. Finance Performance Report

Presenter: Rob Bell, Head of Finance

33. The Head of Finance introduced the item and provided an overview of the new style report pack attached to the paper. This had been scrutinised by ET and FC, although FC had not seen the final version of the Report. The confirmed Opening Budget for 2023-24 of £266.3m had been set. The Report outlined the changes to the original Opening Budget, which incorporated changes in funding as detailed on page 3 and page 4 of Annex 1.
34. The Finance Performance Report included the key messages on the first page and the paper was taken as read. The Planning and Resource Group (PRG) had been established to make recommendations on how to deal with pressures through the financial year. A briefing on IR35 and a pay update would follow in the private meeting. Lessons learned from the overspend in Land Stewardship and Flood were being finalised, and would then be reviewed by ET, FC and FRMC. Central over-programming of £3.5m had been allowed for in the budget, although challenges were anticipated in meeting the targets. The position at the end of May was described as slightly ahead of profile in both income and expenditure. There were some concerns regarding the affordability of some of the staff budgets and some challenging vacancy management targets had been set. These would be considered with other pressures and managed as one piece. The Timber income outlook was more positive than around six months ago and the budget had been set at £36m, rather than the £33m originally set. The difference of £3m would therefore be allocated to part of the pressures.
35. Helen Pittaway as Chair of FC commented that FC had welcomed the new presentation of the Report. The Executive Director of Finance and Corporate Services highlighted that some items had progressed, and an update would be provided in the private Board meeting.
36. Board members considered the Finance Performance Report and queried the assurances received around the large level of over-programming in Flood, particularly in view of the ongoing lessons learned process in this area. The Head of Finance confirmed that it was anticipated that the lessons learned would be scrutinised by ET next week and would be shared with FC and FRMC soon. The high level of over-programming was recognised but all were conscious not to repeat the previous issues. The context was also important, and the over-programming had previously been set to tackle underspend.
37. The Board approved the final Opening Budget of £266.3m and noted the financial performance to the end of May 2023.

APPROVED: The final Opening Budget of £266.3m

Item 7. Business Plan Performance Dashboard End of Year Report 2022/23 and Internal Performance Report 2022/3

Sponsor and Presenter: Clare Pillman, Chief Executive

Attendees: Sarah Williams, Head of Corporate Strategy and Programme Management Office; Kirsten Hughes, Lead Specialist Advisor, Corporate Planning & Performance

38. The Chief Executive presented the Business Plan Performance Dashboard End of Year Report 2022/23. It was highlighted that none of the reporting measures were RAG status Red. The RAG status of the external measures were noted as 12 Amber and 19 Green. The move from Red to Amber for producing Flood Risk Management Plans was noted. There had been issues for external consultation in March, and work would be continuing into this financial year. Also Red at the end of Quarter 3 (Q3) and now Amber was the measure on delivering programmes to review statutory water quality requirements; the Dee and Severn River Basin Management Plans had been finalised and internal sign-off completed of the Urban Waste Water Treatment review. It still remained for NRW to write to WG with the recommendation on this. Recruitment remained challenging particularly in some specialist areas. This was being monitored and actioned through the Strategic Risk Register and People Transformation Programme.
39. A good discussion had taken place at ET on the Amber measure to 'Further develop the biodiversity and cultural value of the National Nature Reserves (NNRs) in our direct care' with better reporting and focus on these measures. The biodiversity measure would be a focus for this year.
40. The UKWAS measure was Amber at year-end but was now Green. The work on Fleet and Facilities was Amber at year-end. There had been difficulties with some of the procurement, although it was noted that good progress was being made. The progress achieved on the measures rated as Green was noted. This represented a large amount of work by staff across the organisation. The work on the measures relating to flood risk assets and incident response within four hours was highlighted. The measure 'Area of new woodland created on the NRW Estate' had exceeded the target, although the impact of recent wildfires was recognised.
41. The internal performance measures at year-end were three Amber and eight Green. Notably, the Near Miss reporting measure which had been Red at Q3 was now Green. Sickness absence had now reduced to within the Amber zone at 3.4%. Payments' performance had improved to 99% and was Green at year-end. The first quarter performance report would be considered at the next Board meeting in September but there would also be the opportunity to look at the developing indicators for the new Corporate Plan.
42. Board members considered the Report and noted that more woodland had recently been damaged by wildfires than had been created. The approach to natural regeneration in woodland creation was queried. It was noted that regeneration was an important element of woodland creation alongside planting. It was suggested that the impact of increasing levels of dryness on woodland

creation could be investigated. LEC was asked to consider the different management approaches to woodland creation and the resulting outcomes.

ACTION: LEC to consider the different management approaches to woodland creation and the resulting outcomes.

43. Mark McKenna, as Chair of PCC, noted the Amber measure in the Internal Performance Report related to Stakeholders and Customers and informed the Board that the Committee would be shifting towards a more outward focus for future meetings.
44. Board members considered the way that the measures had been defined, noting the need for consistency between the measures going forward. The Chief Executive confirmed that appropriate measures were being defined for the new Corporate Plan to ensure a balance between measuring the work being done but also the contribution to wider issues. The Head of Corporate Strategy and Programme Management Office offered to provide a session for Board members on the ongoing work on the updated approach to the performance management framework.

ACTION: The Head of Corporate Strategy and Programme Management Office to provide a session for Board members on the ongoing work on the updated approach to the performance management framework.

45. Discussion took place on the approach to the new measures. The role of the State of Natural Resources Report (SoNaRR) in providing a tapestry to measure against was described. Board members recognised and appreciated the work that had gone into the current measures and noted the importance of continuing to monitor areas such as regulation. It would be important to develop outcome-focused measures alongside the action-led targets to tackle the climate, nature, and pollution emergencies. The wider discussion on nature targets was ongoing, which would shape the direction for NRW and others. It was suggested that there would also be value in exploring the measurement of what others were achieving, although it was recognised that this would be more complex.
46. A first draft of the new Corporate Plan indicators would be presented to the Board in September to be discussed alongside the aspirations for SoNaRR.
47. The Board approved the Business Plan Performance Dashboard End of Year Report 2022/23 and Internal Performance Report 2022/3

APPROVED: The Business Plan Performance Dashboard End of Year Report 2022/23 and Internal Performance Report 2022/3

Item 7. Welsh Language Annual Report 2022-23

Presenter: Lyn Williams, Specialist Advisor, People Management

48. The Executive Director of Corporate Strategy and Development introduced the item. The Welsh Language Annual Report 2022-23 had been scrutinised and endorsed by PCC at their meeting in June. The discussion at PCC had recognised the importance of the compliance focus but the challenge going forward would be to develop a strategic approach to the Welsh language in NRW. A strategic discussion was planned on this subject for the PCC meeting in September. The process of the Corporate Plan and gatherings, the values, and non-literal translations, were all part of the process of developing a bilingual organisation. A session was planned for Board members on Welsh language awareness and basic level Welsh.
49. Board members welcomed the Report and the development of a strategic approach. The way in which the gatherings were developed was also welcomed. The positive results on compliance were noted. It was suggested that there should now be an emphasis on the way that Welsh culture fed into nature, climate, and the environment and the implications for the Welsh language in the context of the climate and nature emergencies and social justice. The approach to working in a different way was discussed, making the boundaries and relationships less difficult, and breaking down barriers between housing, the environment, culture, community, and language. It was recognised that this was an area where there was a lot of interest and threading different partnerships and networks into the work from the new Corporate Plan would be an important element and something for a wider discussion.
50. The Board approved the Welsh Language Annual Report 2022-23.

APPROVED: The Welsh Language Annual Report 2022-23

Item 9. Draft Business Plan 2023-24

Presenters: Sarah Williams, Head of Corporate Strategy and Programme Management Office (PMO); Kirsten Hughes, Lead Specialist Advisor, Corporate Planning & Performance

51. The Executive Director of Corporate Strategy and Development introduced the item. The work on the Corporate Plan indicators was ongoing. The interim performance measures had been developed to track performance while this work was taking place.
52. Helen Pittaway, as Chair of FC, commented that FC had reviewed the interim performance measures and had tried to avoid too much input on these to ensure that the focus was on getting the new measures right.
53. Board members discussed the interim performance measures. The importance was highlighted of applying pressure to NRW's regulatory clients on their actions for the climate. It was recommended that this should be signalled for next year, for example, looking at the major carbon emitters, and understanding this in

preparation. It was noted that climate and decarbonisation would be an area of focus with clients for next year's Business Plan and a session was planned for the September Board meeting on decarbonisation. Resourcing was discussed and it was recognised that mapping the resources required would be an important element, for example, onto Service Level Agreements (SLAs).

54. The Board approved the Draft Business Plan 2023-24.

APPROVED: The Draft Business Plan 2023-24

Item 10. Summary Reflections on Local Well-being Planning in Wales

Presenter: Prof Calvin Jones; Fen Turner, Team Leader Natural Resources & Well-being Strategy and Policy; Martyn P Evans, Head of South West Wales Operations; Holly Butterworth, Lead Specialist Advisor: Natural Resources & Well-being

55. The Executive Director of EPP introduced the item. A number of Board members had been involved in discussions and the reflections were presented to the Board for consideration.
56. Prof Calvin Jones, as the Board lead on NRW's work on the Public Service Boards' (PSBs) Wellbeing Plans, took the paper taken as read and noted the large amount of work conducted over an extended period. This was very much welcomed and appreciated. It was emphasised that NRW were an integrated member of the PSBs but also had a parallel audit function for the PSB Wellbeing Plans. The PSBs were very varied but there were some cross-cutting lessons and themes. NRW were seen as the lead in the environmental area, and some technical requirements had been requested around climate risk assessments and responsibilities. There were pace and resource questions for NRW as an organisation to deliver climate risk assessments and move towards the transformative change that NRW wanted to see in others.
57. The Team Leader Natural Resources & Well-being provided an overview of the paper. NRW had been advocating for transformative change and partners had agreed. Questions were posed in the paper for Board members to consider on how to move forward.
58. Discussion took place around the questions posed in the paper. Board members noted the central role of local authorities and considered how the Plans and their core themes could be brought forward and integrated into local authority agendas. The interactions with local authorities were discussed and it was recognised that there would need to be a period of support during the implementation phase and engagement on specific issues, such as housing needs. There would be resource requirements to bring in evidence from Place and other teams.
59. It was noted that previously PSB meetings had included both leaders and CEOs of local authorities and it was proposed that NRW's CEO would attend each of the PSB meetings to encourage engagement from PSB leadership. NRW's unique role on the PSBs as the only cross-Wales organisation would help to

ensure the join-up across the issues and boundaries. A greater voice from WG and the Future Generations Commissioner would also be important in driving matters forward, particularly around policy and scrutiny. There was also an opportunity at the Welsh Local Government Association (WLGA) annual conference to develop the transformative space.

60. Board members discussed the link between biodiversity, climate, and pollution and wellbeing. It would be necessary to develop the understanding of the impacts on wellbeing of loss of biodiversity, changing climate, and pollution, for example, through developing scenarios on the impacts. Water quality issues were now more mainstream due to the way in which they were covered, and a similar level of attention was needed on climate and nature. It was recognised that these were difficult conversations, particularly in the context of Technical Advice Note 15 (TAN15) and flood mapping. It would be important to visibly support the NRW representatives on the PSBs and focus on the evidence and advocacy role on targets for nature recovery, climate, and minimising pollution. An update on NRW's advocacy campaigns would be provided at the September Board meeting.
61. Working with others was discussed. There was interest from the Environmental Non-Governmental Organisations (eNGOs) to step into the action space. There would also be other resources available for PSBs to access through a Team Wales approach. There was a joint space to work collaboratively in partnership, for example with the WLGA and Planning Policy Wales, sharing good practice both within the UK and internationally. Common themes were noted across the PSBs, and action could be taken forward on a themed basis.
62. The survey responses and themes detailed in Annex 3 were considered. The impact of the cost-of-living crisis on a just transition was recognised, and it was suggested that further understanding was needed on this issue. It was raised that local authorities were struggling with the economic situation and therefore a bold leadership position would be important but balancing this with caution on not overstepping into a space where NRW did not have the capability or resource. It was suggested that NRW's focus should be on speaking truth to power, collaborating, and providing evidence to help others.
63. Board members discussed possible options for a tangible response to PSBs' support requirements. It would be important to be more hard-hitting and ensure everyone had the confidence to deliver those messages but also to be clear on what were the most critical actions to take first. It was suggested that viable examples of what was possible could be worked up for PSBs to reference. Practical examples were suggested around developing a vision for land use, the potential impact from building riparian strips into developments, providing bespoke climate risk assessments, and looking at the Sustainable Schools Programme and Hywel Dda's ambition for its new hospital for examples of good practice. The importance was highlighted of making the emergency real and relevant to everyone and moving beyond the rhetoric.

64. The Executive Director of EPP highlighted the initial work on considering strategic and transformative change in Part 2 of Annex 1. It was recognised that both a strategic and tactical response were required. Resource implications were discussed; a balance on prioritisation would be needed, considering where the resources could have the most impact. It was recommended that a demonstrator piece of work on a climate risk assessment could be scoped out and then funding options considered.

65. It was agreed that the team would develop a plan and update a future Board meeting.

Item 11. Board Forward Look

Presenter: Natalie Williams, Team Leader & Deputy Board Secretary, Board Secretariat

66. The Board noted the Forward Look for the September Board meeting.

Item 12. AOB

67. No other business was raised.

Meeting closed.

Item. Public Q&A

68. The Chair invited questions from the public. The Interim Head of Governance and Board Secretary read out the questions received on the Microsoft Teams chat function. These were as follows:

- a) Kim Waters, Welsh Rivers Union – ‘Given Dŵr Cymru fall from 4* to 2*. Does NRW have a view on its own failure in this regulated business in not stopping that DCWW failure earlier?’
- b) Kim Waters, Welsh Rivers Union – ‘The Taf catchment (a non SAC catchment) is on its knees. A complete collapse in salmonoid biodiversity. Intensive dairy being the issue and becoming even more intensive. Is the catchment officially abandoned or is there any plan to restore. If so what or where is the plan?’
- c) Moira Williams – ‘At a Save the Teifi meeting last week, Dŵr Cymru told us that they couldn't give any information regarding pollution to the seaward side of Cardigan as they were awaiting figures from NRW regarding estuary/maritime pollution levels. When might these figures be available?’
- d) Emma Wiik – ‘I also have a question about the Teifi - what is NRW's role in the treatment wetlands planned in the catchment with Dŵr Cymru? Are these being constructed on a trial/experimental basis or an implementation basis?’

69. The Chair thanked the public for their questions and confirmed that as the questions had not been received in advance, a written response would be sent by email.

Public Meeting closed.

Board Meetings

Action No.	Meeting Date	Item No.	Para No.	Paper Sponsor	Action	Owner	Due	Status	Notes/Updates
16	27/01/23	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	27/09/2023	Ongoing	To be considered at FRMC October
18	27/01/23	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	Head of Governance & Board Secretary	31/12/2023	Ongoing	Options for Board public engagement being developed. The approach to be agreed with the Chair and the new Head of Governance and Board Secretary.
35	23/03/23	4	18	Clare Pillman CEO	ACTION: A presentation on the work on minimising pollution to be presented at a future Board meeting	Nadia DeLonghi, Head of Regulation and Permitting; Martin Cox, Head of North Wales Operations	11/01/2024	Ongoing	Noted that the format for this update is under discussion with Ceri Davies and Gareth O'Shea. A strategic session on pollution is planned for the January Board meeting.

Action No.	Meeting Date	Item No.	Para No.	Paper Sponsor	Action	Owner	Due	Status	Notes/Updates
37	23/03/23	8	60	Ceri Davies Executive Director EPP	ACTION: The Principal Advisor, Fisheries, to return to the July Board meeting with suggestions on a radical approach to the plight of the salmon.	Ben Wilson, Principal Advisor, Fisheries	25/09/ 2023	Ongoing	To be discussed at the Protected Areas Committee in October and added to the Board Forward Look for a future Board meeting
54	19/07/23	7	42	Clare Pillman CEO	ACTION: Land Estate Committee to consider the different management approaches to woodland creation and the resulting outcomes	Secretariat	17/10/ 2023	Ongoing	Added to Land Estate Committee Forward Look for the October meeting
55	19/07/23	7	44	Clare Pillman CEO	ACTION: The Head of Corporate Strategy and Programme Management Office to provide a session for Board members on the ongoing work on the updated approach to the performance management framework	Sarah Williams, Head of Corporate Strategy and PMO	12/09/ 2023	Completed	Briefing sessions added to calendars for 8 September and 12 September

NRW Board Paper

Date of meeting:	21 September 2023
Title of paper:	CEO Report – PUBLIC SESSION
Paper Reference:	23-09-B05
Paper sponsored by:	Clare Pillman, Chief Executive
Paper prepared by:	Clare Pillman, Chief Executive
Paper presented by:	Clare Pillman, Chief Executive
Purpose of the paper	Discussion
Summary	The paper intends to raise awareness of the matters covered.

Introduction

1. The summer months have been a whirl of engagement with stakeholders and friends of NRW at the Royal Welsh Show in July and the Eisteddfod in August. At the Show, I attended events with Welsh Government (WG), National Farmers Union (NFU) Cymru, Country Land and Business Association (CLA) Cymru and Confor as well as various presentations and events at our own stand. We had a great team on the stand throughout the week, who did a brilliant job of engaging with the public and talking about key aspects of our work. At the Eisteddfod, I caught up with various Ministers, Lhosa Daly of the National Trust, the Welsh Language Commissioner Efa Gruffudd Jones, and Ruth Marks of the Wales Council for Voluntary Action (WCVA), among others. It will be interesting to see how the event adapts next year to the urban setting and broader, more diverse audience in Pontypridd, and this may offer an opportunity for us to engage with the public in different ways.
2. I attended, and spoke at, the launch of the National Trust's Mindful Meadow at Chirk Castle in early August. The event was well attended and fortunately the

weather was very pleasant. I also enjoyed an inspiring day with our own Forest Operations and Land Management teams in North West Wales, visiting Parc y Bwlch Forest, where felling is planned, and the new planting site at Tynymynydd, where work is progressing to plant and develop the site for community use with local partners and volunteers. The day also included a visit to the former landfill site at Penhesgyn, where landscape restoration and habitat creation is underway as a result of NRW-led partnership working and the application of clear Sustainable Management of Natural Resources (SMNR) principles. In mid August, I enjoyed an educational visit to Gronant and Talacre in North East Wales, to learn more about the birds, wildlife and our landscape management work there.

3. With reports that WG is facing a significant budget squeeze leading to a review across all WG departments, we have also started reviewing our budgets with a view to ensuring good control and resilience and a sound footing as we head into the 2024/25 financial year. As part of this process, the Executive Team (ET) has taken the early decision to pause all internal and external recruitment for a period of eight weeks, effective from 21 August. During this pause, staffing budgets will be cross-checked against organisational priorities and our recruitment policies will be refined, to support a more flexible and agile approach when recruitment resumes. A review of our wider budgets will continue over the months ahead.
4. While work is underway to address these budgetary challenges, I'm pleased that we have also been able to deliver a £1,500 one-off payment to all eligible staff members, reflecting the ongoing high cost of living. This too follows the lead of WG and the UK Civil Service. The payment will be made during September and remains separate to our usual pay award process.

Strategic Issues

Natur a Ni / Nature and Us

5. The Nature and Us Vision was released at the Royal Welsh Show on 24 July and is now available for stakeholders and the public to download at www.natureandus.wales. There are two versions of the final report: a full version and an illustrated summary.
6. The event itself included a panel of speakers and was well attended, with organisations being encouraged to consider what role they could play in shaping the future described in the Nature and Us Vision. Derek Walker, the Future Generations Commissioner, committed to putting nature and climate at the heart of the Future Focus of their work. NRW is developing a formal response for publication in the autumn.

7. We are now working with contractors to undertake a process evaluation of the Nature and Us programme and to develop a longer-term approach to measuring its impact. We are developing resources to communicate the vision to different audiences and continue to engage different groups and organisations with its implementation over the coming months. Work to embed the learning from the programme into business as usual will continue until March 2024 in line with Board and Executive Team discussions.

Consultation on proposed Environmental Permitting Regulations installations banding tool for complex permits.

8. Following a request for further information from our initial Strategic Review of Charges consultation, we recently launched a secondary consultation on the proposed operation of new risk banding tool for complex installation permits. The new banding tool is intended to match the charge payable more closely to the time it takes to determine each application, and therefore the cost to NRW of providing the service. If agreed, this approach will replace the current Operational Risk Assessment (OPRA) tool, where applicants pay an amount based on an environmental risk factor for the site under consideration.
9. The consultation is running for twelve weeks from 21 August to 12 November inclusive.

Organisational Carbon Reporting 2022/23

10. Following a thorough peer review process, we have submitted to WG our carbon reporting submission for the 2022/23 financial year. This is required from all devolved public bodies in Wales to support public sector commitments set out in WG's Net Zero Wales Plan, to progress towards the ambition for a carbon neutral Welsh public sector by 2030.
11. Our results show that NRW's operational and supply chain emissions have decreased from 26,209 tCO₂e (tonnes of carbon dioxide equivalent) in 2021/22 to 22,963 tCO₂e in 2022/23, which represents a 12.4% reduction. This is primarily due to a 16.4% decline in supply chain emissions driven by a change to the calculation methodology based on revised spend-based carbon emission factors for goods and services. Our building-related emissions also decreased by 14.6% over this period, partly due to a reduction in the size of our estate. Our business travel and commuting emissions increased by 61% and 34.2% respectively, indicating a further return to more normal working practices post Covid pandemic.
12. Monitoring trends in emissions and progress with decarbonisation can be difficult due to methodological changes, such as the emission factors referred to above,

and also the impact of the pandemic. Nevertheless, annual reporting is already driving improvements in our emissions data collection and verification procedures, and informing our decarbonisation plans. Our Carbon Positive Enabling Plan covered the period 2019 to 2022 and will soon be superseded by our Net Zero Plan which is currently going through a final internal consultation and review. It will be submitted to a Board meeting in the near future.

Operational Issues

Ty Llwyd

13. Ty Llwyd is a former stone quarry near the village of Ynysddu in Caerphilly County Borough. Between 1969 and 1972 the quarry was used for the disposal of industrial waste materials by a private company; when the tip was closed in 1972, the site was covered with shale and stone dust and overlain with topsoil and seed. In 1990, Islwyn (now Caerphilly) Council Borough Council (CCBC) took ownership of the site and an interim cap was installed over the site with a shallow, concrete-lined ditch to divert surface water run-off.
14. Occasionally, following prolonged periods of heavy rainfall there are leachate outbreaks on site. While CCBC has implemented a voluntarily scheme of works to attempt to ensure any leachate does not contaminate local watercourses, it was necessary for NRW to issue a warning letter in June 2023 in respect of unauthorised discharge activity.
15. The council has appointed consultants and initiated discussions with NRW with a view to improving current arrangements and preventing recurrences. There has been significant public and media interest in the site and concerns raised about public safety. Although it is the responsibility of CCBC to carry out further mitigation work, we will continue to offer advice to CCBC on their proposals and will take further enforcement action if necessary.

Bovil Farm

16. In March we purchased 32 hectares of land at Bovil farm in Machen, near Caerphilly, as part of our work to compensate for woodland lost due to renewable energy developments on our estate. The site is adjacent to our existing Machen Forest block and some of the land has the potential to be developed into rich grassland habitat. The site also includes some existing woodland, hedgerow trees and the remnants of historic farmsteads. The purchase is an exciting opportunity to extend the existing woodland, create other habitat areas, maintain and improve

access links and explore options to use the site for the benefit of local communities.

Stephenson Project

17. Construction of the Stephenson Street project commenced in February and is forecast to complete by Autumn 2024. Progress on site is good and to programme, with work of a high quality being undertaken safely. The sheet piling is nearly complete, whilst the concrete walls construction is progressing at pace. The new highway and sustainable drainage system (SUDs) elements are also developing well.
18. The two largest current risks to the success of the project are potential restrictions to in-year Flood Risk Management budget, but this is being managed across the portfolio, and engagement with Newport Council and their land agent Newport Norse for some elements of the project, which is being mitigated by escalating within the Council. Safety indicators for the project, such as Accident Frequency Rate, are significantly below the industry average. All audits completed to date demonstrate a high safety and environmental compliance across the board.

Ammanford

19. The Ammanford Flood Risk Management (FRM) Scheme contract was awarded on 6 February, with works originally expected to finish in December 2024. Benefitting from good weather this summer, the contractor has completed the in-river weir removal works ahead of schedule and the overall project is now expected to finish in June 2024, six months ahead of schedule. The works are on budget financially, however the good progress and earlier completion means that more money will be spent in the current financial year than originally planned, adding pressure to the FRM budget in 2023/24. Again, this is being managed across the portfolio.
20. The works are being completed to a high standard throughout and have received positive community feedback to date. The contractor is performing well on environmental matters, ensuring that ecology and biodiversity are at the forefront of all operations. A positive one-team culture has developed between NRW, its designer Arup and the contractor Walters that is ensuring the project achieves successful outcomes.

Quarter 2 Enforcement Update

21. Between April and June 2023, we opened 155 new enforcement cases. We completed enforcement actions and closed 31 of these cases within this time period, resulting in us issuing fourteen Advice and Guidance and sixteen warnings. One case was closed with no further action. Sixteen of these have an initial officer

recommendation for prosecution, and four with recommendations for a formal caution. The other cases remain under investigation.

22. A case from previous quarters\years was succesully prosecuted during this quarter. On 27 June, Phillip Johns was found guilty at Newport Magistrates Court of operating a waste facility at Glannau Farm, Monmouthshire without the relevant environmental permit, and disposing of controlled waste, in a manner likely to cause pollution to the environment or harm to human health. He was also found guilty of failing to comply with a Section 59 notice to remove controlled waste from the site, although he received no separate penalty for this.
23. NRW officers initially visited the farm in January 2022 and found multiple deposits of waste, including a number of vehicles being dismantled and engine oils, along with green waste and carpets. Mr Johns was sentenced to a twelve-month community order with 200 hours unpaid work and ordered to pay NRW's full costs of £13,915.

Communication & Customer

Pollution is Minimised

24. Our proactive and reactive communications relating to water quality dominated this period with media enquiries relating to Combined Sewer Overflows (CSOs), water company performance, phosphates and bathing water quality all increasing markedly over this period.
25. The heavy rainfall experienced in July triggered more CSO activity and subsequent warnings by Surfers Against Sewage prompted more queries about the safety of bathing waters. The presence of *E. coli* in samples taken from rivers and coastal waters (particularly around the North Wales coast) also prompted significant media interest.
26. The preparation and time invested in plans to announce the downgrading of Dŵr Cymru Welsh Water in July saw the story receiving fifty items of coverage. We also worked closely with colleagues in Mid Wales and Water Quality to prepare for our participation in BBC Radio 4's Inside Science programme on the health of our rivers. Recorded live at the Green Man Festival in Crickhowell, the programme included a panel session exploring the science behind what makes a healthy river, providing an opportunity for us to share how NRW works proactively with others to improve water quality across Wales. We have recently shared the link to this.
27. Further north, we promoted a partnership project between NRW and Llysfasi College designed to improve water quality in the area.

28. We have also promoted the work of our Enforcement and Regulation teams, supporting the announcement of a new dedicated team to ensure farms comply with regulations to reduce agricultural pollution. We promoted successful prosecutions and worked with Permitting team to manage stakeholder and messaging around the permitting of Abermule bulking facility, which has attracted significant interest and concern locally.

Communities are Resilient to Climate Change

29. Our work to reduce climate risks to communities continued to attract good local coverage, including the completed flood asset works at Llanfair Talhaiarn and repair works at Conwy reservoir. We continued to play an active role in the All Wales Drought Liaison Group and took part in the Consumer Council for Water's 'Droughtcast' podcast, highlighting the importance of using water wisely.
30. We worked closely with Network Rail to organise a visit to promote the renewal of the Memorandum of Understanding, which will drive environmental sustainability and create a more resilient railway by being better prepared to combat nature and climate emergencies.

Nature is Recovering

31. We continued to promote our work to support nature's recovery, highlighting the return of the bittern to the Gwent Levels for the fourth successive year, the impact the work of the Dee LIFE project on juvenile fish in the river and the work of the Sands of LIFE team at Newborough National Nature Reserve and Forest.
32. Ahead of and during the summer holidays, we continued to promote the Countryside Code and responsible recreation on our land. Our work to improve accessibility at Llanddwyn Beach, the installation of free charging points for e-bikes at Coed y Brenin and Green Flag award wins for Bwlch Nant yr Arian and Ynyslas also ensured that our recreational offering continues to attract coverage in the media and across social media communities. This results in positive engagement on our social media channels, evidence that our audiences are engaging with our content and with nature restoration more generally.

Species Recovery Coverage

33. NRW and our partnership species recovery programme Natur am Byth had excellent promotion on various BBC Radio channels on 22 August, including an interview with Buglife Wales manager on the BBC Radio 4's Today programme. With an average audience of six million this was a great boost, with the focus on the scarce yellow sally project led by Buglife in collaboration with NRW and Chester Zoo. The project aims to bolster the last remaining population of this rare river fly in the river Dee, the only known population in the UK.

Royal Welsh Agricultural Show and National Eisteddfod

34. As referred to above, we successfully showcased our work on Nature's Recovery at the Royal Welsh Agricultural Show (RWAS) this year, combining hands-on activities with exhibitions about our projects. We were delighted when the stand won the reserve prize for Education and Information Value. During the week, we held successful stakeholder events and facilitated meetings for staff with key stakeholders.
35. We had a small but well positioned stand at the Eisteddfod, with elements of the RWAS stand transferred to Boduan. We highlighted our work on peat with an event involving the unveiling of a sculpture by artist Manon Awst and a visit to our neighbouring site, Cors Geirch.

Digital

36. Members of the Digital and Translation team were part of a Ministerial book launch at the Eisteddfod – Technology, people and Cymraeg – supported by Jeremy Miles MS. As part of the event, they shared practical examples of the “trio writing” approach, which NRW is one of the first to trial as a way of designing better bilingual services that are easy to find and effortless to read. In doing this we hope to support Welsh as a living, thriving language for generations to come and contribute towards the target for 1m Welsh speakers by 2050.
37. Our website Content Management System has been upgraded to ensure continued security protection. The opportunity was taken to upgrade the fonts and make important accessibility improvements at the same time. We have also updated our Woodlands pages to make it easier for people to plant more trees, a key action from the Woodland Creation Deep Dive.

Customer Experience

38. We continue to promote the work of the Customer team and engage colleagues with the Customer Experience Practitioners Network via meetings and webinars. This has resulted in a 10% membership increase with representation across the five directorates, allowing greater engagement in our strategic work on Customer Experience.
39. Our in-house Introduction to Customer Journey Mapping (CJM) workshop has now been delivered to over fifty colleagues across the organisation, enabling them to use CJM as a continuous improvement tool when reviewing their services.

Service Catalogue

40. The Service Catalogue work has completed and our contractor will shortly hand over the finished product for us to own and develop, allowing us to progress our Business Transformation work towards a service owner model. It will provide a clear picture of the range of services we deliver and where we might prioritise our focus and energy to deliver the greatest impact.

Forward Look

Tuesday 3 October – Protected Areas Committee

Thursday 5 October – Flood Risk Management Committee

Wednesday 11 October – Board Development Day

Monday 16 and Tuesday 17 October – NRW Evidence Conference

Wednesday 18 October – Board Update Call

Thursday 19 October – Finance Committee (additional meeting for Board approvals)

Tuesday 24 October – Evidence Advisory Committee

Thursday 26 October – Land Estate Committee

Wednesday 15 and Thursday 16 November – Board Meeting

NRW Board Paper

Date of meeting:	21 September 2023
Title of paper:	Wales Land Management Forum (WLMF) Update
Paper Reference:	23-09-B07
Paper sponsored by:	Professor Rhys Jones, WLMF Chair
Paper prepared by:	Bronwen Martin, Specialist Advisor: Wales Land Management
Paper presented by:	Professor Rhys Jones, WLMF Chair
Purpose of the paper	Information
Summary	Summarise what considerations, decisions, and actions you are seeking from the committee.

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

5th June 2023 meeting

2. The most recent WLMF meeting was held on 5 June 2023.
3. Tristan Hatton-Ellis, NRW joined the meeting to provide a presentation on the river restoration work undertaken by NRW to boost the pearl mussel population in Wales.
4. A discussion from the March meeting prompted a request for information about the coastal adaptation work that NRW have been undertaking. Nicola Rimington and Richard Park, NRW joined the meeting to discuss climate change and coastal management in Wales.
5. All WLMF members had the opportunity to ask about NRW Updates and also share updates from their own organisations.

6. The next WLMF meeting will be held on Monday 18 September 2023.
7. 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

8. 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.

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

Update

10th July 2023 meeting

9. The group had a follow up discussion regarding the site visit hosted by the Beacons Water Group (BWG) and Dŵr Cymru Welsh Water on 19th June. Those who were able to attend the site visit provided their thoughts and perspectives on what they observed. The group discussed the importance of collaborative working, innovation and making informed decisions within the agricultural industry. The group explored opportunities for working together to develop some of these approaches and trials further.
10. Aled Davies, Pruex Ltd, joined the meeting to provide a presentation on the research and development that his organisation is undertaking. The aim of Pruex as a company is the prudent use of antibiotics as opposed to excessive use of antibiotics. Aled outlined some of the on-farm problems that Pruex are addressing such as bacterial protozoa, viral infections and environmental pollution.
11. The group received an update from Ieuan S. Davies, NRW, regarding the progress of the Special Areas of Conservation (SAC) Rivers Agricultural Technical Group (ATG). The ATG was set up at the request of Zoe Henderson and the remit was to review and find agreement on the vast array of evidence around agricultural pollution from the various different sectors. The group was to look at the evidence, agree what was missing and recommend steps (and indeed take ownership of those steps) to fill the gaps in evidence.
12. The group were asked to provide contents for the summer edition of the WLMF Sub Group Newsletter 'Our Land, Water and Air'.
13. The next WLMF Sub Group will be held on Monday 4 September 2023.
14. 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

Date of meeting:	21 September 2023
Title of paper:	National Access Forum for Wales (NAFW) Update
Paper Reference:	23-09-B08
Paper sponsored by:	Geraint Davies, NAFW Chair
Paper prepared by:	Carys Drew, NAFW Secretariat (Specialist Advisor: PROW and Networks)
Paper presented by:	Geraint Davies, NAFW Chair
Purpose of the paper	Information

Background

1. The National Access Forum for Wales (NAFW) is a non-statutory forum which brings together stakeholders from public, private and third sector organisations with an interest and expertise in outdoor access and recreation in Wales.
2. The NAFW's key purposes are:
 - To help improve the quality and extent of access to the countryside and coast of Wales, and extend the opportunities for enjoyment and responsible outdoor recreation to all, with regard to environmental sustainability and education
 - To work together as a stakeholder network, fostering understanding, and sharing information and good practice; to support the realisation of benefits of outdoor recreation and access in Wales
 - To support NRW in its aim of more people participating in, and benefitting from, outdoor recreation more often
3. NRW provides the Chair (Geraint Davies) and Secretariat (Carys Drew), the Deputy Chair is nominated from the membership (Ruth Rourke, Institute of Public Rights of Way and Access Management). Dr Rosie Plummer, NRW Board also supports and attends meetings.
4. The NAFW meets three times a year. Forum meetings are open to observers and are held in public but are not public meetings. Where necessary, the Chair may establish working groups to consider particular issues and report to subsequent meetings, working group meetings will not be held in public. There are no active working groups at present.

5. The Secretariat collates written contributions ahead of each meeting, this provides an opportunity for members, NRW and Welsh Government to share detailed information. The written contributions for each meeting, together with agendas and summary meeting notes are published on the NRW website: [Natural Resources Wales / National Access Forum for Wales](#)

Update

6. The most recent NAFW meeting was held in person (with option to join online) in Cardiff on 6th July 2023. All agenda items incorporate time for questions and discussion.
7. Alison Roberts, Specialist Advisor Responsible Recreation, NRW introduced work on the Countryside Code and the new Countryside Code Strategy and Action Plan for Wales.
8. NRW has a statutory duty for the preparation and publication of a code of conduct, and work in partnership to deliver the Countryside Code across Wales and England. The continued vision is that the Countryside Code has the right balance between encouraging access and informing people of their rights and responsibilities in the outdoors.
9. NRW will be continuing to work alongside Natural England (NE) to deliver key shared actions at Wales/England cross border level and to implement with partners and stakeholders the strategy for Wales and associated actions.
10. Welsh Government provided funding in 2022/23 for NRW to undertake non-legislative work in relation to responsible recreation and Alison shared an overview of the work delivered. The Forum then heard from Dr Emma Edwards-Jones, Snowdonia Active who had carried out work on behalf of NRW on the new Countryside Code Strategy and Action Plan for Wales.
11. The Strategy and Action Plan for Wales sets out the way NRW envisages working in future to develop and promote the Countryside Code. Members were invited to consider and comment on the approach.
12. Dave Ashford, Engagement Manager from Land Management Reform team in WG, updated the Forum on the Agriculture (Wales) Bill, and the Sustainable Farming Scheme (SFS). He summarised the SFS co-design work to date and noted that the Minister for Rural Affairs and Trefnydd was due to issue a statement about this shortly. The Forum were made aware that the next consultation stage is expected to take place toward the end of the year.
13. Dawn Thompson, Recreation Strategy Development Manager, NRW, gave a presentation about the Recreation Strategy that is being developed by NRW to give the Forum opportunity to hear more about its aims, objectives, process, work to date and opportunities for stakeholders to be involved in its development.

14. The Forum's Terms of Reference had been updated and revised by the Secretariat following consultation with members. The meeting endorsed the latest version, which would be reviewed again in 2026.
15. Written contributions were circulated in advance of the meeting. Contributors shared highlights from their updates and members had an opportunity to ask questions about these and to share further updates.
16. Welsh Government provided an update on the Access Reform Programme. Julie James MS, Minister for Climate Change, had been due to attend but had sent apologies. Forum members had prepared questions for the Minister, these were answered by Simon Pickering, Head of Designated Landscapes and Countryside Access in the Minister's absence.
17. It was agreed that the next Forum meeting would be held on 7 November in person, in Cardiff, and Welsh Government confirmed that Julie James MS, Minister for Climate Change would attend.

NRW Board Paper

Date of meeting:	21 September 2023
Title of paper:	Finance Performance Report
Paper Reference:	23-09-B09
Paper sponsored by:	Rachael Cunningham, Executive Director of Finance and Corporate Services
Paper prepared by:	Rob Bell, Head of Finance; Andrea Morgan, Business Finance Manager
Paper presented by:	Andrea Morgan, Business Finance Manager
Purpose of the paper	Approval (change in forecast) / Discussion (Financial Performance)
Summary	To approve: Change in the original budget from £266.3m to a forecasted £264.9m. To scrutinise: Financial performance to the end of July 2023.

Background

1. There is a separate paper for approvals.

Financial Performance to 31 July 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:
 - Change in forecast compared to the original budget.
 - Performance to end of July 2023, compared to the original budget.
 - Risks to us being able to spend within our funding levels and impact of pay pressures.
 - Commentary by exception on how we are progressing against the latest forecast for the different types of expenditure.

Risks and opportunities

3. 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). Even with a larger budget than last financial year, the current outlook is challenging with staff costs already ahead of profile.
4. We have reduced our level of central over-programming to £2.5m but have new pay pressures of approximately £5m to find. We have identified measures to address the budget pressure which are summarised in the report. We have reported on this process in more detail to the Finance Committee.
5. 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.

Risks and opportunities

6. We encourage budget and project managers to notify Finance of any changes to forecast which can be returned centrally.
7. We will continue to undertake our normal Finance processes and review risks within the budget throughout the year. Programmes such as Business Transformation, Flood and Nature and Capital Emergencies are re-forecasted every month.
8. This report is produced every two months for the Board and Executive Team.

Recommendation

9. Board to approve changes to the latest forecast, from £266.3m to £264.9m.
10. Board to scrutinise financial performance to the end of July 2023.

Index of Annexes

Annex A – Financial Performance Report

Finance Committee / Board - September 2023 - Finance Report

Update will cover:

1. Update on the latest forecast changes from the opening budget reported as at end May 2023. We are asking the Board to approve a reduction in our overall forecast from £266.3m to £264.9m. The income forecast page explains the reasons for this reduction.
2. Financial Performance as at end July 2023.
3. Update on the plan to balance in year budgetary pressures, including the anticipated pay award for 2023/24 and non-consolidated payment to staff.

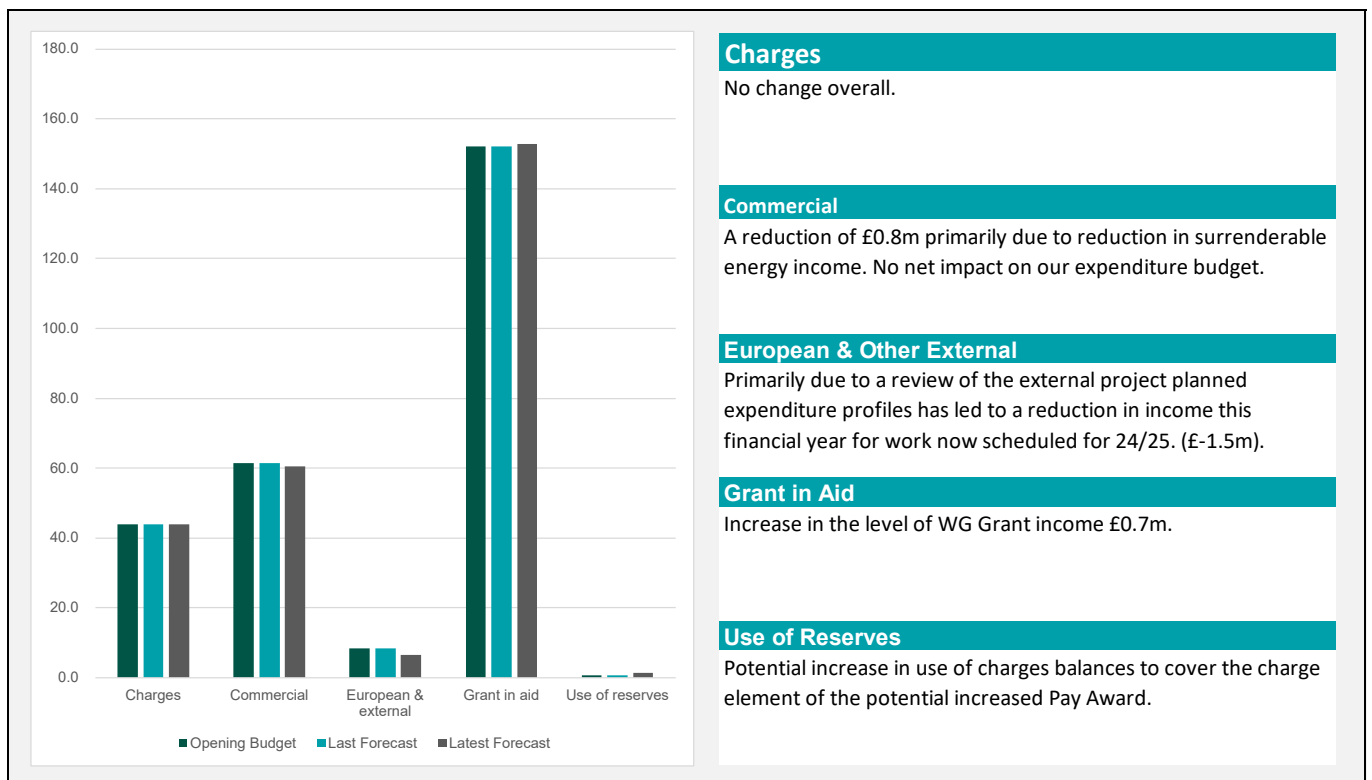
Messages:

1. We need to find estimated savings of £5m to balance the budget this financial year, following the decision to pay staff a £1,500 non-consolidated payment and an entailed increase in pay award to 5%. We have identified areas where that budget can be balanced and that is being currently worked through by Planning and Resources Group. This financial year there is a risk of overspending (as opposed to underspending) which needs to be managed closely.
2. The central overprogramming budget now stands at £2.5m, this is reduced from £3.5m in the opening budget. This has been factored into the calculation of £5m savings needing to be found.
3. Flood Capital Programme is currently over-programmed by £10.7m, if further funding is not available then expenditure plans will need to be scaled back in a number of areas. The Flood function has identified different scenarios and is in discussion with WG. Although no further funding is likely from WG, there is a history of under performance by Local Authorities which are funded from the same funding source.
4. There remains a good level of confidence in the timber income forecast which is unchanged at £36.1m.
5. Following ET's consideration of Flood capital and Land Stewardship lessons learnt from last financial year, ET have requested an additional strategic overview of how the lessons can be applied more broadly and will be brought back to a future ET.

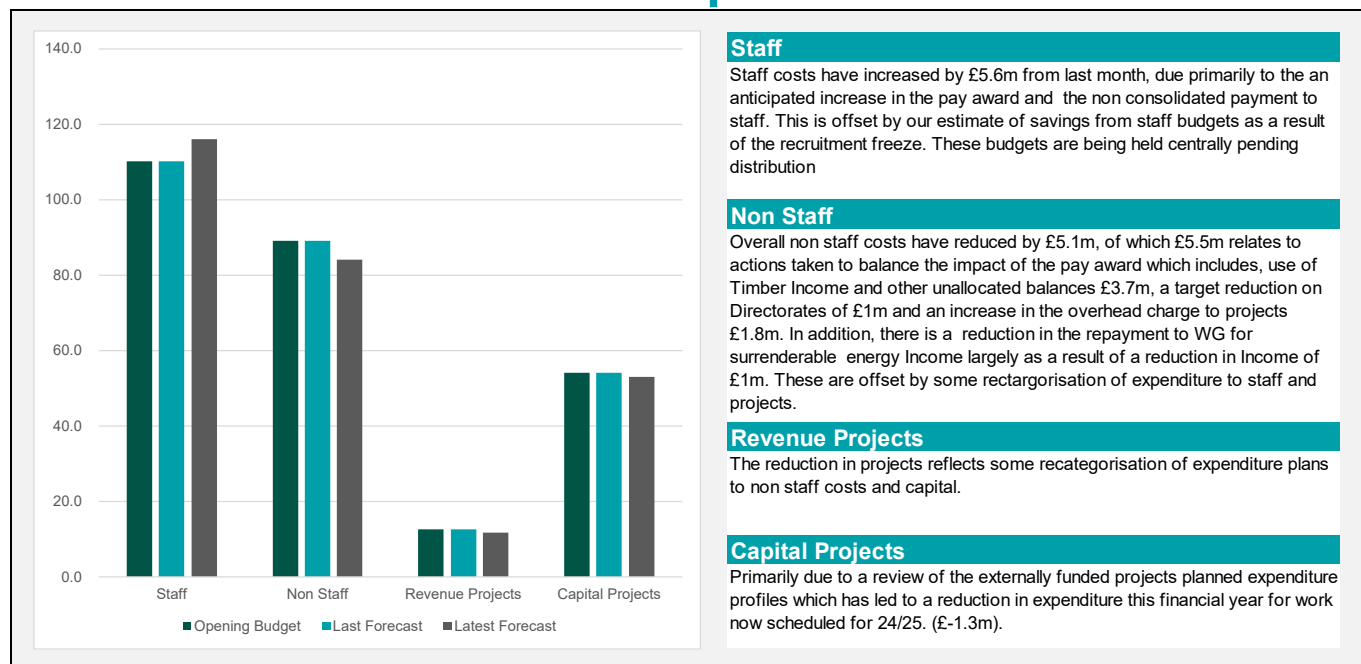
Measures being taken:

1. Net impact of the pay award, non-consolidated payment, other pay changes and the use of unallocated timber income is an 'in year' budget deficit of circa £5m.
2. PRG and ET have met and agreed a set of measures to balance the budget. This is being worked through in August and will be built upon over the Autumn.
3. Measures to balance in year budgetary pressures, including the anticipated pay award for 2023/24 and non-consolidated payments to staff:
 - Recruitment freeze for 8 weeks to allow us to have a clear plan for balancing the staff budget.
 - Review of certain non staff and project budgets to identify savings of at least £1m.
 - Establish a fair charge to ring fenced budgets of the additional pay costs.
 - Use of charge balances where appropriate.
 - Impact on programme and project budgets to be assessed and planned for.
 - We also have a number of unfunded pressures for this financial year, which we will only consider when we have completed these measures.

Financial Performance – Income Forecast



Financial Performance – Expenditure Forecast



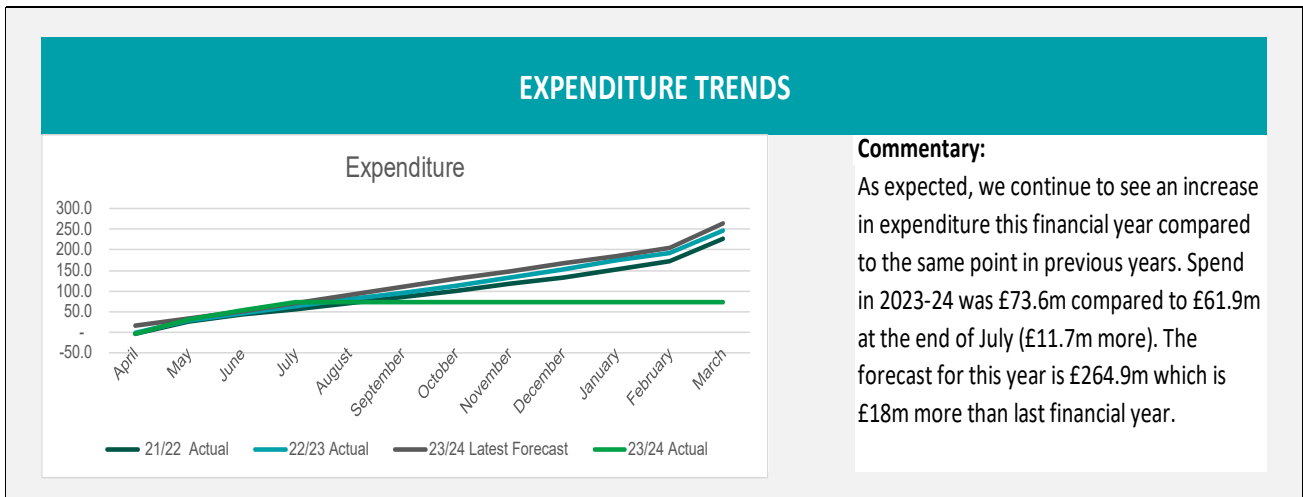
Financial Performance - Income

INCOME	Actual	Approved Forecast	Variance	Approved Forecast	Remaining Budget	Commentary
by Account Type	YTD	YTD	YTD	FY	FY	
	£m	£m	£m	£m	%	
Charges	4.7	4.8	-0.0	43.9	89%	The full year budget reflects the delay in the implementation of SROC (Charges). The Annual billing run for charging schemes has now been completed. The risk to budget is whether the demand for the new SROC permits will be as forecasted.
Commercial	19.8	19.8	0.1	60.6	67%	Timber income budget for the current year remains at £36.1m and there is a good level of confidence in this forecast. This will continue to be monitored closely monthly. The £3m unallocated timber income has now been distributed to fund pay award and other pressures this financial year.
European & external	1.4	1.5	-0.1	6.5	78%	Full year budget profiles have been revised in line with latest forecast from project managers during July.
Grant in aid	41.9	41.9	-0.0	152.7	73%	Discussions are ongoing with Welsh Government regarding Flood Capital programme funding for the current year as the programme is currently overprogrammed by £10.7m. Most outstanding grant offer letters from Welsh Government have now been received.
Use of Reserves	0.0	0.0	0.0	1.3	100%	
TOTAL: NRW	67.9	68.0	-0.1	264.9	74%	

Financial Performance - Expenditure

EXPENDITURE	Actual	Approved Forecast	Variance	Approved Forecast	Remaining Budget	Commentary
by Account Type	YTD	YTD	YTD	FY	FY	
	£m	£m	£m	£m	%	
Staff	36.2	35.4	-0.7	115.9	69%	Pay costs are £0.4m ahead of budget. Overall the vacancy level is running at 8% and is in line with target, but the level of staff recharged to projects is behind target. Following the Executive Team decision to target staff savings this year (as well as other measures) to help fund the pay award and other pressures, we have put a freeze on recruitment for 8 weeks whilst we review our staff budgets and how to balance our staff resource for the longer term. Other Pay costs are ahead of target £0.3m, spread across a number of categories, including travel & subsistence, training and contractors.
Non Staff	20.9	20.1	-0.7	84.1	75%	The overspend to date £0.7m on non staff costs is within the Operations Directorate and relates mainly to Land & Assets Managers. This has been raised with Land Stewardship Business Board in July where budget managers were tasked with reviewing the profile of expenditure plans for the remainder of the financial year but within their existing budgets.
Revenue Projects	2.4	2.2	-0.2	11.8	80%	There are minor variances over numerous projects, and a low level of costs pending reallocation between revenue and capital within the NaCE Programme. The risk in the revenue programme is currently low. However projects will be required to absorb the impact that the increased level of pay award (and potentially overheads) will have on their budgets, this will need to be assessed by project and programme managers.
Capital Projects	14.1	12.4	-1.7	53.0	73%	The net variance of £1.7m over target is linked mainly to the following two programmes: Flood Capital - currently ahead of budget by £2.7m, this is predominantly linked to over-programming which is currently stands at £10.7m and Stephenson Street which is ahead of budget by £0.8m. The programme lead is in discussion with Welsh Government and options are being explored. Business Transformation D&I - currently below budget by £1.1m, predominantly due to a delay in contractor charges and staff recharges, these will be processed during August. Projects will be required to absorb the impact that the increased level of pay award (and potentially overheads) will have on their budgets, this will need to be assessed by project and programme managers.
TOTAL: NRW	73.6	70.1	-3.4	264.9	72%	

Financial Performance – Expenditure Trends



Financial Performance – Staff Costs

STAFF COSTS by Account Type	Actual	Approved Forecast	Variance	Variance	Approved Forecast	Commentary
	YTD £m	YTD £m	YTD £m	YTD %	FY £m	
Staff Costs	41.7	45.7	4.0	9%	137.7	
Pension Adjustment	-2.3	-2.3	0.0	0%	-7.0	Staff costs net of recharges to projects are ahead of target (£0.4m). Whilst overall the vacancy rate in July is 8% and is in line with the overall assumption included within the budget, the overspend to date is primarily due to vacancy level specifically on core posts being lower than target level.
Vacancy Turnover Budget	0.0	-3.3	-3.3	100%	-11.7	Therefore, this does present an additional risk. There remains a balance of £1.2m staff budget for new posts pending distribution, this has reduced from £3.2m in the opening budget.
Overprogramming Budget	0.0	-0.4	-0.4	100%	-1.2	Overprogrammed posts currently stand at £1.2m pending confirmation of Grant Offer letters from WG for additional funding, this is considered to be fairly low risk, and we anticipate that this will be received during the financial year.
Directorate Staff Budget Undistributed To Position	0.0	-0.0	-0.0	100%	1.2	The central pay contingency has risen from £3.3m to £10.4m, where budgets have been reprioritised to fund an anticipated increase in the potential pay award and the non consolidated payment to staff as agreed.
Central Pay Contingency	0.0	0.0	0.0	0%	10.4	he affordability plan to balance these and other pressure is outlined in the measures page, which does include anticipated savings from a recruitment freeze for the remainder of the financial year.
Workforce Recharges	-5.2	-6.1	-0.8	13%	-19.2	
Sub Total - Staff Trajectory Costs	34.1	33.7	-0.4	-1%	110.2	
Other Staff Costs	2.1	1.8	-0.3	-18%	5.7	The overspend of £0.3m on Other Staff Costs is primarily on contractors, training and travel & subsistence.
TOTAL: NRW	36.2	35.4	-0.7	-2%	115.9	

Financial Performance – Staff Trajectory

Current Vacancy Level (when comparing current staff to budgeted structure)	Current Month		Previous Month		Change	Commentary
	fte	%	fte	%	fte	
Budgeted Structure	2,652.7		2,601.6		51.1	As reported in the previous page, the vacancy rate currently stands at 8% which is in line with the overall assumption included within the budget. This has increased by 1% from last month, as a result of the budgeted structure increasing by 51 fte's and the staff in structure increasing by 34 fte's.
Staff in Structure	2,450.6		2,416.3		34.3	
Current Vacancy Level	202.1	8%	185.3	7%		
Analysis of Vacancy Level						
Vacant Budget Posts	230.5	9%	255.3	10%	-24.8	
Impact of Part Time Staff in Budget Posts	55.1	2%	14.6	1%	40.5	
Staff in Unbudgeted Posts	-83.6	-3%	-84.6	-3%	1.0	
*** NOTE****						
Please note that the vacancy level in this slide is based on current vacancy level for this month based on staff numbers. When comparing this to the financial variance there will be differences relating to:						
1) Financial Performance in previous slide is cumulative and therefore subject to fluctuations in actual vacancy level over previous months						
2) Timing delay in Agency Staff payments						
3) Variances caused by spread on staff in pay points compared to budget level at pay point 3.						
4) Amendment to in year financial turnover targets to manage underspend from previous months.						

Financial Performance – Revenue Projects

Revenue Projects	Actual	Approved Forecast	Variance	Approved Forecast	Remaining Budget	Commentary
by Programme	YTD £m	YTD £m	YTD £m	FY £m	FY %	
External Funded	1.2	1.1	-0.1	4.7	73%	
Internal Funded	0.5	0.5	0.0	2.6	80%	
NaCE	0.3	0.2	-0.1	1.4	80%	Overall revenue projects are on target. Some of these projects fund staff so their forecasts will need to be reviewed by project managers as a result of the increase in staff costs and (potentially) overheads. Also, some are forming part of the review of non staff costs and projects to help address the funding deficit this financial year.
Other	0.0	0.0	0.0	0.1	94%	
Business Transformation	0.2	0.1	0.0	1.1	85%	
Grants	0.2	0.2	0.0	2.0	90%	
TOTAL: NRW	2.4	2.2	-0.2	11.8	80%	

Financial Performance – Capital Projects

Capital Projects	Actual	Approved Forecast	Variance	Approved Forecast	Remaining Budget	Commentary
by Programme	YTD £m	YTD £m	YTD £m	FY £m	FY %	
Business Transformation	1.4	2.5	1.1	6.7	79%	The programme is currently showing as behind target but this is predominately due to a delay in the receipt of contractor charges and staff recharges for work done which it is anticipated will be processed in August. The programme is currently overprogrammed by £0.8m.
External Funded	0.7	0.6	0.0	3.7	83%	
Flood Risk	7.3	4.6	-2.7	17.0	57%	The programme is ahead of budget by £2.7m, this is predominantly linked to overprogramming which is currently stands at £10.7m, but also Stephenson Street which is ahead of budget by £0.8m. The programme lead is in discussion with Welsh Government and options are being explored.
Internal Funded	0.8	0.8	0.0	4.5	83%	
NaCE	4.0	3.9	-0.1	21.2	81%	Whilst the NaCE programme is currently overprogrammed by £6.2m, performance to end July is only slightly ahead of target. The over-programming will be monitored and managed down throughout the remainder of the year to equal the funding available for the Programme.
TOTAL: NRW	14.1	12.4	-1.7	53.0	73%	Note: all these programmes fund staff costs and overheads - which will now increase placing an additional burden on programmes and individual projects which will be assessed during September and October.

NRW Board Paper

Date of meeting:	21 September 2023
Title of paper:	Business Plan Performance Dashboard 2023/24 and Internal Performance Report 2023/24
Paper Reference:	23-09-B10
Paper sponsored by:	Clare Pillman, Chief Executive
Paper prepared by:	Sioni Davies, Advisor, Corporate Planning & Performance
Paper presented by:	Prys Davies, Executive Director of Corporate Strategy and Development
Purpose of the paper	Approval of the Quarter 1 Business Plan Performance Dashboard and the Quarter 1 Internal Performance Report
Summary	We welcome NRW Board's approval of the Q1 Business Plan Performance Dashboard Report and the Internal Performance Report.

Issue

1. The first quarter of the 2023/24 Business Plan performance reporting cycle is complete. This paper presents NRW Board the opportunity to scrutinise this first quarter's performance.

Background

2. The Business Plan Performance Dashboard is one of the NRW Board's principal means of scrutinising delivery. It was developed in parallel with the 2023/24 Business Plan, working with the NRW Board, Executive Team and Leadership Team. This annual Business Plan relates to our Corporate Plan to March 2030: our new Corporate Plan was published in Spring 2023.
3. We are developing a performance framework to sit alongside the new Corporate Plan: in the meantime, this Business Plan Dashboard largely reflects measures carried forward from 2022/23, organised around our three new Well-being Objectives, until this

new performance framework is in place.

4. The Business Plan Dashboard Performance Report can be seen at Annex 1 and consists of a:
 - Dashboard providing an overview of performance against the 2023/24 measures set out by the Well-being Objectives reflected in our new Corporate Plan and 23/24 annual Business Plan.
 - Details for each specific measure with their current (Quarter 1) position and expected year-end position, set out by Well-being Objective.
5. The Internal Performance Report can be seen at Annex 2 and covers 11 internally focussed measures, as in 2022/23, with their current (Quarter 1) position and expected year-end position.
6. The year-end predicted positions for both the Dashboard and the Internal Performance Reports outlined in this paper were reported in July 2023 and reflect the anticipated year-end performance of each measure at that time. In August 2023 an announcement was made regarding pressures upon the 23/24 NRW budget which will affect delivery in 23/24, and as such, the ability to deliver the measures in full (as green status) will require further review in Quarter 2.

Assessment

7. The NRW Board is requested to scrutinise and approve 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 2023)	Quarter 2 (1 July to 30 Sept 2023)	Quarter 3 (1 Oct – 31 Dec 2023)	Predicted Quarter 4 Year End (to 31 st March 2024)	Actual Year End (to 31 st March 2024)
Red	0	n/a	n/a	0	n/a
Amber	2	n/a	n/a	1	n/a
Green	20	n/a	n/a	21	n/a
Total	22	n/a	n/a	22	n/a

8. There are two **Amber** measures in Q1. These are:

- **Area of new woodland created on the land in our care**

Our milestone for this quarter is to have made sufficient progress towards our end of year measure to be confident it will be achieved. We are confident we will acquire 100ha this financial year. We have so far completed a 52ha site and have a further 92ha (three

sites) with solicitors. However, we estimate we will plant 60ha of the 100ha we were targeting. This is due to lack of staff. This means the measure is **Amber**.

We will now continue to plan for the planting season and progress acquisitions. Constraints in our wider operating environment that have emerged in Quarter 1 mean there is no credible path to the staffing / other resource we need.

- **Implement Flood Review recommendations / actions**

We have not yet completed our Q1 milestone which was to draft, review and approve two of the three remaining Work Area Closure reports. We have however completed one of the Work Area Closure reports, but we are currently waiting on evidence that will support the closure of Work Area 9 which we expect to be completed by the end of August 2023. This measure is currently **Amber** however we expect to be Green at year end.

9. All the other 20 measures are **Green** at the end of Q1. Some to note are:

- **Sharing the vision for the natural environment to 2050 - Nature and Us**

We have completed our activity for this Quarter. We have finalised the vision for the environment, based on the recommendations from the Nature and Us citizens' assembly. The draft vision was shared with the Nature and Us Programme Board and Welsh Government to fact-check some of the recommendations and test. We held follow-up workshops with assembly participants to test the draft and seek their input in developing vision communication tools. We prepared for the release of the vision at the Royal Welsh Show in July. We have prepared an open tender for a specialist agency to undertake a programme evaluation, on time for bid submissions during July. We also sought feedback from NRW staff to help inform NRW's response to the vision. This measure is **Green**.

This measure relates to all three Well-being Objectives: we have decided to only include this under 'Nature is recovering' to avoid repetition.

- **Maintain flood risk assets in high risk systems at target condition**

We are **Green** in Q1 as we have exceeded our target of 98% of flood risk assets in high risk systems at target condition: as of June 2023, we had reached 98.7%. We currently have 60 below required condition assets across Wales: 74 or fewer achieves the target making us 14 assets above Green. This measure is a snapshot in time as we are regularly carrying out asset inspections, any issues found during these inspections can cause an asset to become a 'below required condition'.

10. The NRW Board is also requested to scrutinise and approve the Internal Performance Report, noting the key issues below. Further detail can be found in Annex 2.

	Quarter 1 (1 April – 30 June 2023)	Quarter 2 (1 July to 30 Sept 2023)	Quarter 3 (1 Oct – 31 Dec 2023)	Predicted Quarter 4 (to 31 st March 2024)	Actual Year End (to 31 st March 2024)
Red	2	n/a	n/a	0	n/a
Amber	0	n/a	n/a	0	n/a
Green	8	n/a	n/a	10	n/a
Unreported	1	n/a	n/a	1	n/a
Total	11	n/a	n/a	11	n/a

11. Below are the Red measures to note for Q1. All other measures are Green, except for Absence which is unreported as a new method of recording is under development. It is expected to form part of our next report. For further details, please refer to Annex 2.
- **Declarations of Interest** is **Red** at 74% for the latest report (at least 90% is considered Green). Our Governance team is following these up and Green is expected at year end.
 - **Sgwr**s (staff priorities and development agreement) is **Red** at the end of June at 49% (at least 50% would be considered Amber). Managers are being reminded that as well as agreeing Sgwr's plans with individual staff they also must record that this has been done. Green is expected at year end.

Risks, Risk Appetite and opportunities

12. 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 Executive Team and NRW Board will be unable to fulfil their role to scrutinise delivery.

Wider implications

13. **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.
14. **Equality:** The relevant Equality Impact Assessment covers our Corporate Plan 2030, Well-being Statement and Business Plan 2023/24.

Next steps

15. Following NRW Board approval in September 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.

Reccommendation

16. We request the NRW Board approve the Q1 Business Plan Performance Dashboard report and the Internal Performance Report.

Index of Annexes

Annex 1 – Business Plan Performance Dashboard Q1

Annex 2 – Internal Performance Report Q1

Approval / Consultation process

Approval/consultation process Responsible:	Sue Ginley, Lead Specialist Advisor, Corporate Planning & Performance Sarah Williams, Head of Corporate Strategy and PMO Prys Davies, Executive Director of Corporate Strategy and Development
Accountable:	NRW Board
Consulted:	Leadership Team (Measure Owners) Executive Team
Informed:	Leadership Team Planning & Resources Group Executive Team NRW Board

Annex 1: Business Plan Performance Dashboard 2023/24

The green, amber or red status of each of our Business Plan’s dashboard measures.

Key to status:

- Green = achieved
- Amber = close to
- Red = missed

Some measures in the dashboard use a more detailed key. Where we do this, the key is reflected on each measure page. For additional background detail on the green, amber or red key we use, please see: Background: How we use green, amber and red measure ratings.

Nature is recovering

Previous	Current	Measure	Year end
Green	Green	Priority actions undertaken on protected sites across Wales to improve condition of features	Green
Green	Green	Delivering targeted action for declining species or those on the edge of extinction	Green
Green	Green	Deliver actions in the Wales Marine Protected Area (MPA) Network Management Action Plan	Green
Green	Green	Management of and input to programmes to address and restore habitats across Wales	Green
Green	Green	Evaluation of the case for a new National Park in North East Wales	Green
Amber	Green	Complete our freshwater quality monitoring review	Green
Amber	Green	Sharing the vision for the natural environment to 2050 - Nature and Us	Green

Communities are resilient to climate change

Previous	Current	Measure	Year end
Green	Green	Action undertaken to restore Welsh peatlands including peatland on the land in our care	Green
Green	Amber	Area of new woodland created on the land in our care	Amber
Green	Green	Maintain flood risk assets in high risk locations at target condition	Green
Amber	Green	Produce a Flood Risk Management Plan	Green
Green	Green	Properties with reduced level of risk or sustained protection through capital work	Green
Amber	Amber	Implement Flood Review recommendations / actions	Green
Green	Green	Timber volume offered to market	Green
Green	Amber	Develop a low emission fleet and deliver a low emission and climate adapted built estate	Green

Pollution is minimised

Previous	Current	Measure	Year end
Green	Green	Category 1 and category 2 compliance breaches are subjected to further compliance effort...	Green
Amber	Green	NRW progress on key deliverables for Special Areas of Conservation (SAC) Rivers Project	Green
Green	Green	Deliver NRW input to Water Company Planning Programmes	Green
Amber	Green	Deliver programmes to review statutory water quality requirements	Green

Previous	Current	Measure	Year end
Amber	Green	<u>Progress of our work to reduce pollution from metal mines</u>	Green
Green	Green	<u>Response to incidents initially categorised as 'High' within 4 hours</u>	Green
Green	Green	<u>Decision on an appropriate enforcement response within 3 months</u>	Green

Our Well-being Objectives

The headings used in this report reflect the Well-being Objectives we are working towards, as stated in [our new Corporate Plan to 2030](#) ('Nature and People Thriving Together'), [our Well-being statement](#) and our 2023/24 Business Plan.

Our well-being objectives are:

- Nature is recovering
- [Communities are resilient to climate change](#)
- Pollution is minimised

The following pages of this report reflect the latest position of each of our Business Plan Performance dashboard measures for 2023/24. These dashboard measures are largely carried forward from the 2022/23 Business Plan dashboard, while a new performance framework aligned to the new Corporate Plan is being developed, ready for use in 2024/25.

Nature is recovering

What is needed to ensure nature's recovery?

“This means taking urgent action to halt and reverse the decline in biodiversity, and to build the resilience of ecosystems so that nature can adapt to a changing climate and continue to provide the basis of all life – clean air, clean water, food and a stable climate. Wales needs to act now to avoid catastrophic ecosystem collapse.”

[Our new Corporate Plan to 2030](#) expands further on what it will mean to ensure Nature's Recovery across Wales¹, and in seven place-focussed areas of Wales²

Executive Team lead: Ceri Davies

¹ In our new Corporate Plan to 2030 “Nature and People Thriving Together”, we have set out where NRW is best placed to make a difference within the resources we have and where this will change, with Wales' 2030 targets the first step to achieving international targets, goals and milestones in 2050

² Our Corporate Plan also states how we will [work to support nature's recovery in seven place-focussed areas of Wales, including a marine area](#) - Recognising we have made commitments for these places through Public Services Boards and involving communities in the development of [Area Statements](#).

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 June 2023):

- Our **milestone for this quarter is to confirm our annual plan / resources and have 15% of actions completed / underway.**
We have completed this activity and have logged the 2023/24 planned actions. 241 actions are planned to be completed or underway during this financial year. At 20/06/23, 40 actions were underway and 13 complete. This equates to 22% of the 2023/24 plan and therefore exceeds the milestone of 15%.
- This measure is **Green**.

What's next

- We will now continue to work with stakeholders to deliver action through the mechanisms available to NRW, principally land management agreements and through funded LIFE projects.
- Our **milestone for the end of the next quarter is for 30% of actions to be completed / underway.**
- We are currently on track to achieve our **year-end target of 80% of planned actions to be completed / underway** and to be Green at year end.

Measure owner: Martyn P. Evans

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

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 June 2023)

- Our **milestone for this quarter is to carry out survey work to establish a baseline prior to habitat restoration work for freshwater pearl mussel**. We have completed this activity. We have carried out pre restoration monitoring at the Afon Ddu Site of Special Scientific Interest (SSSI), as well as post restoration monitoring at the Afon Eden Special Area of Conservation (SAC). This has used the Modular River Physical Survey (MoRpH) methodology which provides a range of indices to measure habitat change. We have also recruited a new Freshwater Pearl Mussel advisor who will drive forward the various elements in the Freshwater Pearl Mussel Strategy. This measure is **Green**.

What's next

- We will now contract out the delivery of key habitat restoration works on the Afon Ddu this Summer as part of the River Restoration Programme funded by Welsh Government's (WG) Nature and Climate Emergency fund. The Natur am Byth Programme progresses on schedule into the 4-year funded delivery phase following signature of the legally binding partnership agreement and governance transfer within NRW.
- Our **milestone for the end of the next quarter is for the Natur am Byth central programme team to be recruited and permission to start the programme from National Heritage Lottery Fund received**.
- We are currently on track to achieve our **year-end target to progress specific projects illustrating our work in this area (and Natur am Byth monitoring and evaluation framework established, including a species recovery assessment tool)** and are expected to be Green at year end.

Measure owner: Martyn P. Evans

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

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 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 June 2023)

- Our **milestone for this quarter is to commence NRW's agreed annual actions in the MPA Network Management Action Plan**. This activity is complete. This measure is **Green**. Both new funded actions are underway:
 1. Create new climate change and blue carbon profiles for our new conservation advice packages. The contract for this work has been let; the first meeting with the contractor will be early September.
 2. Development of a nutrient calculator for marine estuaries - this is being scoped and the specification has been drafted.
 3. Other ongoing NRW actions (e.g. assessing Welsh fisheries project) are continuing as normal. NRW are working with partners on other successful actions in the action plan this year including a project led by Swansea University on understanding the distribution and survival of River Tywi Twaite shad at sea, a tagging and tracking project which NRW staff advised on before submission. A mid-year review of the actions with the MPA Management Steering Group is planned for October 2023; updates for the marine sub-group are planned for Quarter two and Quarter four.

What's next

- We will now continue to work on projects.
- Our **milestone for the end of the next quarter is to review action progress and report to NRW's Marine Subgroup**.
- We are currently on track to achieve our **year-end target to deliver 100% actions (and sign off and report on final delivery)** and are on track to be Green at year end.

Measure owner: Rhian Jardine

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

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

This measure reflects our progress with the management of programmes to address and restore habitats across Wales, including updates throughout the year on Nature Networks, LIFE restoration and development of new programmes.

Latest position (to end of June 2023)

- Our **milestone for this quarter is to prepare a detailed plan for Nature Networks delivery in 2023/24, deliver Chester weir work and complete ~4km of fencing.** We have completed this activity.
- Chester weir - An existing steel plate on the weir crest was removed and replaced with a specially fabricated stainless-steel gate which can be operated by a winch. This will allow much improved passage for downstream migrating smolts in the spring, as previously they were delayed and predated on. A full press release has been issued here: [Natural Resources Wales / Young fish survival rates boosted by River Dee improvement works](#). This work will greatly improve the passage of upstream and downstream passage of fish, helping to improve populations.
- We also plan to deliver 4km of river side fencing to exclude stock which will improve water quality and habitat.
- This measure is **Green**.

What's next

- We will now work towards our year end targets of delivering Nature Networks and LIFE restoration programmes.
- Our **milestone for the end of the next quarter is that our Nature Networks Map is delivered ready to inform Nature Networks 3 grant funding by the National Heritage Lottery Fund.**
- We are currently on track to achieve our **year-end target to continue to deliver Nature Networks and LIFE Restoration programmes and plan the development of new programmes (and complete Nature Networks and LIFE programme of winter works)** and are on course to be Green at year end.

Measure owner: Ruth Jenkins

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

Measure: Evaluation of the case for a new National Park in North East Wales

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 June 2023)

- Our **milestone for this quarter is the completion of an Area of Search report.** We have completed this activity. The Area of Search report will provide the framework for the detailed evidence gathering stages and initial external communications and engagement.
- This measure is **Green**.

What's next

- We will now continue with evidence gathering and proactive communications and engagement.
- Our **milestone for the end of the next quarter is the completion of a special landscape qualities assessment**, the commissioning of evidence relating to forces for change and alternative management options, together with the commencement of a period of communication and engagement with stakeholders and communities.
- We are currently on track to achieve our **year-end target of continuation of the designation procedure (and commencing the Natural Beauty and Open Air Recreation assessment)** and are expected to be Green at year end.

Measure owner: Rhian Jardine

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

Measure: Complete our freshwater quality monitoring review

This measure reflects activity to produce, and share, our water quality monitoring strategy with others; with additional updates in year in relation to long term, and short term 'agile' monitoring.

Latest position (to end of June 2023)

- Our **milestone for this quarter is to produce the water quality monitoring strategy.**
- We have produced a water quality monitoring strategy. The strategy draws on our discussions with stakeholders and sets out our planned approach to key elements of our monitoring work including; a sentinel network for the detection of national trends, a framework for agile monitoring, monitoring to support WFD classification, freshwater protected sites, monitoring for chemicals such as medicines, pesticides and per and polyfluoroalkyl substances (PFAS).
- This measure is **Green**

What's next

- Our **milestone for the end of the next quarter is to let a contract to inform the design of a 'sentinel' long term monitoring network and share our water quality monitoring strategy with internal and external stakeholders.**
- We are using NRW's procurement processes to access the statistical advice we need to ensure that our network of sampling sites are fit for purpose. We will be sharing our water quality monitoring strategy and providing an update on the water quality monitoring review to our internal and external stakeholders, in line with our stakeholder plan.
- We are currently on track to achieve our **year-end target to progress our water quality monitoring review (and produce a framework for 'agile' monitoring)** and are expected to be Green at year end.

Measure owner: Chris Collins

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

Measure: Sharing the vision for the natural environment to 2050 - Nature and Us

This measure reflects activity on [Nature and Us](#) / [Natur a Ni](#). Following on from the development of a shared vision for the natural environment in Wales to 2050, we are sharing and promoting the vision, and our organisation's response to it.

Latest position (to end of June 2023)

- Our **milestone for this quarter is to finalise the vision for the natural environment to 2050 together with communications products and prepare our programme evaluation**. We have completed this activity, this measure is **Green**.
- We have finalised the vision for the environment, based on the recommendations from the Nature and Us citizens' assembly. The draft vision was shared with the Nature and Us programme board and Welsh Government to fact-check some of the recommendations and test. We held follow-up workshops with assembly participants to test the draft and seek their input in developing vision communication tools. We prepared for the release of the vision at the Royal Welsh Show in July. We have prepared an open tender for a specialist agency to undertake a programme evaluation, on time for bid submissions during July. We also sought feedback from NRW staff to help inform NRW's response to the vision.

What's next

- We will now release the vision and engage other organisations to join us in responding to its recommendations. We will finalise communication tools for the vision. We will also analyse staff feedback and prepare NRW's response to the vision, to be published in the autumn. We will follow up with our partners to align their responses to the vision and co-ordinate messaging.
- Our **milestone for the end of the next quarter is to publish and promote the vision for the natural environment to 2050, develop the organisational response to the vision for the natural environment to 2050 and agree a benefits realisation plan for the Nature and Us programme and vision**.
- We are currently on track to achieve our **year-end target to publish final report programme evaluation, commence benefits realisation and embed learning from the evaluation** to be Green at year end.

Measure owner: Sarah Williams

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

Communities are resilient to climate change

What is needed to ensure resilience to climate change?

“This means taking urgent action to reduce greenhouse gas emissions and accelerate action to adapt to climate change, reducing the risks and impacts to all sectors of the economy whilst contributing to the Welsh Government ambition for a carbon neutral public sector by 2030, and a net zero Wales by 2050”

[Our new Corporate Plan to 2030](#) expands further on what it will mean to ensure communities are resilient to climate change across Wales³, and in seven place-focussed areas of Wales⁴

Executive Team lead: Sarah Jennings

³ In our new Corporate Plan to 2030 “Nature and People Thriving Together”, we have set out where NRW is best placed to make a difference within the resources we have and where this will change, with Wales’ 2030 targets the first step to achieving international targets, goals and milestones in 2050

⁴ Our Corporate Plan also states how we will [work to support nature’s recovery in seven place-focussed areas of Wales, including a marine area](#) - Recognising we have made commitments for these places through Public Services Boards and involving communities in the development of [Area Statements](#).

Measure: Action undertaken to restore Welsh peatlands including peatland on the land in our care

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 land in our care.

Latest position (to end of June 2023)

- Our **milestone for this quarter is that all Strategic Allocated Funds and Development Grants have been awarded.**
We have completed this activity. The Competitive Development Grant, closed on 23 Apr 2023 and was awarded to 4 parties.
- This measure is **Green**.

What's next

- We will now be finalising the detail of groundworks contracts for implementation in September.
- Our **milestone for the end of the next quarter is that the New Competitive Grant is awarded.**
- We are currently on track to achieve our **year-end target to deliver 450 ha of peatland restoration activity as part of the National Peatland Action Plan (including approximately 100 ha on the land in our care)** and are expecting to be Green at year end.

Measure owner: Martyn P. Evans

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

Measure: Area of new woodland created on the land in our care

This measure reflects the area of new woodland created on land in our care (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 land in our care 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 June 2023)

- Our **milestone for this quarter is to have made sufficient progress towards end of year measure to be confident it will be achieved**. We are confident we will acquire 100ha this financial year. We have so far completed a 52ha site and have a further 92ha (three sites) with solicitors. However, we estimate we will plant 60ha of the 100ha we were targeting. This is due to lack of staff. This measure is **Amber**.

What's next

- We will now continue to plan for the planting season and progress acquisitions. We will tolerate the likely under-achievement in planting. Constraints in our wider operating environment that have emerged in Quarter 1 mean there is no credible path to the staffing / other resource we need.
- Our **milestone for the end of the next quarter remains to have made sufficient progress towards the end of year measure to be confident it will be achieved**.
- We are not currently on track to achieve our **year-end target of an additional 100 ha of land acquired / identified for woodland creation plus 100 ha woodland created in 2023/24 (contributing to 350 ha total woodland created over the life of the programme)**.
- We currently expect we will be Amber at year end.

Measure owner: Dominic Driver

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Amber	n/a	n/a	Amber

Measure: Maintain flood risk assets in high risk systems 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 June 2023)

- Our target for this measure is **98% of flood risk assets in high risk systems at target condition**.
- We are exceeding the target, at 98.7% at the end of June 2023. The measure is **Green**. We currently have 60 below required condition assets across Wales and having 74 or fewer achieves the target, therefore we are 14 assets above 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. This measure is a snapshot in time, and we continually update our data.
- During the last quarter we have made fixes to 10 assets, but also 8 different assets have become below their required condition due to issues found.

What's next

- We will continue to monitor the progress with the remaining assets that are below required condition with a view to completing fixes in the next financial year. Plans for the remainder and those that have been added within the last month will be drawn up.
- We currently expect to be Green at year end based on current trends, but this will be dependent on the outcome from asset inspections, which cannot be reliably predicted.
- We will continue with our asset inspection regimes and continue with our plans to make improvements to processes and systems.

Measure owner: Jeremy Parr

Key:

- Green = achieved ($\geq 98\%$);
- Amber = close to (i.e. between Red and Green),
- Red = missed ($\leq 70\%$)

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

Measure: Produce Flood Risk Management Plan

This measure reflects our progress in producing an updated [Flood Risk Management Plan \(FRMP\)](#) and includes updates in relation to consultation around its publication, adoption and future monitoring. The updated plan will identify what is at risk of flooding, alongside objectives and measures we propose to manage the risk of flooding.

Latest position (to end of June 2023)

- Our **milestone for this quarter is for completion of the FRMP consultation**. The external consultation period for the FRMP closed on 24 May 2023. We received comments from 40 organisations or individuals. This included seven lead Local Flood Authorities, plus comments from other professional partners and stakeholder groups, including the Flood and Coastal Erosion Committee.
- This measure is **Green**.

What's next

- We are now working through the consultation feedback and preparing a consultation response document, this will provide an overview of the feedback and identify the themes of commentary provided which we'll take account of to finalise the FRMP.
- Our **milestone for the end of the next quarter is FRMP published**.
- We are currently on track to achieve our **year-end target of FRMP published, adopted and monitored**.
- We currently expect we will be Green at year end.

Measure owner: Jeremy Parr

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

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 June 2023)

- Our **milestone for this quarter is project planning completed**. We have completed this activity. This involves project teams completing the necessary preparation before moving on to delivery on site (applying for any consents, procurement, consultation, design work etc). Delivery of the properties will occur as projects progress through the year, as per delivery profiles. This is mostly expected to happen in Q3 and Q4. There is now also a strong possibility that a major construction project previously expected to complete next financial year will now complete before Christmas. Once we have confirmation of this, we expect another approximate 200 properties to be added to this measure.
- This measure is on track and is **Green**.

What's next

- Our **milestone for the end of the next quarter is 690 additional properties provided with a sustained level of protection**.
- We are currently on track to achieve our **year-end target of 1,000 additional properties directly provided with reduced risk / sustained level of protection** and to be Green at year end. This does depend on continued good progress of projects, however there are the inevitable risks and uncertainties in construction projects to manage to ensure delivery.

Measure owner: Jeremy Parr

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

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 June 2023)

- Our milestone for this quarter is to draft, review and approve two of the three remaining Work Area Closure reports (taking total to 11 out of 12). We have not completed this activity. We have completed one of the Work Area Closure reports but are currently waiting on evidence to support the closure of Work Area 9. This is anticipated in August.
- This measure is **Amber**.

What's next

- We will now continue to progress the remaining Work Area Closure Reports (2 remaining), with supporting communication to internal colleagues.
- **Our milestone for the end of the next quarter is to draft, review and approve one remaining Work Area Closure Report, and draft Transition Report.** This is dependent on Closure reports being completed and also the wider plan in development for the delivery of the ongoing flood forecasting actions.
- We are confident we can meet the year-end target of programme transition and closure reports complete (draft, review and approve Programme Closure Report; track remaining actions through existing governance groups) and are expecting to be Green at year end.

Measure owner: Jeremy Parr

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Amber	n/a	n/a	Green

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 June 2023)

- Our **milestone for this quarter is to have made sufficient progress to be confident of reaching the year-end milestone**. We have completed this activity. We have offered 210,000m³ of certified timber, through individual contracts to open market. This has been offered through the first of four planned open eSale tender opportunities for the year. This Q1 volume offer is 14% ahead of the anticipated programme profile.
- This measure is **Green**.

What's next

- We will continue to deliver the planned volume commitment made to industry for 2023/24 to offer the remaining balance of volume across the next 3 proposed eSale events, to achieve the year-end target. The Timber volume has been updated in line with the Land Stewardship Service Plan. This was communicated to the timber trade in February 2023.
- Our **milestone for the end of the next quarter remains to have made sufficient progress to be confident of reaching the year-end milestone**.
- We are currently on track to achieve our **year-end target of 721,500m³ (offered to market)**, and are on target to be Green at year end.

Measure owner: Dominic Driver

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

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 June 2023)

- Our **milestone for this quarter is that integrated electric vehicle charging infrastructure designs have been commissioned (ends Q3)**. We have completed this activity. We have commissioned Steer Group to survey our sites and provide us with design options in late September.
- This measure is **Green**.

What's next

- We will now assess the design options provided and choose a design philosophy to inform the procurement of a build and operate a contract for our **integrated electric vehicle charging infrastructure**.
- Our **milestone for the next quarter is to complete phase one of the water efficiency initiative across our built estate**.
- We are currently on track to achieve our **year-end target of delivering our Adfywio programme commitments for 2023/24 (and to procure the build and operation of an integrated NRW wide electric vehicle charging infrastructure)** and are expected to be Green at year end.

Measure owner: Victoria Rose-Piper

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

Pollution is minimised

What is needed to ensure pollution is minimised?

“This means taking action to minimise those things that harm human health, biodiversity and contribute to greenhouse gas emissions, while simultaneously driving down waste by ensuring the reuse and substitution of materials in key sectors of the Welsh economy.”

[Our new Corporate Plan to 2030](#) expands further on what it will mean to ensure pollution is minimised across Wales⁵, and in seven place-focussed areas of Wales⁶

Executive Team lead: Gareth O’Shea

⁵ In our new Corporate Plan to 2030 “Nature and People Thriving Together”, we have set out where NRW is best placed to make a difference within the resources we have and where this will change, with Wales’ 2030 targets the first step to achieving international targets, goals and milestones in 2050

⁶ Our Corporate Plan also states how we will [work to support nature’s recovery in seven place-focussed areas of Wales, including a marine area](#) - Recognising we have made commitments for these places through Public Services Boards and involving communities in the development of [Area Statements](#).

Measure: Category 1 and category 2 compliance breaches are subjected to further compliance effort (action or review)

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 (action or review) 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, water companies and storm overflows action.

Latest position (to end of June 2023)

- Our **milestone for this quarter is 95% category 1 and category 2 compliance breaches are subjected to further compliance effort (action or review) within 6 months**. The measure is Green at 96% with 26/27 breaches followed up. The site without follow up was because we were unable to visit a particular landfill site because site visits are currently not allowed for Wellbeing, Health and Safety (WHS) reasons.
- This measure is **Green**.

What's next

- We will now undertake further data quality assurance of Q1 data ahead of the Q2 reporting period. Going forward, relevant Team Leaders will be provided with a 3 month interim report to assess progress against this performance measure to support timely action being taken.
- Our **milestone for next quarter remains 95%, to finalise Regulatory Service Standards (Level of compliance activities and performance monitoring framework) and publish a water company Environmental Performance Assessment report**
- We are currently on track to achieve our **year-end target of 95% (and report on milestones from our Regulatory Action Plan within the Storm Overflow Roadmap)** and are predicted to be Green at year end.

Measure owner: Martin Cox

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

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 June 2023)

- Our **milestone is to work collaboratively with the Nutrient Management Boards contributing to the development of Nutrient Management Plans**. We completed this activity. We have continued to work with the Nutrient Management Boards - to seek solutions for the nutrient issues in the river SAC catchments. We have coordinated meetings with all the leads from the Nutrient Management Boards to share updates, knowledge and experiences from the Boards. We have also provided comments in the draft Terms of Reference for the Boards and the draft Nutrient Management Plan template. NRW representatives have been attending the Board meetings and the Technical Advisory and Stakeholder groups.
- This measure is **Green**.

What's next

- We will now continue to work on delivering the commitments in the First Minister's Action Plan on relieving pressures on SAC River Catchments to support delivery of affordable housing and the products in the NRW SAC rivers project. We will focus on the development of advice and guidance required and the delivery of the review of permits.
- Our **milestone for the end of the next quarter is produce a mitigation measures menu and an Evidence Pack for the Nutrient Management Boards**.
- We are currently on track to achieve our **year-end target of having delivered NRW's 23/24 commitments in the First Minister Action Plan for the SAC rivers (and review 100 Water Quality Discharge Permits)** and are expected to be Green at year end.

Measure owner: Rhian Jardine

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

Measure: Deliver NRW input to Water Company Planning Programmes

This measure reflects NRW input to Water Company Planning Programmes, including in relation to water resources management, regional plans affecting Wales, Price Review 2024 ([PR24](#)) and storm overflows action.

Latest position (to end of June 2023)

- Our **milestone for this quarter is to identify the National Environment Programme (NEP) obligations for each water company of relevance to Wales.** We have completed this activity. We have worked with water companies in Wales to identify their statutory environmental obligations for inclusion in their Price Review 2024 business plans. Both Welsh Water and Hafren Dyfrdwy presented their draft business plans to the NRW Board for scrutiny and challenge. We have also supported Welsh Government's Price Review 24 Forum in the development of a strategic steer to companies.
- This measure is **Green**.

What's next

- We will now work with water companies to resolve any outstanding priorities in relation to National Environment Programme (NEP) development.
- Our **milestone for the end of the next quarter is to provide advice to the Welsh Government on the water company statement of response and recommendations for the final water resources management plans and regional plans.**
- We are currently on track to achieve our **year-end target of NRW inputted into Water Company Planning Programmes (and provide advice to Ofwat on their PR24 draft determination)** and are expecting to be Green at year end.

Measure owner: Sian Williams

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

Measure: Deliver programmes to review statutory water quality requirements

This measure reflects 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 (RBMPs).

Latest position (to end of June 2023)

- Our **milestone for this quarter is to have agreed our preferred approach to our receipt of Water Company Storm Overflow Assessment Framework investigations**. We have completed this activity. We have developed and agreed an approach with Welsh Water, so that we can track the receipt of c.600 audit statements over the next 21 months. In June, we received the first batch of audit statements. These statements summarise the findings of detailed local investigations into storm overflow performance, and any maintenance or improvement measures taken forward or planned.
- This measure is **Green**.

What's next

- We will now look to finalise our review of key guidance documents in relation to Storm Overflow classification, as part of our Storm Overflow Roadmap commitments.
- Our **milestone for the end of the next quarter is to further develop Storm Overflow Classification Guidance following stakeholder comments**
- We are currently on track to achieve our **year-end target of programmes to review statutory water quality requirements delivered (and review progress of RBMP national measures, opportunity catchments and investigations)**, and are expected to be Green at year end.

Measure owner: Sian Williams

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

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 June 2023)

- Our **milestone for this quarter is to provide a progress update towards our target showing the number of enabling activities, designs, trials, and the construction of assets, in progress and completed.** We have completed this activity, delivering 11 of the 42 outputs targeted in 2023/24, as follows:
 - 8 enabling activities (1 at Dylife, 3 at Castell Sett, 3 at Level Fawr Sett, 1 at Rhoswydol)
 - 1 detailed design (at Frongoch)
 - construction of two assets (at Parc).
- This measure is **Green**.

What's next

- We will now continue our work across 25 projects to enable the development and delivery of solutions to reduce pollution from metal mines, mitigate mine hazards, protect and enhance the environment, and engage with stakeholders to conserve and celebrate mining heritage in Wales.
- Our **milestone for the end of the next quarter is to provide a progress update towards the target showing the number of enabling activities, designs, trials, and the construction of assets, in progress and completed.**
- We are currently on track to achieve our **year-end target to complete a total of 36 enabling activities, two designs, two trials and construction of two assets,** (totalling 42 outputs) and are expected to be Green at year end.

Measure owner: Sian Williams

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

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. Responses may include physical attendance at the site, but also includes other activities, such as contacting professional partners.

Latest position (to end of June 2023)

- Our **target for this quarter is responding to 95% of these incidents within four hours.**
- Our performance at end of June is 97%, and this measure is **Green.**

What’s next

- We will now continue to support, train and guide teams responding to incidents to ensure that the measure performance is maintained and improved.
- In particular, there are new people coming onto rotas over the next quarter and so we will support them to ensure good quality and timely completion of incident data recording.
- Our **target for the end of the next quarter remains at 95%.**
- We are currently on track to achieve our **year-end target of 95%** and expect to be Green at year end.

Measure owner: Lyndsey Rawlinson

Key:

- Green = achieved ($\geq 94.5\%$);
- Amber = close to (i.e. between Red and Green)
- Red = missed ($\leq 66.5\%$)

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

Measure: Decision on an appropriate enforcement response within 3 months

This measure reflects decisions on an 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 June 2023)

- **Our milestone for this quarter is 95% of decisions in relation to environmental crime being made within three months.** We have completed this activity. This year we have continued to prioritise timely enforcement decision making and maintained processes to ensure this happens.
- This measure is **Green**.

What's next

- We will now seek to continue on this path.
- Our **milestone for the end of the next quarter remains 95%, and to complete our review of recommendations of tasking review and implement.** We have undertaken an enforcement tasking review. The tasking review looked at enforcement processes across NRW and made recommendations which would ensure efficient and effective use of resources to tackle environmental crime and prevent pollution.
- We are currently on track to achieve our **year-end target of 95% with explanatory narrative (and complete Tackling Waste Crime annual report)** and are on track to be Green at year end.

Measure owner: Nadia De Longhi

Key:

- Green = achieved;
- Amber = close to (e.g. within one month);
- Red = missed

Q1	to Q2	to Q3	Expected year-end
Green	n/a	n/a	Green

Background: How we use green, amber and red measure ratings

Each quarter through the year, for each measure, 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 measure performance position within our Annual Report and Accounts, with the 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.

This year, to assist readers of the Business Plan dashboard report, we have included how the green, amber or red status is determined for each measure in the dashboard as part of each measure page.

We use the same key for all measures in the Business Plan dashboard report, with a small number of numeric measures (two measures this year) reflecting a more specific key. On the occasions we use a more specific key, this is because the numeric detail provided is used directly in the assessment of the reported performance position.

Annex 2 – Internal Performance Report

The following pages reflect a quarter end performance snapshot of key measures which our Priorities and Resources Group consider each month relating to the 'health' of our organisation.

Summary

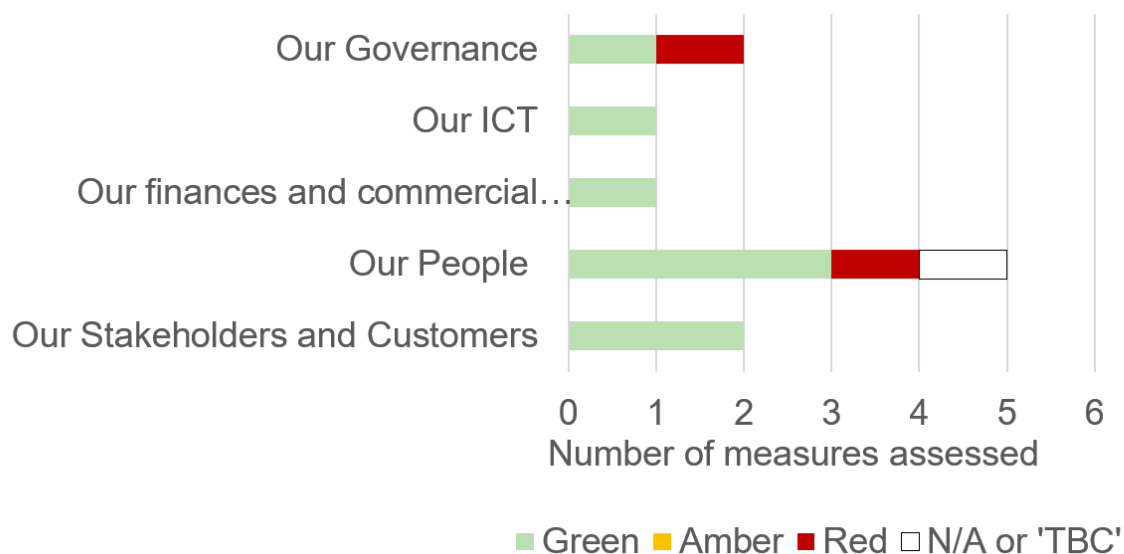
The performance position (at the end of the quarter, i. e. June 2023) key:

- Green - achieved;
- Amber - close;
- Red – missed

Internal Performance Report - Summary

Reported heading positions -

Latest considered position of each measure



For the eleven measures covered by this report is:

- Eight: green
- None: amber
- Two: red
- One: TBC, which will be included in the next report

Measures to note

Updates below reflect all measures red or amber at the end of the quarter.

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 Red at 74% for the latest report (at least 90% is considered green). Our Governance team is following these up. Green is expected at year end

Our People:

- Sgwr's (priorities and development agreement) is Red at the end of June at 49% (at least 50% would be considered amber). Managers are being reminded that as well as agreeing sgwr's plans with individual staff they must also record that this has been done. Green is expected at year end

Remaining measures:

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

Key:

- Green - achieved;
- Amber - close;
- Red - missed

Our Governance

- In relation to non-compliance (**enforcement response** within NRW) our response is Green, with no enforcement notice issued to NRW this quarter. Our ambition for Green is to have zero. Any response would be reviewed internally and by our external auditors (e.g. for ISO14001 and UKWAS).

Our finances and commercial opportunities:

- **Payments performance** to our suppliers is Green at the end of June at 95%.

Our ICT:

- **Information Commissioner's Office (ICO)** reported incidents is Green with no such investigations ongoing at the end of June, and one reported data breach during 2023/24.

Our People:

- **Absence** is currently unreported, as a new method of recording is under development. It is expected to form part of our next report.
- **Health & Safety Near Miss reporting** is Green to the end of June, with an increase in the number of near misses reported compared with the same period last year.
- **Health and Safety Active Monitoring** (i.e. regular inspection and checking to ensure that wellbeing, health and safety standards are being implemented) is Green at the end of June.
- **'Mandatory E-Learning'** (online training items all NRW staff are required to complete) is Green at the end of June at 95% (at least 89.5% is considered green).

Our Stakeholders and Customers:

- **Access to Information requests ('ATIs')** responded to within 20 days is Green at the end of June with two responses outside of this timescale over the last quarter, and 97% of all such requests completed within 20 days over the last quarter.
- **Complaints** responded to agreed service level is Green at the end of June, with one response made outside of this timescale over the last quarter, and 98% of all complaints completed within the agreed service level.

NRW Board Paper

Date of meeting:	21 September 2023
Title of paper:	Board Matters Update
Paper Reference:	23-09-B11
Paper sponsored by:	Sir David Henshaw - Chair, NRW Board
Paper prepared by:	Victoria Painter - Interim Head of Governance & Board Secretary
Paper presented by:	Victoria Painter - Interim Head of Governance & Board Secretary Sir David Henshaw - Chair, NRW Board
Purpose of the paper	To seek the Board's approval of a number of Board membership matters.
Summary	It is requested that the Board approve the appointments proposed within the paper It is requested that the Board approve the Terms of Reference for the Chairs' Group as appended to this paper

Background

1. NRW's Board delegates a number of its responsibilities to the Board Committees, Forums and sub-groups to enable it to discharge its duties effectively.
2. In advance of the retirement of Professor Peter Rigby at the end of his term on 31 October 2023, and the successful appointment by the Minister of another Board Member as his replacement there is a further need to consider membership of Committees.
3. In addition, during its meeting in July, the Board approved the expansion of the membership of the Evidence Advisory Committee (EAC) from around eight independent members to around ten independent members. This paper seeks the approval of additional independent members, therefore to the EAC.
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. To inform the proposals around Committee membership, there is a need to carefully consider and balance the other duties Board members undertake on behalf of NRW that sit outside of their membership of the Committees and groups mentioned within this paper.
6. The proposals for membership below are presented in this context, with other significant updates relating to Board members set out thereafter.

Proposed Membership

7. The proposal for membership is set out below. The green boxes reflect the proposed areas of change.

Committees	Chair	Member 2	Member 3	Member 4
Audit & Risk Committee (ARAC)	Kath Palmer	Dr Rosie Plummer	New Board Member-appointed 1 November	Professor Rhys Jones
Evidence Advisory Committee (EAC)	Professor Steve Ormerod	Professor Rhys Jones	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	Lesley Jones
People & Customer Committee (PCC)	Mark McKenna	Dr Rosie Plummer	Helen Pittaway	New Board Member-appointed 1 November
Protected Areas Committee (PrAC)	Dr Rosie Plummer	Professor Steve Ormerod	Geraint Davies	Lesley Jones
Land Estate Committee (LEC)	Professor Calvin Jones	Professor Pete Fox	Geraint Davies	Mark McKenna
Joint Nature Conservation Committee (JNCC)	Professor Steve Ormerod	Professor Rhys Jones	n/a	n/a

Forums and sub-groups	Chair	Member 2	Member 3	Member 4
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

Forums and sub-groups	Chair	Member 2	Member 3	Member 4
Agri-Pollution Subgroup (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

8. A summary of the proposed changes, therefore are:

- **ARAC:** New Board Member- appointed 1st November replaces Professor Peter Rigby
- **EAC:** Professor Steve Ormerod takes over as Chair of the Committee. Professor Rhys Jones is appointed to the Committee
- **FRMC:** No change
- **PCC:** Professor Rhys Jones stands down from the Committee, and is replaced by New Board Member- appointed 1st November
- **PrAC:** No change
- **LEC:** No change
- **JNCC:** No change
- Other forums and sub-groups: No change

9. If agreed, these changes would come into force on the 1 of November 2023.

Other Board matters

Membership of EAC

10. During its meeting of July 2023, the Board agreed to add to the membership of the EAC. Since then, the process to seek out and appoint suitable candidates has taken place.

11. As appointments to Board Committees is a matter reserved to the Board, the Board is asked to appoint the following independent members to the EAC (subject to the satisfactory conclusion of due diligence checks):

- David Chadwick, Professor of Sustainable Land Use Systems, School of Natural Sciences, Bangor University

- Dr Wyn Morris, Senior Lecturer in Management, Aberystwyth Business School
 - Dr Victoria Jenkins, Associate Professor, School of Law, Swansea University
12. If agreed, these changes would come into force as of the 24 of October 2023 (the next meeting of the EAC).
 13. There is currently one invitation for EAC membership outstanding, therefore there may be the need to appoint a further member of the EAC. The Committee has expressed that it would like to appoint this fourth member, if indeed they accept the invitation, in order to ensure that the relevant expertise required by the Committee is duly represented.
 14. The appointment of the fourth member would take the number of independent members to eleven. The Board recently agreed to increase the membership of independent members to around ten.
 15. In order for this to take effect in time for the Committee to meet in October, the Board may be asked to approve the additional independent member during its October Update Call.

Chairs' Group

16. The Board have recently established a Chairs Group (CG). This will be made up of the Chairs of the Board, Board Committees, forums and sub-groups, and the Accounting Officer. All Board Members and Members of the Executive Team have an open invitation to attend these meetings.
17. The CG is a consultative body whose principal role will be to drive integration between the Board and Committee business and facilitate collaboration between Chairs and other Members across Committees and forums. Its primary role is to maintain an overview of the Board and Committee business to maximise the efficient and effective integration across strategic areas, use of members time, and integration of Board and Committee business to best effect.
18. The Board Secretary and Deputy Board Secretary are currently developing two key tools that will assist the group going forward, including a reporting template for use between Board Committees and the Board, in addition to a holistic forward look covering Board and Committee business. Drafts of these documents will be brought to future meetings for input around their development.
19. It is requested that the Board approves the draft Terms of Reference for the CG that are appended to this paper.

Chairs' Group

- a) **Well-being Objectives:** NRW's Board are responsible for ensuring that NRW fully meets its aims and objectives.
- b) **Finance:** There are no financial implications associated directly with this paper.
- c) **Resource implications:** There are no resource implications associated directly with this paper. This will reduce the time commitment associated with some Board members, and introduce a new Board member, thereby increasing resilience within the wider Board membership and thereby contributing to succession planning in the wider sense. The expanded membership of the EAC are non-paid positions, however there will be additional costs associated with travel and subsistence of these members which will put pressure on already fully committed budgets.
- d) **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.
- e) **Data Protection:** There are no data protection implications associated directly with this paper.

Next Steps

- 20. If the recommendations contained within the report are approved, the team will progress with the recommendations.

Recommendation

21. It is recommended that the Board:

- **Approve** the proposals relating to Board Committee Membership;
- **Approve** the appointment of the additional independent members of the Evidence Advisory Committee (EAC)
- **Approve** the Terms of Reference for the Chairs' Group (CG)

Appendices

- 22. Appendix 1: Chairs Group Terms of reference

Approval / Consultation process

Approval/consultation process Responsible:	Victoria Painter- Interim Head of Governance & Board Secretary
Accountable:	NRW Board
Consulted:	Sir David Henshaw Affected Board Members Welsh Government Sponsorship team have been made aware of the development of the Chairs Group, including a review of the proposed Terms of Reference
Informed:	Board Members, Executive Team

Chairs' Group Terms of Reference

Terms of Reference updated: September 2023

Next review date: September 2024

Appendices

1. The Chairs Group (CG) is a consultative body whose principal role is to drive integration between the Board and Committee business, and facilitate collaboration between Chairs and other Members across Committees and forums.

Scope

2. Its primary role is to maintain an overview of the Board and Committee business to maximise the efficient and effective integration across strategic areas, use of members time, and integration of Board and Committee business to best effect.
3. The CG will complement, and not overlap with the existing work of the Board and its Committees and Forums.
4. The CG is a consultative body and is not a formal Committee of the Board.
5. The CG does not have decision making authority and any matter requiring decision will be referred, as relevant, to the Board, or Board Committee in line with existing Terms of Reference and Schemes of Delegation.
6. As the CG is not a formal decision-making group, there is no quoracy requirement, however good attendance is encouraged to ensure integration and a representative viewpoint from across the Committees and Forums.
7. The CG does not generate formal recommendations.

Responsibilities

8. The main responsibilities of the CG include to:
 - 8.1 Maintain an active overview of the work of the Board, Committees, forums, and groups, leveraging strategic approaches to topics for which distinct aspects are dealt with by different Committees, and also avoiding duplication and ensuring sequencing/input is co-ordinated to best effect;
 - 8.2 Maintain a holistic overview of Risk, Assurance and Performance matters, considering whether further action may be needed;
 - 8.3 Act as an informal escalation point for matters raised by Committees that may need further consideration by the entire Board;

- 8.4 Identify cross-cutting matters and their impact on the respective Committees, considering how best to progress these and if appropriate which Committee or Forum will take forward any resulting action;
- 8.5 Facilitate sharing of good practice and encourage collaboration and consistency of approach where relevant between Committees, Forums;
- 8.6 Consider matters referred to the group, where this relates to strategic business for the attention of the Board, Committee, or Forum;
- 8.7 Ensure co-ordination and oversight between Committees or Forums on topics arising for which there is synergy or overlap, confirming where each is best placed to take forward agreed elements;
- 8.8 Act as an informal support network for Chairs in carrying out their Board Committee and Forum roles;
- 8.9 Discuss and implement agreed ways of working between Board Committees and Forums;
- 8.10 Advise on Member appointments to Committees and groups/forums, and on related succession planning;
- 8.11 Consider matters referred to the group by Committee/Forum Members, where this relates to Committee integration, operation, and effectiveness.
- 8.12 Be proactive in promoting and advocating the effectiveness of Committee conduct and operation.

Meetings

9. CG meetings will generally be held once a month as follows:
 - In advance of the formal Board meeting
 - In advance of the Board update call
10. Additional meetings may be scheduled if and as required.
11. Meetings will be held virtually or in person in the same format as the preceding Board meeting or Board update call.

Secretariat function and papers

12. The Secretariat will provide the service support for the CG meetings. This includes arranging the meetings, preparing agendas and papers, collating documents, communicating with CG Members, taking notes, circulating notes and any relevant follow up or action points, and filing documents in the Document Management System

to ensure a formal record is kept.

13. Agenda items will be agreed in advance with the Chair of NRW Board (or deputising Chair of the meeting). Agendas and papers will normally be circulated one week (seven days) in advance of meetings.
14. The CG 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.
15. Notes will be taken of the meetings of the CG. This will include a list of actions, together with a compiled action log to be maintained by the Secretariat and reviewed at each meeting. Draft notes of the meeting and agreed action points will be confirmed at the following meeting. Actions will be closed when the CG has seen sufficient evidence of completion or that the action has become absorbed into business as usual.
16. The record of the CG will be shared with the Board and the Executive Team.
17. Notes from these meetings can be made available to staff members upon request to the Secretariat once they have been confirmed at the following meeting.

Annual Review

18. The CG Terms of Reference will be reviewed annually, to ensure they are fit for purpose and are functionally effective.
19. A record of each annual review of Terms of Reference will be made. Any recommendations for material change will be brought to the attention of the relevant the Board for approval.

Membership

20. The CG will be Chaired by the Chair of the NRW Board.
21. Membership will include the Chair and Vice Chair of the NRW Board, the Senior Independent Director, the Chairs of NRW's Board Committees and Forums, and NRW's Accounting Officer/Chief Executive Officer (CEO). Deputies as substitutes will be accepted.
22. All other Board Members have an open invitation to attend all CG meetings.
23. NRW's Head of Governance and Board Secretary and members of the Secretariat team are to be in attendance during meetings. Other Executive Team members and other members of staff are invited to all/part of items as and when required.
24. Members of NRW's Executive Team are invited to the meetings.

Current Membership (as of August 2023)

Chair: Sir David Henshaw (Chair of NRW Board)

Members: Professor Steve Ormerod (Chair of WWMF, Vice Chair)

Helen Pittaway (SID and Chair of FC)

Kathleen Palmer (Chair of ARAC)

Professor Peter Fox (Chair of FRMC)

Dr Rosie Plummer (Chair of PrAC)

Professor Calvin Jones (Chair of LEC)

Mark McKenna (Chair of PCC)

Professor Peter Rigby (Chair of EAC)

Professor Rhys Jones (Chair of WLMF and RAC)

Geraint Davies (Chair of NAFW)

Clare Pillman, NRW Accounting Officer/Chief Executive

Other regular attendees: Executive Directors

Head of Governance & Board Secretary

Board and Executive Team Q1 2023/2024

Serious Incident Reviews

There were no serious incident reviews commissioned during Q1.

Serious Incident Reviews Summary

Key:	Meaning:
Green	All actions completed with evidence uploaded
Amber	Actions to be completed or SIR paused due to external investigation

1. Details: EV Car Charging

- Reference: ACCB879/A1
- Incident date: 24/08/2019
- Type of SIR: Near miss.

Full investigation: Completed

Total actions (of which):	10
Completed and closed:	10
Open:	0
Overdue:	0

Open actions: Completed.

2. Details: Boom had become detached on one side. The worker immediately stopped works and removed the machine from site to prevent any environmental issues.

- Reference: ACCB1092 / A1

- Incident date: 21/10/2019
- Type of SIR: Near miss.

Full investigation: Completed

Total actions (of which):	16
Completed and closed:	16
Open:	0
Overdue:	0

Open actions: Completed.

3. Details: Digger un-earthed a live cable at approximately 2-3 inches below the surface of the ground car park in Bwlch Nant yr Arian

- Reference: ACCB1092 / A2
- Incident date: 09/01/2020
- Type of SIR: Near miss.

Full investigation: Completed

Total actions (of which):	13
Completed and closed:	13
Open:	0
Overdue:	0

Open actions: Completed.

4. Details: Chainshot hit `marguard` in front windscreen of harvester

- Reference: ACCB1092/A3
- Incident date: 17/02/2020
- Type of SIR: Near miss.

Full investigation: Completed

Total actions (of which):	9
Completed and closed:	9
Open:	0
Overdue:	0

Open actions: Completed.

5. Details: Near miss Ringbarking concerns -Cwm Cletwr near Tre`ddol Village.

- Reference: ACCB1092/A4
- Incident date: 27/03/2020
- Type of SIR: Near miss.

Full investigation: Completed

Total actions (of which):	20
Completed and closed:	20
Open:	0
Overdue:	0

Open actions: Completed.

6. Details: Felled tree was left leaning (hung-up) against another tree.

- Reference: ACCB1092/A6
- Incident date: 10/03/2020
- Type of SIR: Near miss.

Full investigation: Completed

Total actions (of which):	4
Completed and closed:	0
Open:	0
Overdue:	0

Open actions: Completed.

7. Details: Lorry overturned while transporting stone from Halfway to Glasfynydd.

- Reference: ACCB1092 / A5
- Incident date: 09/07/2020
- Type of SIR: Injury

Full investigation: Completed

Total actions (of which):	13
Completed and closed:	13
Open:	0
Overdue:	0

Open actions: Completed.

8. Details: BT reported a spurious voltage on equipment at their telephone exchange emanating from Kidwelly flood warning station.

- Reference: ACCB1097/A3
- Incident date: 11/11/2020
- Type of SIR: Near miss.

Full investigation: Completed

Total actions (of which):	47
Completed and closed:	47
Open:	0
Overdue:	0

Open actions: Completed.

9. Details: The incident occurred on the forest road below a clearfell coupe in Afan forest park.

- Reference: ACCB1097/A1
- Incident date: 09/04/2021
- Type of SIR: Near miss.

Full investigation: Completed

Total actions (of which):	57
Completed and closed:	57
Open:	0
Overdue:	0

Open actions: Completed.

10. Details: Fatal accident on NRW estate to member of the public. Blaenrhondda Forest, near Blaencwm, Penpych.

- Reference: ACCB1097 / A2
- Incident date: 07/05/2021
- Type of SIR: Fatal incident.

Full investigation:	SIR opened and paused.
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Outcome:	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. SIR closed as no actions required.
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11. Details: Fatal accident on NRW estate to member of the public. Sgwd Pannwr plunge pool, Brecon Beacon.

- Reference: ACCB1092 / A11
- Incident date: 05/06/2021
- Type of SIR: Fatal incident.

Full investigation:	SIR opened and paused.
Outcome:	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 29th November 2022. Works currently in place to undertake a review of the signage on site. External consultant in place by agreement of all stakeholders to review the management of the area and the signage. Report due end of June 2023 and action planning meeting for mid July 2023.

12. Details: Fatal accident on NRW estate to member of the public. Sgwd Gwladus waterfall in Pontneddfechan, Glynneath.

- Reference: ACCB1092 / A9
- Incident date: 16/08/2021

- Type of SIR: Fatal incident.

Full investigation:	SIR opened and paused.
Outcome:	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. Regulation 28 served to NRW and other stakeholders regarding signage on the 29th November 2022. Works currently in place to undertake a review of the signage on site. External consultant in place by agreement of all stakeholders to review the management of the area and the signage. Report due end of June 2023 and action planning meeting for mid July 2023. (Reg 28 covers the this and the above).

13. Details: The incident occurred with a fleet vehicle and the handbrake mechanism.

Reference: ACCB1092 / A10 & A7

- Incident date: 02/08/2021 & 06/08/2021
- Type of SIR: RIDDOR reportable injury.

Full investigation: The SIR has been completed and closed.

Total actions (of which):	3
Completed and closed:	3
Open:	0
Overdue:	0

Open actions: Completed.

14. Details: Fatal accident on NRW estate to a sub-contractor working on a standing sales site. Coed Taff Forest.

- Reference: ACCB1092/A12

- Incident date: 12/10/2021
- Type of SIR: Fatal incident.

Full investigation:	SIR opened and paused.
Outcome:	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 & safety manager attended site.

15. 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.

- Reference: ACCB1097/A4
- Incident date: 30/10/2021
- Type of SIR: Fatal incident.

Full investigation:	SIR opened and paused.
Outcome:	The SIR has been paused due to further investigation by the police and Health and Safety Executive. NRW received the MAIB report in December 2022.

16. Details: Ash tree failed and fell across boundary fence onto third party land allegedly causing injury to third party groundsman and damage to strimmer.

- Reference: ACCB1096/A1
- Incident date: 14/04/2022
- Type of SIR: MOP Injury

Full investigation: SIR in progress.

Total actions (of which):	4
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Completed and closed:	4
Open:	0
Overdue:	0

Open actions: Completed.

17. Details: MoP injured by automatic barrier at Newborough

- Reference: ACCB1094/A1
- Incident date: 04/05/2022
- Type of SIR: MOP Injury

Full investigation: SIR completed and undergoing final scrutiny

Total actions (of which):	3
Completed and closed:	3
Open:	0
Overdue:	0

Open actions: Completed.

18. Details: MoP fatality at Sgwd Clun-Gwladys, waterfall country

- Reference: ACCB1092 / A13
- Incident date: 15/05/2022
- Type of SIR: Fatal incident.

Full investigation:	SIR opened and paused pending outcome of statutory investigation and Coroner's inquest
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Outcome:	The SIR has been paused due to further i This SIR has been paused pending outcome of statutory investigation and Coroner's inquest. Operational team member, WH&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. External consultant in place by agreement of all stakeholders to review the management of the area and the signage. Report due end of June 2023 and action planning meeting for mid July 2023.
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19. Details: MoP fatality at Bike Park Wales

- Reference: ACCB1095 / A2
- Incident date: 23/05/2022
- Type of SIR: Fatal incident.

Full investigation:	SIR opened and paused pending outcome of statutory investigation and Coroner's inquest
Outcome:	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.

20. Details: Damage to 3rd asset on NRW land

- Reference: ACCB1096 / A2
- Incident date: 20/10/2022
- Type of SIR: Property Damage.

Full investigation:	SIR in progress
Outcome:	SIR has been issued in draft for actions to be agreed. Once agreed the report will be formally issued. Meeting with 3 rd party owner to discuss queries. Next meeting in June 2023.

21. Details: Major injury to contractor

- Reference: ACCB1095 / A3
- Incident date: 11/10/2022
- Type of SIR: Major Injury - fracture

Full investigation:	SIR in progress
Outcome:	SIR has commenced and in the reporting writing stage.

22. Details: MoP fatality at Sqwd y Pannwr, Mannau Brycheiniog

- Reference: ACCB1092 / A14 & A15
- Incident date: 11/10/2022
- Type of SIR: Fatal incident.

Full investigation:	SIR in progress
Outcome:	This SIR has been paused pending outcome of statutory investigation and police and Coroner's inquest.

Recent incidents on NRW Estate

Incidents

Incidents	Q1 2023/24	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
RIDDOR – staff	0	3	7	3	6	2	8
Lost time injuries – staff	1	3	3	1	4	5	8
Injuries, no lost time – staff	20	43	51	19	121	53	59
Near miss – staff	60	175	156	109	183	163	201
Serious incident reviews	0	8	4	4	5	2	3
Injuries - contractors	2	8*	3*	5*	5	9	9
Injuries – public	13	38	38	18	53	53	95
Near miss – contractors	19	68	62	46	50	40	44
Near miss – public	6	33	30	23	33	20	39
Property Damage	11	53	36	35	32	43	48
Hazards Reported	26	199	166	65	83	103	78

There are two key areas of focus to look at with regards the above table.

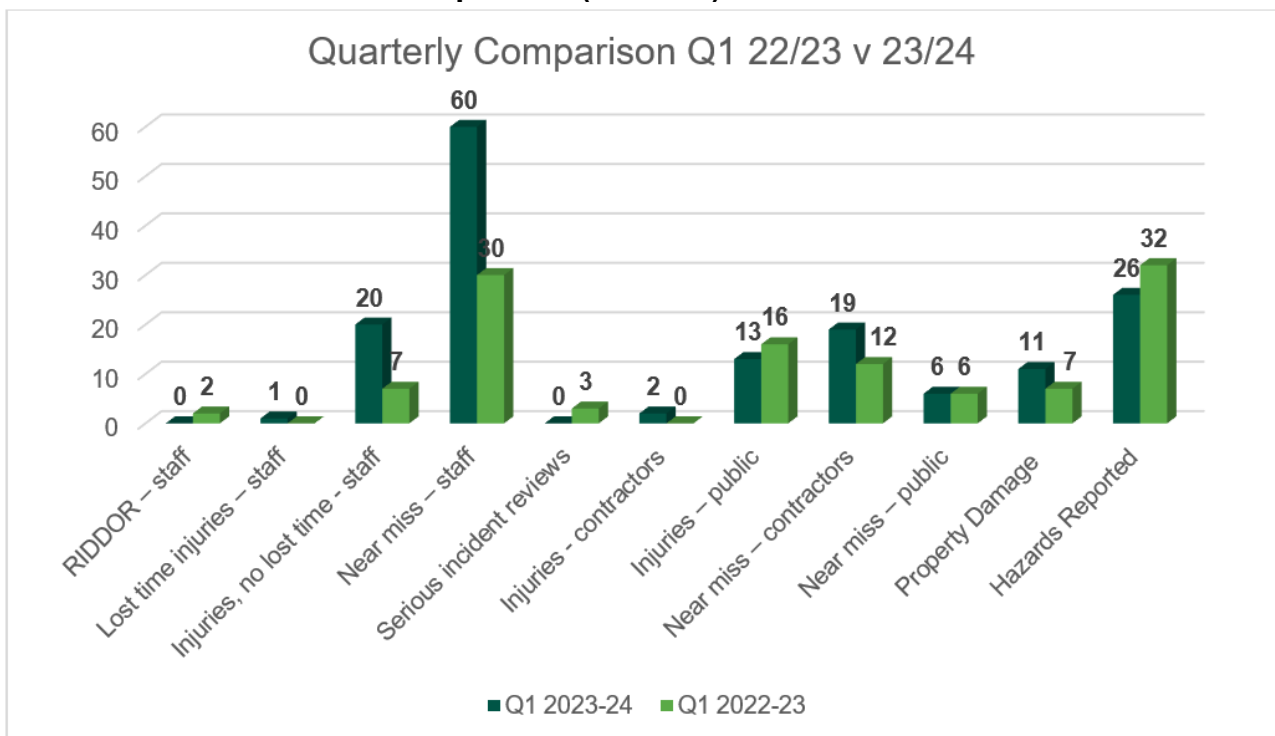
Firstly, RIDDORS show an interesting trend of a high reporting year followed by a low reporting year. If following this trend continues, then 2023/2024 will be a high RIDDOR year.

The second area of focus is that the injuries this quarter did not lead to a lost time. Taking out 2020/21 as this was the height of COVID and therefore an abnormal year and 2019/20 where there was an extremely high number of injuries, this has hovered around the 45-50ish mark since 2017/18. However, this quarter has seen 20 injuries already and we have three more quarters left. It is feasible that some of the increase is attributable to an increased

awareness in the need to report, however, NRW colleagues are being injured and that needs to be addressed.

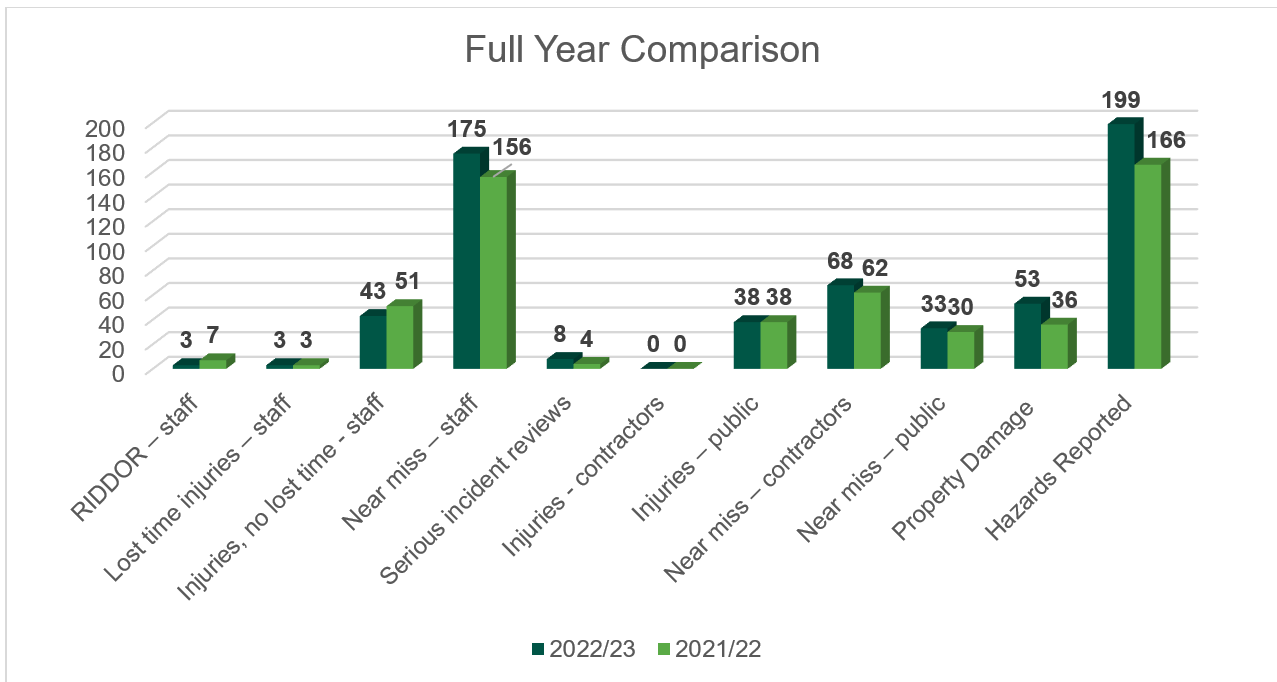
Embedding a positive culture of near miss and hazard reporting has a direct relation to a reduction in incidents. In order to support the reinforcement of this message, the WH&S team will be providing the business with Near miss and hazard reporting drop-in sessions for team leaders and line managers.

AssessNET incident data comparison (all NRW) Q1



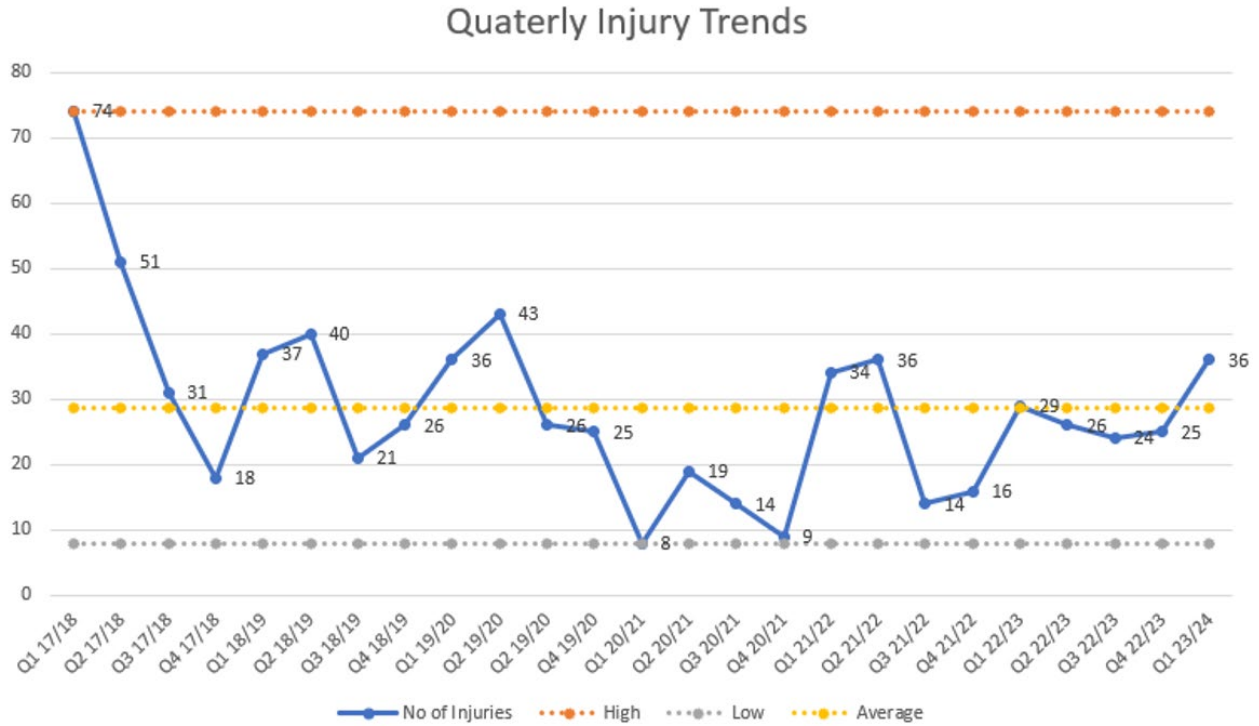
Q1 has seen an upward trend in the number of near miss reports compared to 2022/23, however there has also been an increase in the number of staff injuries alongside a decrease in the number of Hazards reported which is a risk to the business. This further reinforces the importance of NRW running Near Miss and Hazard reporting drop in sessions to support the teams to identify the hazards before an incident occurs.

AssessNET incident data comparison (all NRW) full year

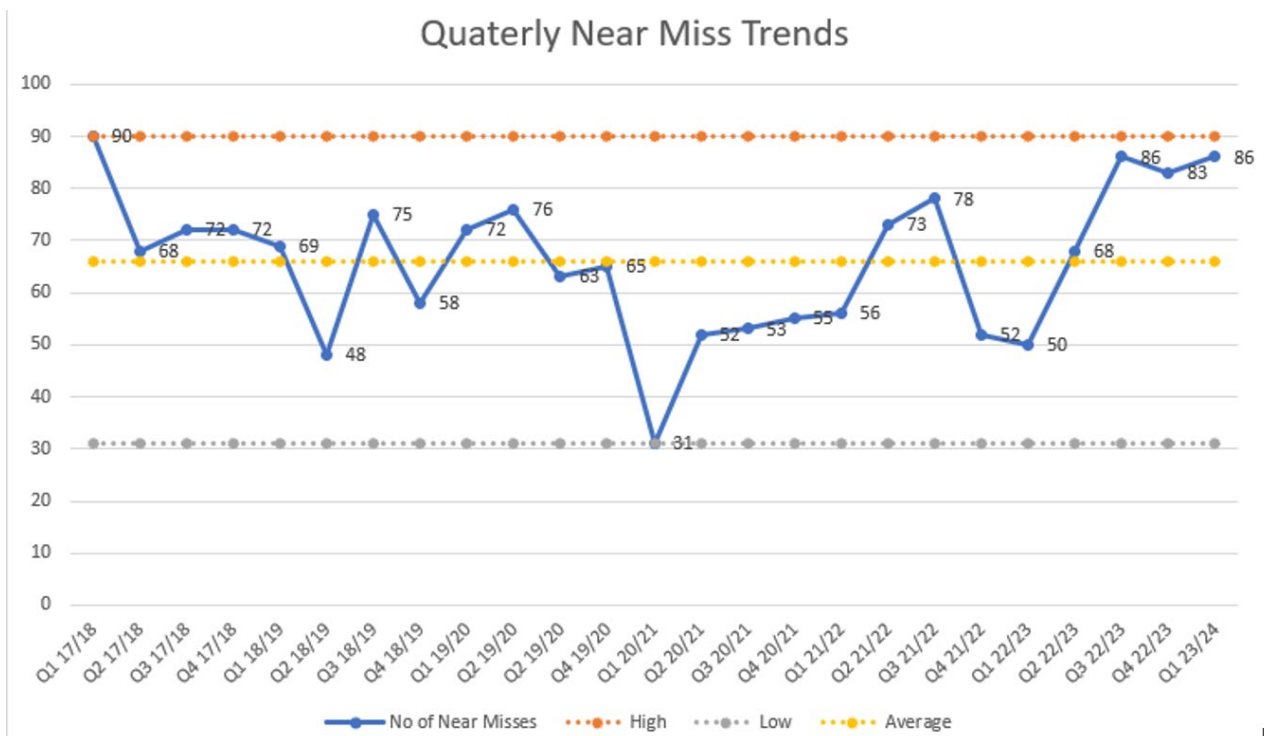


There was a 17% increase in the number of hazard reports from 2021/22 to 2022/23, alongside an 11% increase in the number of reported near misses. This in turn, showed a 16% decrease in the number of injuries to staff.

NRW quarterly trend analysis



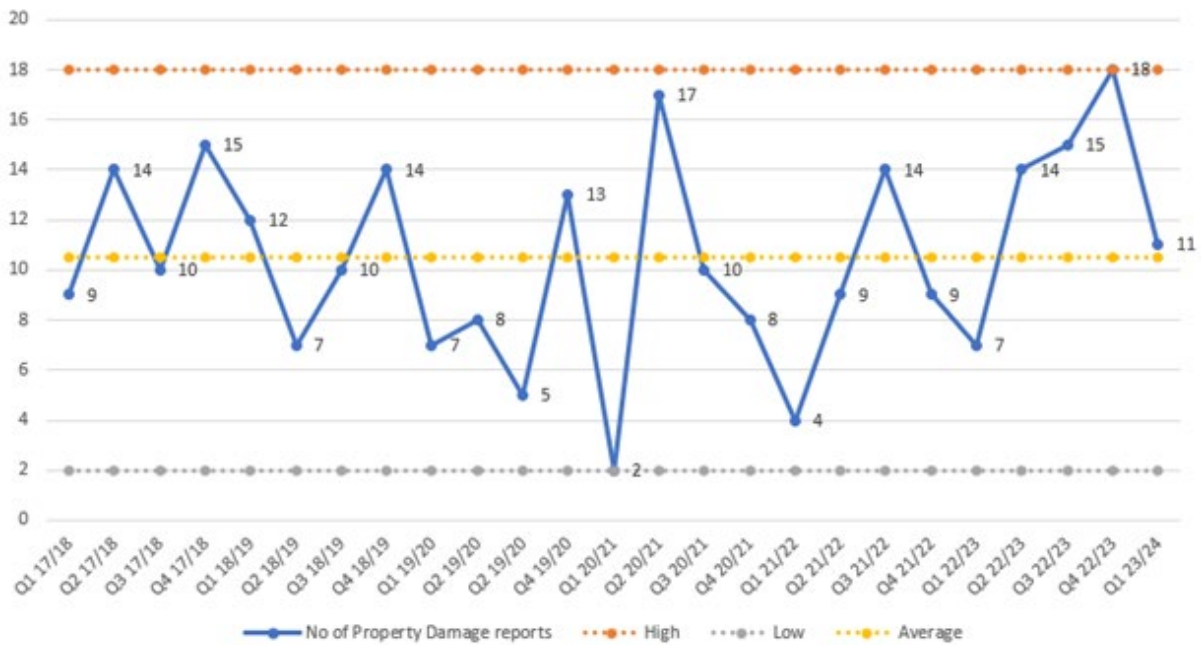
Injury trends are stabilising slowly and are comparable to previous years. 2020/21 was an abnormal year due to COVID.



Near miss trends are increasing slightly, with a consistent increase in reporting for the last 3 quarters. For the last three years, the first quarter has had the lowest reporting for the

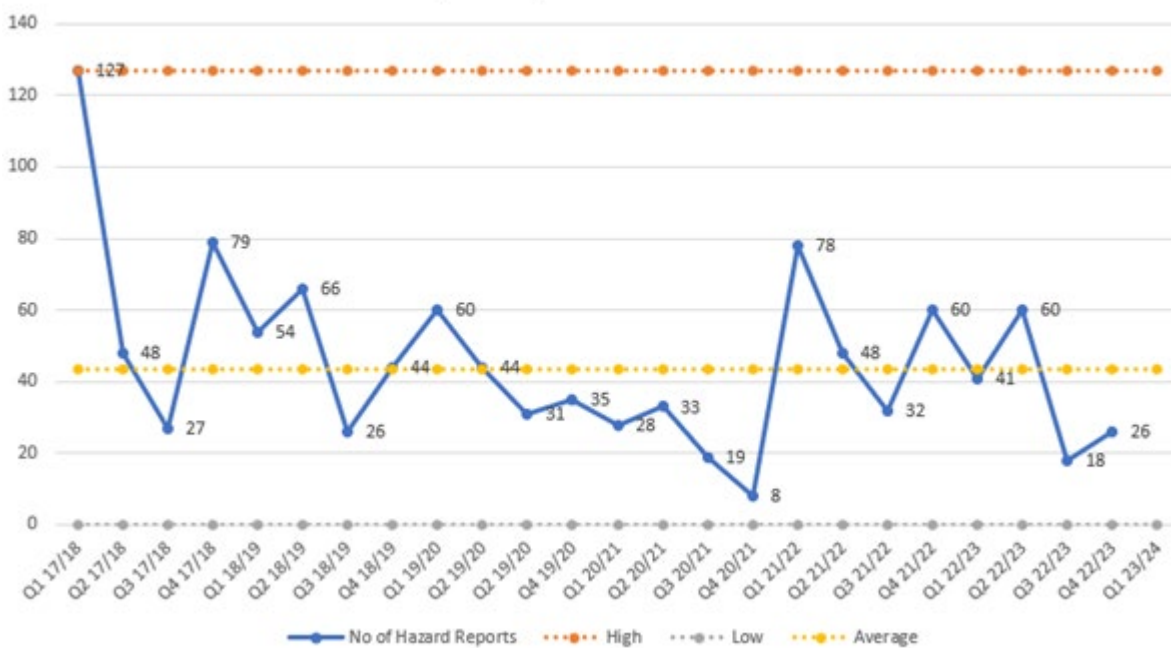
year, and therefore, NRW would anticipate an increase in near miss reporting this year, with the drop-in sessions planned to support this.

Quarterly Property Damage Trends



Property damage is broadly comparable across the last 4 quarters and is stable.

Quarterly Hazard Trends



Hazard reporting is on a slight downward trend, with reports decreasing over the last 2 quarters. The planned drop-in session will cover the importance of hazard reporting in the management of WH&S.

Active monitoring has shown a downward trend for Q1 23/23. This will be largely due a change in the system used for reporting and as NRW train more managers and raise awareness of the new system we expect this to rise again.

NRW totals for Q1 2023/2024

NRW had 0 RIDDOR reportable incidents to staff in Q1 2023/2024.

NRW had 1 Lost Time Incident to a member of staff in Q1 2023/2024. IP reported a wrist strain from manual handling work at Coed Y Brenin VC.

Active monitoring – new process

There is a new process for active monitoring which went live 1 April 2023. There are now new ops and non ops templates which have been developed for undertaking active monitoring. Further templates can be developed to suit different work activities and there is also the ability to use a blank form for this task. The active monitoring reports will be stored on AssessNET, which will record the active monitoring that is undertaken. Each Directorate now have set targets per month for their active monitoring, and this is being reported via management information.

Risk assessment

There has been a great deal of progress made on developing the functional risk assessments (FRA) NRW, especially for the higher risk activities.

These functional risk assessments have been produced by the business with support from the WH&S Team and are available for all team leaders and line managers on AssessNet. Some of the functional risk assessments that have been developed include; mechanical channel maintenance, Construction work including asset repair, Incident response - flood and pollution and Pump house maintenance,

Wellbeing initiatives and developments

- Stress awareness month promoted during April and drop in sessions were arranged for managers. More will be arranged during the year.
- Menopause care – appointments have been sent out to all staff for 2023, to start a conversation about the menopause to understand symptoms and issues to help support staff.
- WH&S responsibilities were reinforced via managers monthly and the WH&S forums.
- Sun awareness week promoted in May.
- Mental health awareness week theme was anxiety, suggestions were given in the MM on what might work for you in terms of anxiety such as focusing on breathing, get moving, keep a diary, challenge your thoughts, get support for money worries, spend time in nature.

- During June NRW promoted loneliness awareness week and reminded staff about the loneliness webinar from January, and also promoted healthy eating week reminding staff about our nutrition guidelines.

Corporate Health Standard

Healthy Working Wales (HWW) informed NRW in June that there will be a change of the focus of HWW, to create an enhanced digital offering for employers and so a less tailored approach.

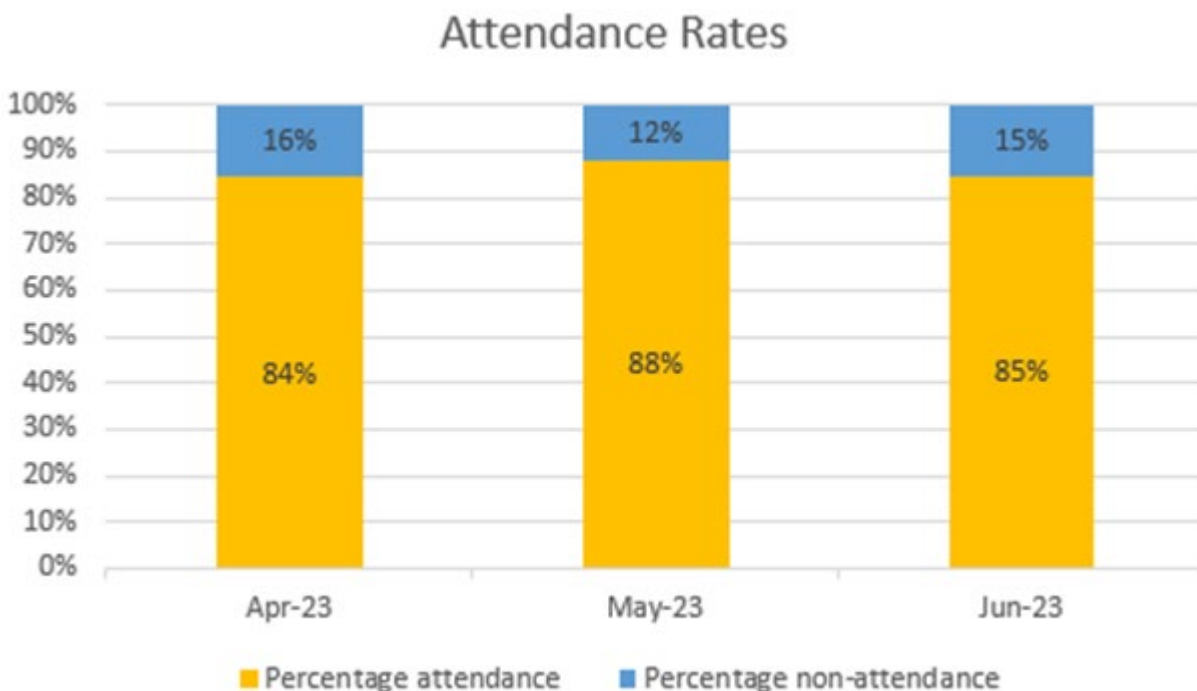
The changes have come about due to a realignment in priorities agreed with the Welsh Government. As part of the changes, HWW, will no longer be able to deliver the HWW awards programme and so this is will now be coming to an end, after many successful years.

NRW will now need to assess the way forward in terms of assessment/accreditation.

Learning and Development (L&D)

Courses

NRW received 878 new training requests through the training tracker, and provided 93 WH&S courses in Q1, with 808 delegates attending. The attendance rate is improved and running this quarter at 86%.

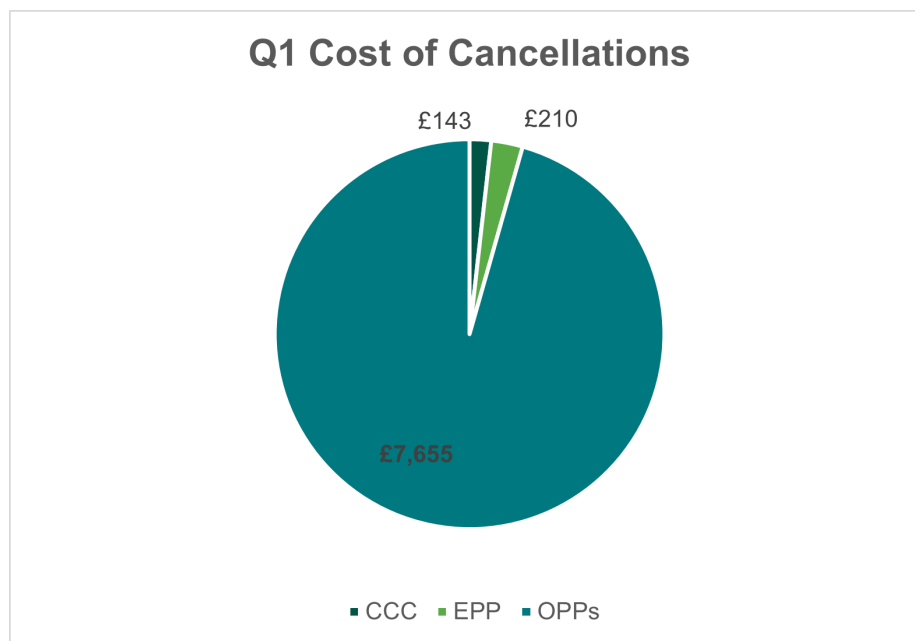


Month	No of Courses	Max No of Delegates	Actual No of Delegates
April 23	28	257	217
May 23	32	227	200
June 23	33	324	274
Total	93	808	691

32 different WH&S safety courses were organised during Q1, the most frequently being First Aid with 16 courses followed by Working in or near Water, Working at Height, Vehicle Banksman, Brushcutter, IOSH Working Safely and Pesticides courses. This shows we are addressing the training needs for our high risk activities.

Cancellations

138 cancellations/no shows were recorded by L&D in Q1, of which 74 gave 2 weeks or less notification of the cancellation. The majority of cancellations were from Operations (69) with a small number from EPP (2) and CCC (3). The cost of these cancellations for Q1 is £8,007.



With a reduced budget this financial year the requirement to ensure all available space on courses are utilised is of paramount importance. Late cancellations and no shows cost L&D in excess of £30k in 2022-23 and this is not sustainable. Cancellations received with less than two weeks' notice will be recharged back to the Directorate unless a suitable delegate can be found.

Having received the information recently, the Operations Leadership Team is looking into the reasons for short-notice cancellations and will deal with any that do not feel appropriate. Moving forward, the cancellation information will be communicated out to the

directorates via the quarterly pack as soon as possible after the quarter end. In order to manage the costs of cancellations, there will be monthly reports for all leadership team providing information on reasons given for cancellations within their area.

Budgets

In light of the current funding scenario, the L&D Budget has been reduced for this financial year, tough decisions have been made re the allocation of funds and as a result only training identified by the TNA as required for individual roles will now be approved. Any training not identified by the TNA a request form must be sent to the L&D inbox for review/approval.

Policy

L&D policy was approved by ET in June.

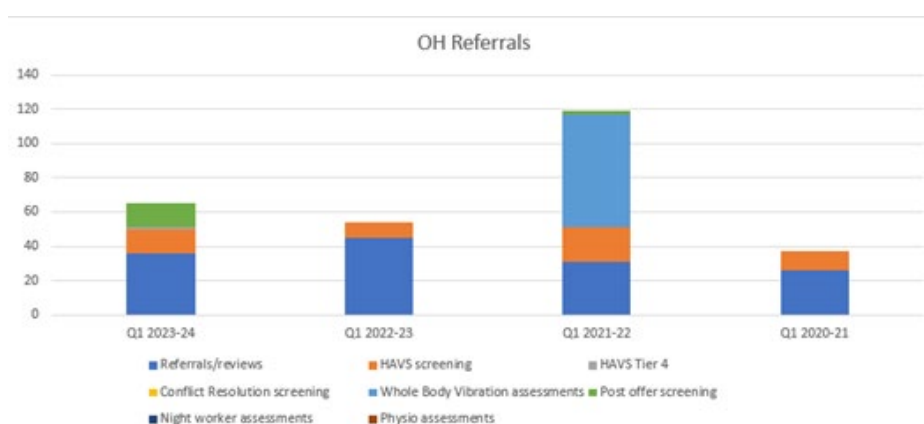
Drop in sessions to explain the policy will be arranged shortly.

NRW occupational health statistics

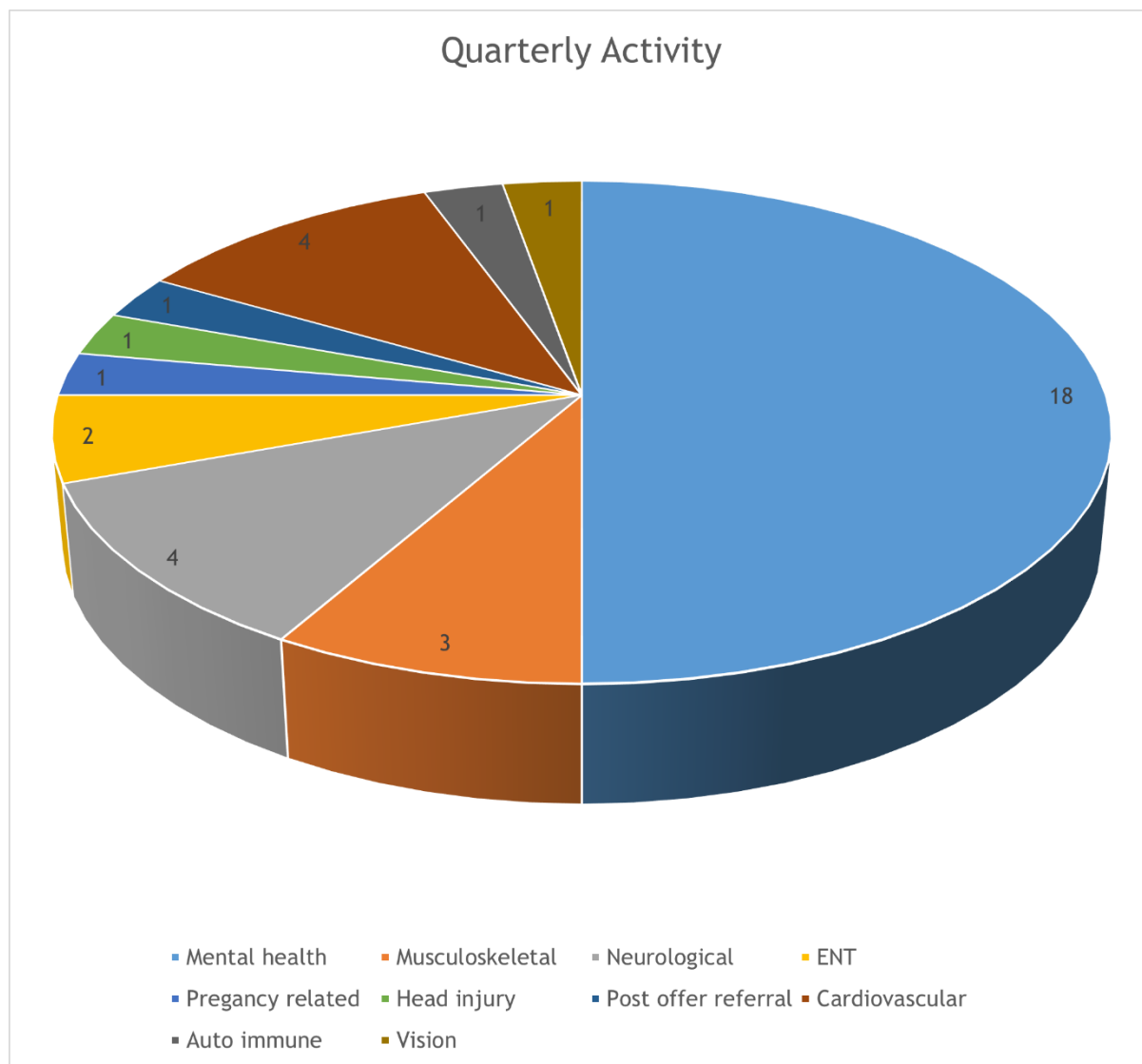
Quarter 1 – April – June 2023

Type	Q1 2023-24	Q1 2022-23	Q1 2021-22	Q1 2020-21
Referrals/reviews	36	45	31	26
HAVS screening	14	9	20	11
HAVS Tier 4	1	0	0	0
Conflict Resolution screening	0	0	0	0
Whole Body Vibration assessments	0	0	66	0
Post offer screening	14	0	2	0
Night worker assessments	0	0	0	0
Physio assessments	0	0	0	0
Total	65	54	119	37

Q1 2023/24 has seen a 17% increase of Occupational Health appointments compared with 2022/23, however 21% of these were post offer screening which is provided mainly for new starters. If these were not to be factored in, there was a 9% decrease in appointments from 2022/23 – 2023/24.

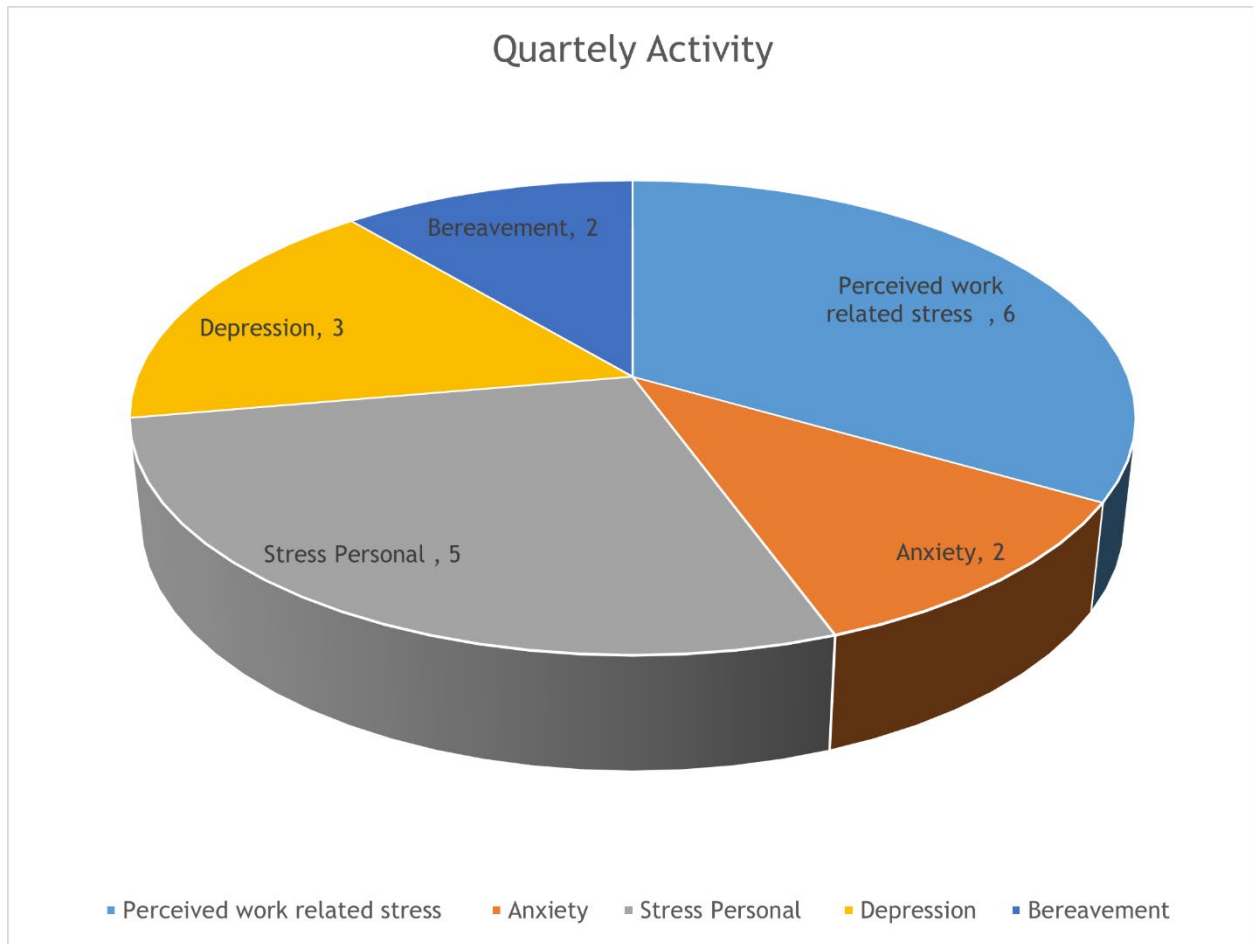


Medical reason for referral



Mental health is the main reason for referrals this quarter at 50% which is a 3% decrease from last quarter.

Mental health categories



33% of the mental health referrals are perceived to be work related which is an 8% increase from the last quarter.

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

Type	Q1 2023-24	Q1 2022-23	Q1 2021-22	Q1 2020-21
Anxiety Work related	0	0	0	1
Stress and anxiety work related	0	0	0	3
Perceived work-related stress	6	6	3	1

Type	Q1 2023-24	Q1 2022-23	Q1 2021-22	Q1 2020-21
Total work-related (inc multi factorial)	6	8	7	5
Depression	3	2	0	1
Anxiety non work related	2	1	0	1
Stress non work related	5	3	0	2
Stress multi factorial	0	2	4	1
Other non-work related	2	3	3	0
Total non-work related (inc multi factorial)	12	11	7	5

Note: Multifactorial is in the totals for both work and non-work related.

When looking at the data across the quarters, the number of work-related referrals has always been around the same number in quarter 1.

We should not view the increase in the referrals to our occupational health provider as a negative. This could be for several reasons, one of which is clearly positive in that staff actively seeking support and assistance for their mental health and NRW need to view this as a positive. People management will continue to monitor trends of sickness absence.

Summary

In summary, Q1 2023/24 resulted in no commissioning of serious incident reviews. There are 10 outstanding SIRs which have been paused.

Positives from this quarter includes; the implementation of the active monitoring process to support directorates, large development of more functional risk assessments to support the business, 6 wellbeing initiatives and an increase in near miss reporting. Further to this, attendance rates at training has improved and ran at 86% this quarter.

Occupational health referrals have identified that mental health is the primary referral reason (50% of referrals). Of these referrals, only 33% are perceived to be work related, although this is an 8% increase on last quarter.

Areas that need focus, include the RIDDOR trend, the decrease in hazard reporting, the increase staff injuries and training cancellations (cost £8007 this quarter)

Embedding a positive culture of near miss and hazard reporting has a direct relation to a reduction in incidents and work related stress. In order to support the reinforcement of this message, the WH&S team will be providing the business with Near miss and hazard reporting drop-in sessions for team leaders and line managers.

NRW Board Paper

Date of meeting:	21 September 2023
Title of paper:	NRW Modern Slavery Statement
Paper Reference:	23-09-B13
Paper sponsored by:	Sarah Jennings, Executive Director for Communications, Customer and Commercial
Paper prepared by:	Vernon Lambert, Procurement Manager
Paper presented by:	Vernon Lambert, Procurement Manager
Purpose of the paper	Approval
Summary	This paper is seeking approval of the updated NRW Modern Slavery Statement that requires annual sign-off by the Chief Executive, prior to publication on NRW's website.

Background

1. Certain organisations must publish an annual statement setting out the steps they take to prevent modern slavery in their business and their supply chains in line with the Modern Slavery Act (2105). The NRW Modern Slavery Statement details our approach to modern slavery, launched in 2020 and has been updated annually since.
2. The requirement to publish a Modern Slavery Statement is set out in Section 54 (Transparency in Supply Chains) of the Modern Slavery Act 2015. According to the UK Government website, a commercial organisation is required to publish an annual statement if all the criteria below apply:
 - a. it is a 'body corporate' or a partnership, wherever incorporated or formed
 - b. it carries on a business, or part of a business, in the UK
 - c. it supplies goods or services
 - d. it has an annual turnover of £36 million or more
3. This is NRW's fourth iteration of the annual Modern Slavery Statement.
4. The requirements of the Modern Slavery Act 2015 are:
 - To update the Modern Slavery Statement every year.

- To publish the statement in a prominent place on the website within six months of the financial year end.
 - That the statement is approved by the Board.
 - That the statement is signed off by a Director.
5. Statements must describe the main actions the organisation has taken during the financial year to deal with modern slavery risks in the supply chains and business. The Home Office's statutory guidance recommends that statements cover the following:
 - Organisation structure and supply chains.
 - Policies in relation to slavery and human trafficking.
 - Due diligence processes.
 - Risk assessment and management.
 - Key performance indicators to measure effectiveness of steps being taken.
 - Training on modern slavery and trafficking.
 6. The draft statement attached to this report responds to all the points above, as required by the legislation.
 7. The production of this statement responds to the requirements of the legislation noted. It contains a summary of our progress in this area of work and a statement of what we intend to achieve over the coming year.
 8. The latest version of the Modern Slavery Statement was approved in June 2022 and this update seeks to follow the same authorisation process as in previous years, ensuring consistency and the same level of visibility throughout.

Risks Risk Appetite and opportunities

9. Failure to produce a Modern Slavery Statement increases the risk that NRW might be inadvertently facilitating some form of modern slavery and/or human exploitation and trafficking in our activities.

Wider implications

- (a) **Well-being Objectives:** The Modern Slavery Statements contributes to the effective operation of the organisation in its delivery of the Wellbeing Objectives by ensuring that our employees are treated fairly and valued.
- (b) **Finance:** None associated directly with this report at this time.
- (c) **Resource implications:** As Procurement and Contracts have only just inherited this policy and procedure from Governance, the longer term resource impacts are unknown at this time. The more recent impact is that Procurement has revised a Team Leader's responsibilities to oversee this area of work and the management and monitoring of associated with it each year.

- (d) **Equality:** A Modern Slavery Statement aims to protect the most vulnerable people in society, who are more likely to have one or more protected characteristics.
- (e) **Data Protection:** None associated with this submission.

Next Steps

10. If approved by the Board, the statement will be signed by the Chief Executive and published in a prominent place on the NRW website and the Transparency in Supply Chains (TISC) register (www.tiscreport.org) for October 2023. Ownership will sit within Procurement & Contracts and a formal review of the statement will take place early in 2024.

Recommendation

11. It is recommended that the Board approve NRW's Modern Slavery Statement for 2023-24.

Index of Annexes

Annex 1 - The Modern Slavery Statement

Approval / Consultation process

Approval/consultation process Responsible:	Developed by Governance, updated by Vernon Lambert, Procurement Manager, input from Ian Mowatt, Head of Procurement and Contracts and Steve Burton, Head of People Management
Accountable:	NRW Board
Consulted:	Produced in consultation with Alison Subacchi, Senior Procurement Specialist, Ian Mowatt, Head of Procurement and Contracts, Mike Kamperman, Contract Management Support Service Manager, Steve Burton, Head of People Management and Sarah Jennings, Executive Director for Comms, Customer and Commercial. Executive Team
Informed:	N/A

Modern Slavery Statement 2023-24

Introduction

1. This Statement is designed to satisfy the requirements of Part 6 Section 54 of the Modern Slavery Act (2015) and forms part of our commitment to the Welsh Government's '*Code of Practice for Ethical Employment in Supply Chains*' and the UK Woodland Assurance Standard (UKWAS).
2. As the largest Welsh Government Sponsored Body, we hold ourselves to the highest standards of ethical conduct in all our activities and are committed to continuous improvement. NRW does not engage in, or condone, the practices of human trafficking, slavery or enforced labour.
3. Through our Corporate Plan and legislation such as the Modern Slavery Act, the Well-being of Future Generations Act and the Social Partnerships and Public Procurement Act, our ambition is to see nature and people thriving together and our values are at the heart of who we are as an organisation. We are proud to serve the people of Wales by being:
 - **Connected:** we value our deep-rooted attachment to the land and water, nature and communities of Wales and build meaningful partnerships
 - **Bold:** we use our voice, take action to make a difference and lead by example
 - **Caring:** we listen to understand, care for each other and the communities we serve, and the environment we all depend on
 - **Resourceful:** we explore new ways of doing things, innovate to accelerate change and use our resources effectively.
4. We are committed to improving our business practices to combat modern slavery and human trafficking and to ensure that we are not complicit in any human rights violations. We are committed to zero tolerance of slavery, human trafficking, and child labour practices.
5. For the purposes of this statement, we have adopted the following definitions:
 - 'Slavery' is where ownership is exercised over a person. Someone is in slavery if they are:
 - forced to work through mental or physical threat
 - owned or controlled by an 'employer', usually through mental or physical abuse or the threat of abuse
 - dehumanised, treated as a commodity or bought and sold as 'property'
 - physically constrained or have restrictions placed on their freedom.
 - 'Servitude' involves the obligation to provide services imposed by coercion.
 - 'Forced or compulsory labour' involves work or service extracted from any person under the menace of a penalty and for which the person has not offered themselves voluntarily.

- 'Human trafficking' concerns arranging or facilitating the travel of another with a view to exploiting them.
6. This statement will be published on the Transparency in Supply Chains (TISC) register (www.tiscreport.org).

About Natural Resources Wales (NRW)

7. Natural Resources Wales is the largest Welsh Government Sponsored Body – employing over 2,400 staff across 17 offices and 36 depots pan Wales with a budget of circa £265 million for 2023/24.
8. We were set up as per the specifications in The Natural Resources Body for Wales (Establishment) Order 2012 and The Natural Resources Body for Wales (Functions) Order 2013. We receive a Remit Letter setting out what the Welsh Government wants us to achieve during that year and a Funding Letter setting out the budget available to us.
9. Our work is overseen by a Board that consists of the Chair and 12 further Non-Executive Directors who are appointed by the Welsh Government, plus the Chief Executive.
10. Around half of our income budget is derived from Grant in Aid from the Welsh Government, but we also generate income by charging for some of our services and several commercial activities including timber sales and tenancies.

Our Supply Chains

11. NRW's supply chains predominantly fall within the following categories:
 - Civil Engineering and Consultancy
 - Fleet Management
 - Facilities and Assets
 - ICT
 - Professional Services
 - Land Management
 - Hydrometry & Telemetry
 - Forest Operations
 - Laboratory Services
12. NRW has many of its own contracts and frameworks for specific categories of expenditure and these are used by our staff to deliver our objectives.

The Welsh Government Commercial Delivery (WGCD) department work in conjunction with the wider public sector including local authorities and NHS Wales to develop and deliver collaborative national framework agreements. NRW utilise a number of these agreements and we also utilise the Crown Commercial Service (CCS), Yorkshire Purchasing Organisation (YPO) and Eastern Shires Purchasing Organisation (ESPO)

frameworks where appropriate. Decisions on whether to purchase from a suitable NRW contract or framework agreement are made by the Procurement Lead or Category Lead.

13. We are an accredited member of the Real Living Wage Foundation and therefore honour the Real Living Wage commitments to our employees (including Agency workers), full time, or part time.

Our policies and working practices

14. We are committed to making sure that there is no modern slavery or human trafficking in our supply chain or in any part of our business. We continue to develop our policies and procedures to reflect our commitment to acting sustainably, ethically and with integrity in all our business relationships.
15. NRW mitigates the risk of modern slavery occurring in its workforce by ensuring that directly employed staff are recruited via robust HR recruitment policies. There is a whistleblowing policy in place for members of staff to raise any concerns about wrongdoing as well as guidance for staff experiencing domestic abuse. We also have a Bullying and Harassment as well as a Resolution procedure through which staff can raise grievances. Staff employed on a temporary basis (as Agency workers) are, where possible, recruited through NRW's approved suppliers.

Progress against our commitments

16. Our operational teams continue to be vigilant to this issue. Via their partnership work and proactive engagement with outside specialist agencies, we have developed a greater understanding of potential areas of our operation where instances of modern slavery are more likely.
17. We have set up an intranet page to raise awareness of Modern Slavery internally. This page includes information on how to spot potential signs of Modern slavery, informs staff how to raise concerns and provides various signposts to more in-depth sources of advice.
18. We have established a Contract Management Support Service for the organisation. Although newly established, this team will embed good Contract Management practice, supporting staff to manage contracts to ensure outcomes are achieved by equipping them with the necessary tools and guidance. These new ways of working and improved contract management will also ensure greater monitoring and transparency against the agreements we put in place.
19. We have continued to make prompt payment to our suppliers to reduce the risk of unethical practices filtering through our supply chain.
20. Within our tendering processes, Modern Slavery and Ethical Employment have become embedded as key considerations, forming part of our selection criteria.

Our future commitments

21. This is NRW's fourth Modern Slavery Statement. Our work in this area is built upon and developed each year, and we continue to review our progress and statement annually at the end of each financial and operational year.
22. We recognise that combating modern slavery and human trafficking requires a coordinated, collaborative, and long-term approach.
23. We have completed a review of our procurement documentation and ensured that ethical employment practices are considered as part of the procurement process.
24. We will develop a procurement and contracts strategy and will complement the aims of the Social Partnership and Public Procurement (Wales) Bill, once it becomes law, further embedding fair pay and equal treatment of employees and the employees of our supply chains within NRW's ways of working.
25. We will liaise with other Welsh public sector bodies to share approaches and adapt any good practice that is commonplace in Wales when adhering to the Modern Slavery Act.
26. We will continue to review our internal processes and monitor the effectiveness of our actions against modern slavery and human trafficking. We will attempt to increase transparency in our supply chains with the aim of reducing the risk of modern slavery and unethical practices.
27. Over the 2023-24 operational year we will continue to provoke discussion and raise awareness across the organisation about the Modern Slavery Act (2015) and what risks this could pose to us as an organisation.
28. We will ensure we remain up to date on external supply chain risks and issues that impact on our service delivery, through close networking with the Welsh Government and other key stakeholders.
29. This statement will be reviewed annually and has been approved by the Board.