

Agenda

Title of meeting:	NRW Public Board Meeting – Strategic Day
Date of meeting:	Wednesday 21st May 2025
Time of meeting:	10:00 – 16:15

Time	Item
Preliminary Matters	
10:00 (5 mins)	<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>
Delivering Our Plan – WBO 2 Deep Dive	
10:05 (20 mins)	<p>Item 2. Introduction and Video to Wellbeing Objective 2</p> <p>Sponsor: Sarah Jennings, Executive Director of Communications, Customer and Commercial</p> <p>Presenters: Ruth Gregg, Climate Change Committee -</p> <p>Attendees: Mary Lewis, Head of Natural Resources Management and Policy; Clive Walmsley, Senior Specialist Advisor, Climate Change and Decarbonisation; Ross Akers, Manager, Flood Risk Strategic Planning and Investment; Nicola Rimmington, Lead Specialist Advisor, Marine and Coastal Physical Process and Coastal Management; Rick Park, Coastal Adaptation Programme Lead (National Habitat Creation Manager); Rachel Chamberlain, Acting Head of Land Stewardship; Ruth Jenkins, Head of Development Planning and Marine</p> <p>Summary: Introduction and video to WBO2; What the WBO2 session will cover; Climate Policy Context</p> <p>Paper Ref: 25-05-B01 (presentation)</p>

10:25
(60 mins)

Item 3. Overview of WBO2 and Progress

Sponsor: Sarah Jennings, Executive Director of Communications, Customer and Commercial

Presenters: Mary Lewis, Head of Natural Resources Management and Policy; Clive Walmsley, Senior Specialist Advisor, Climate Change and Decarbonisation; Ross Akers, Manager, Flood Risk Strategic Planning and Investment

Attendees: Nicola Rimmington, Lead Specialist Advisor, Marine and Coastal Physical Process and Coastal Management; Rick Park, Coastal Adaptation Programme Lead (National Habitat Creation Manager); Rachel Chamberlain, Acting Head of Land Stewardship; Ruth Jenkins, Head of Development Planning and Marine

Summary: An overview of WBO2 and the progress made with key programmes under each WBO2 theme and Q&A.

11:25
(120 mins)

Lunch and Site Visit

Attendees: Nicola Rimmington, Lead Specialist Advisor, Marine and Coastal Physical Process and Coastal Management; Rick Park, Coastal Adaptation Programme Lead (National Habitat Creation Manager); Merrissa Fallas, Team Leader, Projects & Programme Delivery; Huwel Manley, Head of South West Wales Operations; Ross Akers, Manager, Flood Risk Strategic Planning and Investment; Rachel Chamberlain, Acting Head of Land Stewardship; Ruth Jenkins, Head of Development Planning and Marine

13:25
(30 mins)

Item 4. Strategic Discussion 1: Prioritising our Effort for Greatest Impact in Delivering Nature Based Solutions to Address Climate Change

Sponsor: Sarah Jennings, Executive Director of Communications, Customer and Commercial

Presenters: Mary Lewis, Head of Natural Resources Management and Policy

Attendees: Clive Walmsley, Senior Specialist Advisor, Climate Change and Decarbonisation; Ross Akers, Manager, Flood Risk Strategic Planning and Investment; Nicola Rimmington, Lead Specialist Advisor, Marine and Coastal Physical Process and Coastal Management; Rick Park, Coastal Adaptation Programme Lead (National Habitat Creation Manager); Rachel Chamberlain, Acting Head of Land Stewardship; Ruth Jenkins, Head of Development Planning and Marine

Summary: To discuss how NRW can prioritise effort for the greatest impact on delivering Nature Based Solutions (NBS) to address climate change

Paper Ref: 25-05-B02 (Presentation)

**13:55
(30 mins)**

Item 5. Strategic Discussion 2: Our Role on the Land in our Care

Sponsor: Sarah Jennings, Executive Director of Communications, Customer and Commercial

Presenters: Rachel Chamberlain, Acting Head of Land Stewardship; Andrew Wright, Senior Specialist Advisor Plant Health and Research Knowledge Transfer

Attendees: Mary Lewis, Head of Natural Resources Management and Policy; Clive Walmsley, Senior Specialist Advisor, Climate Change and Decarbonisation; Ross Akers, Manager, Flood Risk Strategic Planning and Investment; Nicola Rimmington, Lead Specialist Advisor, Marine and Coastal Physical Process and Coastal Management; Rick Park, Coastal Adaptation Programme Lead (National Habitat Creation Manager); Ruth Jenkins, Head of Development Planning and Marine

Summary: To discuss how NRW can contribute to NBS to climate change through managing the land in our care.

Paper Ref: 25-05-B03 (Presentation)

**14:25
(30 mins)**

Item 6. Strategic Discussion 3: Barriers and Opportunities for Delivering Against the Priorities for NBS Delivery

Sponsor: Sarah Jennings, Executive Director of Communications, Customer and Commercial

Presenters: Clive Walmsley, Senior Specialist Advisor, Climate Change and Decarbonisation

Attendees: Mary Lewis, Head of Natural Resources Management and Policy; Ross Akers, Manager, Flood Risk Strategic Planning and Investment; Nicola Rimmington, Lead Specialist Advisor, Marine and Coastal Physical Process and Coastal Management; Rick Park, Coastal Adaptation Programme Lead (National Habitat Creation Manager); Rachel Chamberlain, Acting Head of Land Stewardship; Ruth Jenkins, Head of Development Planning and Marine

Summary: To discuss the key barriers and what NRW are doing to overcome them.

Paper Ref: 25-05-B04 (Presentation)

14:55
(20 mins)

Break

15:15
(30 mins)

Item 7. Summary and Feedback

Sponsor: Sarah Jennings, Executive Director of Communications, Customer and Commercial

Presenters: Mary Lewis, Head of Natural Resources Management and Policy; Clive Walmsley, Senior Specialist Advisor, Climate Change and Decarbonisation

Attendees: Ross Akers, Manager, Flood Risk Strategic Planning and Investment; Nicola Rimmington, Lead Specialist Advisor, Marine and Coastal Physical Process and Coastal Management; Rick Park, Coastal Adaptation Programme Lead (National Habitat Creation Manager); Rachel Chamberlain, Acting Head of Land Stewardship; Ruth Jenkins, Head of Development Planning and Marine

Summary: To provide a summary of the key themes and recommendations from the discussions

15:45
(15 mins)

Item 8. Advocacy Approach for WBO2

Sponsor: Sarah Jennings, Executive Director of Communications, Customer and Commercial

Presenters: Meinir Wigley, Head of Communications and Digital Transformation

Attendees: Mary Lewis, Head of Natural Resources Management and Policy; Clive Walmsley, Senior Specialist Advisor, Climate Change and Decarbonisation; Ross Akers, Manager, Flood Risk Strategic Planning and Investment; Nicola Rimmington, Lead Specialist Advisor, Marine and Coastal Physical Process and Coastal Management; Rick Park, Coastal Adaptation Programme Lead (National Habitat Creation Manager); Rachel Chamberlain, Acting Head of Land Stewardship; Ruth Jenkins, Head of Development Planning and Marine

Summary: For the Board to DISCUSS their views on the approach outlined and introduce a practical example to test and refine NRWs model.

Paper ref: 25-05-B05

16:00
(10 mins)

Item 8. How did we do in this meeting?

Sponsor: Sir David Henshaw, Chair

Summary: Review of the meeting

16:10 (5 mins)	Item 9. AOB
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16:15	Close Meeting
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16:15 (45 mins)	NED Meeting
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NRW Board Paper

Date of meeting:	21 May 2025
Title of Paper:	Advocacy Approach to WBO2
Paper Reference:	25-05-B05
Paper sponsored by:	Sarah Jennings, Executive Director of Communications, Customer and Commercial
Paper prepared by:	Meinir Wigley, Head of Communications and Digital Transformation and Lynette Bowley, Team Leader, Campaigns and Projects
Paper presented by:	Meinir Wigley, Head of Communications and Digital Transformation and Lynette Bowley, Team Leader, Campaigns and Projects
Purpose of the paper	Discussion
Summary	This paper seeks the Board's views on this phased and focused approach to test and refine our model.

Background

1. In our Corporate Plan to 2030, we committed to to step more confidently into an advocacy role, using our expertise and evidence to shape the wider systems that impact environmental outcomes. This includes influencing national and local decision-makers, sector leaders, and the wider public on issues that will define the future of Wales' communities and environment.
2. We originally brought a paper to the Board in September 2023, outlining our intended approach to advocacy at that time, and the suggested themes we would tackle. They were 'no more peat', food and public service boards (PSBs).
3. Following a period of change at NRW, we have taken the opportunity to review that suggested approach, ensuring that it is nested in our wider external affairs approach, and re-considering the potential themes that we should pursue.
4. At the last Board meeting we agreed that NRW Advocacy is about influencing the systems, policies and decisions that shape Wales' environment, by being:

- Policy-led – Using evidence and insight to influence Welsh Government, partners and regulators year-round.
 - Stakeholder-driven – Building coalitions and working collaboratively to align our priorities with those of wider sectors.
 - Strategic and Political – Developing trusted relationships with ministers, MSs, civil servants and others to shape national direction.
 - Place-based – Engaging regionally with communities, delivery partners and local leaders to connect national policy to local impact.
 - Campaign-aware – Using moments like the Senedd election to raise ambition, grow support and ensure environmental priorities are reflected in manifestos and the Programme for Government.
5. This paper sets out how we propose to initiate a structured advocacy approach within the organisation, taking into consideration that we have undergone a period of change.

Our Approach

6. Our refreshed approach to advocacy proposes to:
- **Align advocacy efforts directly with our Well-being Objectives (WBOs)**, ensuring that our influencing activity is grounded in corporate priorities, avoids mission creep, and supports delivery. This alignment strengthens accountability and provides a clear rationale for our voice on any given issue.
 - **Start with targeted campaigns** focused on discrete, high-impact issues that matter to communities and nature. These initial campaigns will allow us to build momentum, test ways of work, and develop organisational capability in a managed way - learning what resonates with external audiences and what drives change.
 - **Establish a structured internal coordination mechanism** to ensure coherence across directorates and functions. This will help avoid duplication, prioritise effort, and ensure consistent messaging and tone. It will also support business planning, ensuring influencing work is appropriately resourced and evaluated.
 - **Engage respectfully and constructively with others**, recognising that we are one voice among many. Where others are better placed to lead on an issue, we will support and amplify them. Where NRW brings distinctive knowledge, evidence, or legitimacy, we will step forward with confidence. Our goal is to add value - not volume - to the debate.

The full advocacy approach will be taken to the People and Customer Committee (PCC) in June. We are therefore asking the Board to discuss this initial proposal for a phased and focused approach to advocacy that aligns with our WBOs and

positions NRW as a strong, credible voice for systemic change in support of the climate, nature, and pollution emergencies.

Piloting the approach

7. We propose beginning with targeted campaigns drawn from the steps to take set out under our Well-being objectives and plan to test our suggested approach with WBO 2: Communities are resilient to climate change.
8. We will identify potential areas of focus and that we can use to test our voice, build capability, and influence wider system change.

Questions for Board to consider

- a) Do you support the overall direction and structure of the proposed phased advocacy approach?
- b) Are you comfortable with the proposed method of selecting and testing themes, or would you suggest any refinements?
- c) How can the Board best support the development of a confident, coordinated, and collaborative advocacy voice for NRW?

Risks, Risk Appetite and opportunities

- 9 The Board will be asked to give feedback on risks and opportunities associated with this work.
- 10 Board members may not agree with theme choices and suggest others. E.g. Water quality.
- 11 If we do not pursue our advocacy ambitions, it could be a missed opportunity to influence national systems during a time of change, reputational risk from not using our voice effectively, and loss of momentum in delivering against our own Corporate Plan commitments.
- 12 There is a risk we could be challenged by others who might believe we are stepping into territory they feel we do not belong. We aim to mitigate this risk by starting small, coordinating internally and monitoring impact.

Opportunities

- Greater influence on the policy environment affecting nature and climate outcomes
- Stronger relationships with other public bodies and sectors

- Increased visibility of NRW as a trusted, evidence-led voice
- Alignment with Future Generations Report

Wider implications

- (a) **Well-being Objectives:** The advocacy approach is directly aligned with our Well-being objectives and the steps to take under each.
- (b) **Finance:** There are currently no immediate additional financial implications. Future phases may require resource planning.
- (c) **Resource implications:** This will be delivered within existing staff resources.
- (d) **Equality:** N/A.
- (e) **Data Protection:** No data protection issues have been identified at this stage. No personal data is being processed

Next Steps

13. We plan to take the full advocacy approach to PCC in June for discussion and approval, and bring it back to Board later in the year.
14. We will then set about planning a detailed campaign based on our initial areas of focus, including analysis of evidence

Recommendation

15. That the Board approves this intended advocacy approach

Approval / Consultation process

Approval/consultation process Responsible: Who has developed the paper/process and who has had input?	Lynette Bowley Meinir Wigley
Accountable: Who is accountable for the ultimate approval? Who will be or is being asked to approve?	CEO

Consulted: Who has been consulted to date? Where endorsement is required, is this in place? Will further consultation be required?	Sarah Jennings and Phil Williams have been consulted to date. Further consultation with colleagues in specific areas of the business where we plan to focus our advocacy will also be required.
Informed: Who has been informed or who needs to be further informed about the work?	ET and LT will need to be informed