

Agenda

Title of meeting:	NRW Board Public Meeting
Date of meeting:	Wednesday 8th October 2025
Time of meeting:	13:25 – 16:35

Time	Item
Preliminary Matters	
13:25 (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>
13:30 (5 mins)	<p>Item 2. Review Minutes and Action Log</p> <p>2A. Review Minutes from 16th July Public Board Meeting</p> <p>Sponsor and Presenter: Sir David Henshaw (Chair)</p> <p>Summary: To APPROVE the minutes of the previous meeting</p>
Setting the Scene	
13:35 (10 mins)	<p>Item 3. Update from the Chair</p> <p>Sponsor and Presenter: Sir David Henshaw (Chair)</p> <p>Summary: To NOTE the Chair's update to the Board</p>
13:45 (10 mins)	<p>Item 4. Report from the Chief Executive</p> <p>Sponsor and Presenter: Ceri Davies, Interim Chief Executive</p> <p>Summary: To NOTE the current position and update the Board on key activities</p>

Paper ref: 25-10-B06

Governance, Risk and Assurance

13:55
(20 mins)

Item 5. Update Reports of Committees and Forums

Sponsors and Presenters: Committee Chairs

- Audit and Risk Assurance Committee – 11th September

Paper ref: 25-10-B07

- Evidence Advisory Committee – No meeting
- Finance Committee – 10th September

Paper ref: 25-10-B08

- Flood Risk Management Committee – 2nd October (Joint FRMC and LEC) - Verbal
- Land Estate Committee – 2nd October (Joint FRMC and LEC) - Verbal
- People and Customer Committee – 25th September – Verbal
 - Modern Slavery Statement
 - Wellbeing, Health and Safety Quarterly Report

Paper ref: 25-10-B16 & 25-10-B18

- Wales Land Management Forum

Paper ref: 25-10-B11

- Wales Fisheries Forum

Paper ref: 25-10-B12

- Wales Water Management Forum

Paper ref: 25-10-B13

- National Access Forum for Wales

Paper ref: 25-10-B14

Summary: To APPROVE the Modern Slavery Statement and the Wellbeing, Health and Safety Q1 Report and to NOTE the updates from the Board Committees and NRW Forums, both within and outside and meetings held

Delivering Our Plan

14:15
(20 mins)

Item 6. Finance Performance Report

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

Presenter: Rob Bell, Head of Finance

Summary: To APPROVE the latest financial position

Paper ref: 25-10-B15

14:35 (40 mins)	Item 7. Business Plan Performance Dashboard Q1 Report Sponsor: Ceri Davies, Interim Chief Executive Presenters: Executive Team Summary: To APPROVE the Business Plan Performance Dashboard Quarterly Update Q1 Paper ref: 25-10-B17
15:15 (15 mins)	Break
15:15 (45 mins)	Item 8. Place presentation Sponsor: Gareth O'Shea, Executive Director of Operations Presenter: David Letellier, Head of Operations South Wales Central Summary: To provide an overview of key activities in the South Central region
16:00 (5 mins)	Item 9. AOB
16:05 (10 mins)	Item 10. How did we do in this meeting? Sponsor: Sir David Henshaw, Chair Summary: Review of the meeting
16:15	Close Meeting
16:15 (20 mins)	Public Q&A
16:35	Close Public Meeting

Unconfirmed Minutes

Title of meeting:	NRW Board Meeting
Location:	Teams
Date of meeting:	16 July 2025
Members present:	<p>Sir David Henshaw, Chair Prof Steve Ormerod, Deputy Chair Ceri Davies, Interim Chief Executive Karen Balmer Dr Hushneara Begum Dr Rebecca Colley-Jones Dr Pete Fox Dr Calvin Jones Lesley Jones Prof Rhys Jones Mark McKenna Helen Pittaway</p>
Executive Team Members Present	<p>Prys Davies, Executive Director of Corporate Strategy and Development Sarah Jennings, Executive Director of Communications, Customer and Commercial Rachael Cunningham, Executive Director of Finance and Corporate Services Gareth O'Shea, Executive Director of Operations Dominic Driver, Acting Executive Director of Evidence, Policy and Permitting</p>
Attendees present:	<p>Phil Williams, Head of Governance and Board Secretary (All items) Meinir Wigley, Head of Communications and Digital Transformation (All items)</p> <p>Rob Bell, Head of Finance – Item 6 Sarah Williams, Head of Corporate Strategy and PMO – Item 7 Sue Ginley, Lead Specialist Advisor, Corporate Planning & Performance Mark Jones, Specialist Advisor, Corporate Planning & Performance</p>

	Chris Jones, Lead Specialist Advisor, Wellbeing Health and Safety – Item 8
NRW Observers present:	Nilesh Sachdev James Cornelius, Senior Specialist Advisor, Corporate Planning and Performance
Public Observers present:	Additional members of the public
Apologies:	None
Secretariat:	Natalie Williams, Deputy Board Secretary and Board Secretariat Team Leader Rhiannon Spencer, Board Secretariat Team Deb Lee, Board Secretariat Team

Item 1. Open Meeting

Sponsor and Presenter: Sir David Henshaw, Chair

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

Item 2. Review Minutes and Action Log

Sponsor and Presenter: Prof Steve Ormerod, Deputy Chair

Item 2A. Review Minutes from the 21st May Meeting

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

Item 2B. Review Minutes from the 22nd May Meeting

3. The minutes from the Public Board meeting on 22nd May were reviewed and agreed.

Item 3. Update from the Chair

Sponsor and Presenter: Sir David Henshaw, Chair

4. There were no further items to update the Board on.

Item 4. Report from the Chief Executive

Sponsor and Presenter: Ceri Davies, Interim Chief Executive

5. The Interim Chief Executive provided an update on items in addition to the written Report. The rainfall percentages were explained in relation to the drought status and the current prolonged dry whether status. It was confirmed that due to the three

severe hot weather events this year, it could take some time for some catchments to recover and this was linked to the long-term trend on climate impacts.

6. The key headline messages in relation to the Sustainable Farming Scheme (SFS) were highlighted to Board. NRW and Welsh Government (WG) had been involved in securing protection through the Scheme and NRW's influence was important. The detail within the collaborative actions were being developed and NRW's role was to support the assessment on that scheme and continue to feed into policy development. A staff webinar had been scheduled to inform staff on this work and the link could be shared with Board members.
7. The launch of the Cunliffe Review was anticipated. NRW were working with both WG and Sir John Cunliffe's team on the Independent Water Commission and the recommendations on final review would be published shortly.
8. There had been a positive result on the UK Woodland Assurance Scheme audit. The independent audits on NRW's work on managing the Welsh Government Woodland Estate (WGWE), which represented 7% of the land areas of Wales, resulting in four minor corrective actions.
9. The Board discussed the press coverage in relation to Cyldych Terrace and NRW had issued a Full Business Case (FBC), which had concluded that there were two options that were not financially viable. NRW would continue to work on the existing infrastructure and fine tune the warning service. In terms of future options, NRW had completed their work and the decision would sit with WG and the local authorities.
10. It was queried whether there had been communications on the pollution incident work and why NRW were taking the outlined approach. There were regular check-in's with staff and enquiries were being monitored.
11. It was suggested that WG and members of the public were keen to hear more about the positive work NRW were doing and the Head of Communications and Digital Transformation was working on the communications. A report for WG had been developed, that set out NRW's achievements and it could be useful to also communicate these to staff.
12. There had been ongoing discussions regarding advocacy in Wales and whether NRW could make a counter narrative on the growth agenda. A communications plan had also been developed around the Senedd elections with the intention of using it to encourage discussions with other organisations. A team had also been developed for advocacy, internal affairs and campaigns.

Item 5. Update Reports of Committees and Forums

Sponsors and Presenters: Committee Chairs

13. Karen Balmer of the Audit and Risk Assurance Committee (ARAC) provided an update on the meeting held on 9th July. The Committee were presented with internal audit reports on Wind Farm Evaluations and Single Tender Actions. ARAC also

discussed the Environmental Management System (EMS) Review and the presentation on Procurement and Contracts. The Committee received assurance that the work was progressing well towards the implementation of the new procedures. There were a number of overdue recommendations from Internal Audit and new reports would be introduced later in the year.

14. Helen Pittaway, the Chair of the Finance Committee (FC) provided an update on the recent meeting held on 19th June, where they discussed the Budget and Business Plan, the Outline Business Case (OBC) for Tenby, and Digital Data and Technology (DDaT). The Annual Report and Accounts had also been discussed with FC. An update was provided on NRW2030, which was progressing well.
15. Dr Pete Fox, Chair of the Flood Risk Management Committee (FRMC) provided an update on the FRMC meeting held on 25th June. The initial part of the meeting was training for new members of the Committee, followed by discussions on the Capital Programme
16. Prof. Steve Ormerod updated the Board on the Evidence Advisory Committee (EAC). It was confirmed that Dr Michael Gerrado had been appointed as the new Head of Knowledge & Evidence.
17. Dr Calvin Jones noted that there had not been a Land Estate Committee (LEC) meeting since the May Board meeting.
18. Adam Taylor provided an update on the recent Protected Areas Committee (PrAC) meeting on 3rd July, which was his first meeting as the PrAC Chair. The Committee were presented with an update on the Sites of Special Scientific Interest (SSSI) Review Evidence Report, and discussed the need to deliver improved protected area management through the SFS. Also discussed was the 30 by 30 Framework for Wales, including the site designations and conservation statuses that would be contributing towards the target.
19. Mark McKenna, Chair of the People and Customer Committee (PCC) provided an update from the meeting held on 18th June. The Committee discussed the communications work going forward; the Welsh Language Report, with a highlight on the Learning Management System (LMS); and a recruitment update. PCC also had an engagement session with the trade unions (TUs).
20. Prof. Rhys Jones provided an update on the Wales Land Management Forum. The WLMF Sub Group on Agricultural Pollution had come to an end, with the members of that Sub-Group integrating into the WLMF. The WLMF held a meeting in June with this new membership, but the minutes were not ready as yet. Discussions had included attitudes towards agricultural pollution and the WLMF needed to consider how to keep in touch with stakeholders who had a specific interest in the agricultural regulations. Prof Rhys Jones thanked Bronwen Martin for her secretariat support, as she had since moved on to a new role in NRW.
21. Prof. Steve Ormerod updated the Board on the recent Wales Fisheries Forum meeting in Cardiff. There was a requirement for organisations to develop a Stock

Recovery Plan for Atlantic Salmon in the South West of the range, as they were at risk of extinction. Gene banking was being discussed to preserve the genetic stock.

22. Prof. Steve Ormerod also updated the Board on the recent meeting with the Wales Water Management Forum. The group had a site visit on the banks of the River Usk and the fish passes, which provided access for the public to look at the ongoing areas of Wales' river restoration work. The Forum also discussed river basin management planning.

23. Lesley Jones provided an update on the National Access Forum. There were presentations from various NRW teams in relation to Stephenson Street Flood Risk Management Scheme, with a focus on how that scheme had taken into consideration the improved access. There was also a presentation from the Wales Coastal Path team.

Item 6. Finance Performance Report

Presenter: Rob Bell, Head of Finance

24. The Executive Director of F&CS introduced the item. The Head of Finance presented an overview of the latest financial position, key messages, the risks and opportunities. The income and expenditure forecast was explained. The Finance team had committed to report to ARAC on the liabilities throughout the year and were aware of the pressures in terms of National Insurance and recruitment costs.

25. It was queried whether Storm Darragh had impacted the price or volume on timber sales. It was confirmed that the impact following the Storm had been factored into the forecast.

DECISION: The Board approved the change in the latest forecast from £297.6m to a forecasted £299.5m.

Item 7. Business Plan Performance Dashboard Quarterly Update

Presenter: Executive Team; Sarah Williams, Head of Corporate Strategy and PMO; Sue Ginley, Lead Specialist Advisor, Corporate Planning & Performance; Mark Jones, Specialist Advisor, Corporate Planning & Performance

26. The Interim Chief Executive introduced the item and presented the Business Plan Performance Dashboard. This included the Quarter 4 position against the anticipated year-end position. The ET Wellbeing Objective (WBO) Performance Group had ensured that reporting had realism with supporting evidence. The 26 commitments across the three WBOs had been given a RAG (Red, Amber, Green) rating and these were explained by each WBO lead. In total 13 commitments had been reported as Green, 12 reported as Amber and one reported as Red. The four main areas of focus for the additional WBO and the next steps were outlined, this would include external collaboration.

27. The Internal Performance Report was also provided, this covered the RAG rating on the nine internally focussed measures. Following the Board's approval, both Performance Reports would be submitted to WG and scrutinised by the Climate Change, Environment and Infrastructure Committee (CCEIC), before being published on NRW's website.
28. Clarification was provided that it was fine quantum that Dŵr Cymru had challenged on the non-compliance case. Further to a query on the WBO1 commitment on the Wales 30 by 30 target, it was assured that there would be wider stakeholder engagement to synthesise the full body of evidence. Numerous partnerships had already been utilised and the aim was to move towards a strategy to be more systematic in this approach.
29. The Board welcomed the comprehensive Report and it was understood that the Case for Change had affected performance. A long-term roadmap showing the transition to outcomes in the environment would be beneficial, and with more resource in the Business Planning team, an acceleration in progress would be seen. The approach had been tested on the four areas for investment. It was hoped that by the end of August the team could demonstrate this more tangibly. The Board recognised that commitments under one WBO could have an impact on a different WBO and it was assured that multiple benefits would be captured moving forward.

DECISION: The Board approved the final year end performance positions for all Business Plan commitments and internal measures.

Item 8. Wellbeing Health and Safety Quarter Report (Annual Report)

Presenter: Chris Jones, Lead Specialist Advisor, Wellbeing Health and Safety

30. The Executive Director of CS&D introduced the item and provided context on the Report, which PCC had endorsed. The paper was taken as read. Board members were encouraged to join PCC for the September site visit to the Waterfall Country.
31. The Lead Specialist Advisor, Wellbeing, Health and Safety (WH&S) provided key highlights of the WH&S Annual Report and the Learning & Development (L&D) performance for NRW. This included an explanation of the dataset showing the minor decrease in near-miss reporting, and the decrease in RIDDOR reporting which was positive.

DECISION: The Board approved the WH&S and Learning & Development Annual Report for 2024-25.

Item 9. AOB

32. There was no AOB discussed.

Item 10. How did we do in this meeting?

Sponsor and presenter: Sir David Henshaw, Chair

33. The Board discussed how the meeting had gone. Allowing additional time on the important issues had been appreciated. The opportunity was noted for the National Park decision item at the Public session of the February 2026 Board meeting to be presented by Welsh speaking staff. The challenge in holding these important discussions virtually was noted, and follow up conversations with presenters would be welcomed. The Board meeting in November would be held in North East Wales and the public element was explained.

Meeting Closed

Public Q&A

34. There had been no questions received by the public.

Public Meeting Closed

NRW Board Paper

Date of meeting:	8 October 2025
Title of Paper:	Chief Executive's Report (Public Session)
Paper Reference:	25-10-B06
Paper presented by:	Ceri Davies, Interim Chief Executive
Purpose	Information and discussion
Summary	The paper provides the Board with an update on current issues.

Introduction

1. The warm summer months have provided time for many of our colleagues to take a well-deserved break, while others have been kept busy responding to wildfires and low river levels. The wildfires have seen us working closely with the Fire and Rescue Services (FRS), local authorities and other public bodies across Wales, often over weekends, as major incidents have been declared. I remain endlessly grateful for the commitment and professionalism of colleagues at all levels who work long hours when these serious situations arise. With a return to cooler and wetter weather, the wildfire risk has subsided though we continue to work with our FRS partners to strengthen the arrangements for helicopter support in wildfire situations.
2. In late July, I attended the Royal Welsh Show for two days and enjoyed meeting colleagues on our stand as well as important partners and stakeholders. I was delighted to be joined by our incoming Chair, Neil Sachdev, on the first day and it proved a valuable opportunity for him too, to meet people and hear direct from people and organisations we work closely with. We attended the First Minister's Reception and the Welsh Government (WG) briefing on the Sustainable Farming Scheme, before Neil took to the stage with the Deputy First Minister, Huw Irranca-Davies MS, for an introductory conversation focused on "Looking Ahead Together".
3. My second day at the Show included meetings with Ian Rickman, President of the Farmers' Union of Wales (FUW) and his team, representatives of Wales Environment Link (WEL), and Aled Jones, President of National Farmers Union (NFU) Cymru and his team. I also attended the Confor awards ceremony and their Woodland Awards, where we were recognised with gold awards for Gethin Forest and our woodland at Brechfa East – which also received the Royal Forestry Society's top award for best overall standard.

4. In late July, I met Rebecca Godfrey, interim CEO of the Welsh Revenue Authority (WRA). This followed a Ministerial meeting in June led by the Deputy First Minister and the Cabinet Secretary for Finance and Welsh Language in connection with the Landfill Disposals Tax (LDT) and opportunities for further joint action to combat waste crime in Wales. Our discussion focused on WRA proposals for further investment and resources in key areas, and the implications for NRW's LDT team.
5. I attended the WG Public Bodies Chief Executives Meeting in July, which included a discussion on hybrid working and a presentation on WG's Corporate Parenting Charter. This initiative aims to ensure that children in care have the same health, education and employment outcomes as other young people. In recent weeks, we have also been invited to join the White Ribbon campaign to end violence against women and girls, and sign up to the Disability Confident scheme aimed at eliminating the disability employment gap. We are considering how we can engage with these initiatives at individual and organisational level. The first meeting of our Anti Racist Wales Staff Network took place in early September and was well attended by interested colleagues. I continue to meet regularly with Claire Bennett and Gian Marco Currado, the two WG Directors most closely aligned to our remit and our Sponsorship body.
6. In early August, I had the pleasure of attending the Eisteddfod for the first time. As a Welsh learner, I found it inspiring to hear so much spoken Welsh, not to mention the singing, poetry and other performances. It was another opportunity for me to see public engagement in action on our stand, and to meet some of our stakeholders and Members of the Senedd in an informal setting.
7. I have had online meetings with Peter Perry of Dŵr Cymru Welsh Water (DCWW) and James Jesic of Hafren Dyfrdwy (HD). Peter has since announced both his own retirement in the spring of 2026, and a significant business transformation plan at DCWW to take place over the next two years. Along with Gareth O'Shea, Executive Director of Operations, I attended a Board dinner with HD early in October. Gareth and Dominic Driver, Executive Director for Evidence, Policy and Permitting, then attended the HD Board meeting to discuss our annual report on HD's performance. We continue to maintain very constructive relationships with both water companies, and I have had useful meetings also with WG to follow up the Independent Water Commission Report and what it will mean for water regulation in Wales. I will be representing NRW on the WG Senior Stakeholders Group to influence and ensure our involvement in WG's response to the recommendations.
8. In August, we attended a Ministerial meeting regarding the proposed new National Park consultation, which commenced in September and will run until 8 December. The consultation is the result of two years of detailed data gathering and evaluation, technical assessments and stakeholder engagement, with a previous consultation in 2024 helping to inform the proposed boundaries of the park.
9. I also met Lisa Pinney of the Mining Remediation Authority (MRA; formerly the Coal Authority), where the discussion ranged from our shared programmes of work on mine and coal tip safety, to sharing learning on artificial intelligence and closer working on recruitment and training.
10. Gareth and I held our regular meeting with Cllr Andrew Morgan, leader of Rhondda Cynon Taf County Borough Council and the Welsh Local Government Association

(WLGA). The twice-yearly national WLGA national meeting was held in September and included a review of the regional meetings, updates on the proposals for the new National Park, consideration of the implications for development following our publication of the marine Special Areas of Conservation report, and a forward look with the forthcoming Welsh elections in mind. Cllr Morgan wanted it recorded how pleased he was with the positive progress on working relationships with NRW, and the good progress achieved between the WLGA and Local Authorities in Wales since the Memorandum of Understanding was signed several years ago.

11. I had an introductory meeting with Jane Cooper, interim CEO of RenewableUK, the representative body for renewable energy developers in the UK. NRW is not a member of this group, given our capacity as both landowner and regulator in Wales, but we maintain a good working relationship and attend their annual conference. Our discussion focused on renewable energy projects in Wales and some of the current planning challenges.
12. During September, I had one of my regular meeting with Matthew Edwards, Financial Audit Director at Audit Wales. Our relationship with Audit Wales has gone from strength to strength in the last twelve months and we are working more closely across a range of matters.
13. I also caught up with Lhosa Daly, Director for Wales at the National Trust, in late September. During October, I met Derek Walker, Future Generations Commissioner, and had introductory meetings with Victoria Bond of the Country Land and Business Association (CLA), and Chris Walters, the interim CEO of Ofwat.
14. During this period, as recruitment has resumed, we have resumed our monthly New Starter Induction, which includes an online welcome from the whole Executive Team. This provides a valuable opportunity to introduce ourselves to new colleagues and set the scene in terms of our high-level objectives and key focus areas. I have also spent time at our offices in Buckley, Aberystwyth, Resolven and Monmouth, as well as in Cardiff, in an effort to be available for colleagues who wish to chat or ask questions.
15. Also in connection with recruitment, the process and timetable for recruiting our next Chief Executive Officer is being agreed with our WG colleagues. We hope to conclude the process early in 2026, to ensure WG approval can be obtained in good time before the pre-election period commences during March. The process is being led by our incoming Chair supported by Board members and WG representatives.
16. Dom Driver and I have been working closely with our European counterparts on the final preparations for the plenary meeting of the Network of the Heads of the European Environmental Protection Agencies (EPA) in Cardiff during October. We will be welcoming around 50 delegates from across Europe for a busy two-day conference, with an agenda covering the state of nature in Europe, simplification of policy-making and processes, and group discussions on industrial legacy. This latter topic will be led by NRW with a presentation on the legacy of the mining industries in Wales, supported by case studies from participating organisations. The Deputy First Minister has agreed to open the plenary for us, and WG have kindly sponsored elements of the programme. We will also host the CEO of the European Environment Agency, Leena Ylä-Mononen, for an informal session with WG and the

Future Generations Commissioner's office on environmental reporting and driving behavioural change.

17. I was delighted to hear that the Dark Skies Working Group – a collaboration involving NRW, WG, the National Parks and other public bodies across Wales – has been announced as a finalist in the 2025 Landscape Institute Awards for their Good Practice Guidance: Planning for the Conservation and Enhancement of Dark Skies in Wales. This national guidance was introduced earlier this year to help protect the dark skies in Wales. The awards showcase the best in landscape planning, design and management in the UK and internationally. The winners will be announced at a ceremony in November.
18. NRW has also been awarded the Bronze Payroll Giving Award from the Charities Aid Foundation, in recognition of our support for a culture of philanthropy and committed giving in the workplace. We have made a real effort to increase engagement in our Give As You Earn scheme over the last financial year.
19. We were saddened that our colleague Emma Jones, a team leader in our Water Quality Permitting team, lost her fight against cancer in late August. Emma had received palliative care and with support had been able to continue working until shortly before her death. She will be remembered by colleagues for her warmth, positivity, determination and commitment.

Operational Issues

Penyrenghlyn Coal Tip Consultation

20. NRW has commenced a pre-application consultation for drainage works at the high-risk Category D disused coal tip known as Penyrenghlyn on the Welsh Government Woodland Estate (WGWE), located above the town of Treherbert, Rhondda Cynon Taf. The proposed scheme aims to mitigate landslide risk through improved water management. A public engagement session was held during September and the consultation will run until 9 October. Stakeholder feedback will inform the final design of the remediation work prior to final designs and formal submission for planning consent.
21. Active stabilisation work has already commenced on a legacy coal tip on the forestry estate above the village of Cwmgwrach, Resolven in Neath Port-Talbot. The project, costing in excess of £650,000, is being managed by our Operational Place and Projects Delivery team. Funding for both projects is being met by an MRA grant to NRW, with the final costings for the work at Penyrenghlyn still to be established, though likely to be in excess of seven figures. The Deputy First Minister has expressed interest in this remedial work and visited the Cwmgwrach site in early October with representatives from NRW and the MRA.
22. Following the Welsh Affairs Select Committee session on the environmental and economic legacy of Wales' industrial past, held earlier this year, the MRA also offered a field trip to view sites where work has been undertaken to manage the impacts of mining in Wales. This took place in October, incorporating the Cwm Ystwyth lead mines in mid Wales, the South Wales Coal Field (to see the Lindsey Colliery

Minewater Treatment Plant at Capel Hendre, Ammanford) and Dyffryn Rhondda Tip in the Afan Valley to see coal tip stabilisation works.

General Lighthouse Authority Audit

23. In our role as Dee Conservancy Harbour Authority and Local Lighthouse Authority, we are subject to annual audits by the General Lighthouse Authority, Trinity House. Each year Trinity House completes an assessment of annual reports and carries out an afloat inspection to assess the performance and condition of the sixty Aids to Navigation (AtoN) we are responsible for in the Dee Conservancy.
24. Most recently Trinity House reported that *“all was found in good order during the period May 2024 to May 2025, with a 99.98% availability from a target of 97%”* (metrics for AtoN availability are based on a three-year rolling average). This assessment confirms our compliance with standards set out by the International Association of Aids to Navigation and Lighthouse Authorities.

Woodstock Waste Disposal

25. Woodstock Waste Disposal, in Caldicot, held a waste permit allowing various types of waste material such as construction, demolition, garden and general household waste to be sorted on site before it was transported onwards for further recycling or disposal. Permit conditions allowed the operator to store up to 90 tonnes of waste at the site. However, during site visits over numerous years, waste quantities increased to around 5,000 tonnes, with waste also being stored outside the facility on the public highway and footpath outside the boundaries of the permit, posing a risk to the public.
26. We have prosecuted the operator on two occasions, suspended the permit, served numerous notices and worked extensively with them to bring the site back in to compliance. Following the failure of the operator to comply with a number of notices and enforcement measures, we revoked the licence in January 2025. The operator appealed the revocation to Planning and Environment Decisions Wales (PEDW) but then withdrew the appeal, so there is now no extant permit for the site. We are in discussions with the operator's legal team regarding removal of the remaining waste.

Building Resilient Ecological Networks in Gwent

27. We continue to work in partnership with Blaenau Gwent County Borough Council and Gwent Green Grid to develop Resilient Ecological Networks (RENs) across Gwent. Over the coming months, we will collaboratively develop evidence of the drivers, pressures, state, impact and trends of our natural resources and draft candidate RENs across our distinct landscapes. Combined with ecosystem service assessments in the new year, we will then begin to identify where we need to maintain and build the resilience of ecosystems and the benefits they provide.
28. The project will also provide valuable evidence to help shape and inform the Gwent Public Services Board Climate Change Risk Assessment (CCRA) and the next Gwent Wellbeing Assessment. The evidence should enable us to understand how our ecosystems and natural resources can both be affected by and contribute to solutions for climate change, nature and people. In turn, the CCRA will play a vital

role in understanding the risks and threats of climate change that impact our natural resources, infrastructure, services and communities.

29. Both workstreams will support the integration of nature recovery and climate change evidence and planning, ensuring we tackle the twin emergencies together so that nature and people are resilient and thriving for future generations.

Rhaslas Pond, Gelligaer Common

30. Rhaslas Pond is a large raised reservoir regulated by NRW under the Reservoirs Act 1975, and currently operated by Merthyr (South Wales) Ltd. The reservoir is subject to the appointment of independent qualified civil engineers for periodic inspections. The most recent inspection report, in March this year, included a recommendation that the reservoir be drawn down to allow access to modify the north embankment and additional structures to permit safety works to be carried out.
31. The draw-down was required to be completed before 25 September this year. The release of water was subject to an environmental permit and we have been monitoring water quality and any impact on fisheries.
32. As an alternative to infrastructure improvements, the operator has decided to substantially decommission the reservoir so that it will contain less than 10,000 cubic metres of water and no longer fall under the regulations. Doing this negates the need to undertake the substantial works needed to bring the reservoir embankments to a more modern standard. The operator has appointed an independent qualified civil engineer to design and supervise the alteration works.
33. There has been significant public interest in the work, particularly in relation to the lowering of water levels and potential impact on the local wildlife. We continue to work with the operator and monitor the situation.

Risca Flood Wall

34. We have identified that a section of the flood wall at Risca, Newport in is poor condition and needs urgent repair. We are planning immediate remedial work to stabilise the wall followed by further work to effect a full repair and prevent future scouring in the event of fast water flows. Given the potential health and safety challenges, we are exploring the best and safest methodology which will further inform our approach to the works.

Severn Valley Water Management Scheme

35. The Severn Valley Water Management Scheme (SVWMS) is developing long-term water management solutions for the Upper Severn that will reduce flood risk and support nature, people and the economy. As a result of re-modelling to better account for the expected impacts of climate change, the scale of the proposals has increased considerably from initial work, with an approximate 50% increase in the volume proposed to be held back in the upper Severn catchment.
36. The project is now finalising details for the next stage of (non-statutory) public consultation on the proposals, with more information on the type, range and rough areas of where interventions may be proposed. Consultation is due to commence in

November, including drop-in sessions that NRW will support where resourcing and availability allows. Alongside Powys County Council, we continue to be represented on the SVWMS Project Board to represent relevant interests.

Monmouthshire and Brecon Canal

37. Canal and Rivers Trust (CRT) holds abstraction licences granted by NRW in December 2022 in relation to water for the Monmouthshire and Brecon Canal. The licences contain conditions designed to protect the ecological integrity of the River Usk and the Severn Estuary Special Areas of Conservation (SAC); as part of an appeal process, these conditions have in the last year been affirmed as necessary by PEDW.
38. During the exceptionally dry summer this year, which saw flows in the River Usk SAC fall below the levels permitted for the canal abstraction at Brecon, CRT have largely relied on support water releases by DCWW from the Usk Reservoir to provide sufficient water to ensure the canal remains navigable. Typically during the months of July and August, around 19 megalitres of support water per day was provided by DCWW through a commercial arrangement with CRT. This is not a sustainable solution for CRT and cannot be relied upon in future years.
39. Following considerable interest and concern about the future of the canal, we attended a round table discussion with key stakeholders in July. As a result of this meeting, organised by the Deputy First Minister, we will be involved in a Task and Finish Group to consider alternative longer-term sustainable solutions for the canal.

Cosmeston Lakes Aqua Park

40. The aqua park that is usually sited at Cardiff Bay each summer has relocated to Cosmeston Lakes this summer, in response to poor water quality affecting operations at the Bay. The Vale of Glamorgan Council submitted a Notice of Intent to NRW for the proposed installation of an aqua park at Cosmeston Lakes Site of Special Scientific Interest (SSSI), which we have granted assent for. We continue to receive correspondence and enquires about the park being moved to Cosmeston Lakes, with concerns relating to water quality, safety and the impact on wildlife / SSSI features.
41. We have provided a briefing note for residents and political representatives that addresses concerns regarding the presence of the rare aquatic plant, starry stonewort. We have clarified our regulatory role, which includes assessing operations that may affect the SSSI and monitoring compliance with relevant legislation. While there is currently no evidence confirming damage to starry stonewort, we remain open to reviewing our stance if new evidence emerges. Other species concerns, such as those involving Cetti's warbler and kingfisher, fall under the jurisdiction of the Vale of Glamorgan Council and South Wales Police. Current evidence does not meet legal thresholds for action under the Environmental Damage Regulations 2009.

Commercial Issues

Timber Sales

42. Our timber sales activity remained modest throughout the first two periods of this financial year. We have forecasted a reduced receipt of timber income, primarily due to the wider sectors impact from Storm Darragh in December 2024. Timber merchants and contractors across the sector have been re-deployed in the private sector estates and are now returning to the WGWE for the remainder of the year.
43. The Timber Industrial Strategy, launched in July, will be a key focus of our work over the next year, as we establish how and what we will achieve to support this ambitious strategy for the future.

Energy

44. Our renewable energy programme continues to demand staff resource in enabling existing and proposed schemes from third party developers, alongside our focus on developing our relationship with Trydan Gwyrdd Cymru and the three schemes prioritised over the next few years. We are working closely with WG Economy colleagues to push for the environmental and community benefits that Trydan Gwyrdd Cymru committed to, and to embed these elements into the design of schemes at an early stage.

Recreation

45. Our work on recreation opportunities continues to prioritise our focus on enabling new business development growth on our visitor centre sites. We have developed a market opportunities package for the Bwlch Nant yr Arian and Coed Y Brenin sites, due for winter 2025, as well as enabling a pilot scheme with the local Borth community to run the visitor centre at Ynys Las nature reserve.

Commercial Strategy

46. Our Commercial Strategy review is underway, with an ambition to present to the Board in Spring 2026. The strategy will underpin the four key focus areas of our timber sales plan, our renewable energy plan, our commercial role in delivering the recreation strategy, and exploring business development opportunities. We will time our drafting to enable the next Welsh government to adopt the plan, following the May elections.

Internal Issues

Launch of New e-Recruitment System

47. The Kallidus e-recruitment system was successfully implemented at the start of September. The system digitises and automates the entire end-to-end recruitment process, including approval to recruit, vacancy preparation and checks, advertising, sifting, interviewing and onboarding. It enhances transparency and visibility for both hiring managers and candidates, allowing managers to track the progress of their

vacancies and appointed candidates from start to finish, improving oversight and accountability throughout the process.

48. In addition to streamlining workflows, the Kallidus system offers detailed and enhanced reporting functionalities. These provide rich analysis opportunities for recruitment and finance teams, as well as for Directorate Workforce Planning (DWP) leads, supporting more informed decision-making and performance monitoring.
49. Although it is still early to report on efficiencies, initial indications are positive. Vacancies submitted and approved on 4 September were prepared for advertising from 12 September, suggesting that the time taken to move from approval to advertisement has halved from approximately two weeks to under one week.
50. Training is currently being delivered to hiring managers, approvers and colleagues to support adoption of the system. Live sessions will continue through October, after which training will be available via recorded modules on the Learning Management System. Phase 2 of implementation will focus on migrating the remainder of the DWP approval process onto the system, scheduled for completion during November.

Adopting Artificial Intelligence

51. Microsoft Copilot Chat was introduced in August and has been used by a third of NRW colleagues. This artificial intelligence (AI) tool offers a fast and powerful way to streamline tasks and work differently, and importantly, has safeguards and controls to ensure our data is securely protected – for example, when documents are uploaded for simplifying or summarising. We have issued clear guidance around using other common AI tools such as ChatGPT, which do not provide acceptable levels of data security. Our Personal Assistant and Secretariat teams will also be trialling an AI-based notetaker for meetings.
52. Concerns around the high carbon impact of AI solutions have been raised by colleagues. AI tools require additional processing power, meaning that providers' massive servers and data centres use significantly more energy and more water for cooling purposes. We are committed to integrating AI into our work in a smart and sustainable way, and our provider, Microsoft, aims to run entirely on renewable energy by this year and be carbon negative by 2030. Its new data centres are designed for maximum energy efficiency and have advanced cooling systems that don't use any water.
53. We are encouraging colleagues to use Copilot Chat in an efficient way and only for high-value tasks. We already have monitoring in place to track adoption, usage and emissions impact; this data is accessible to colleagues who wish to understand the energy and carbon impact of their digital work and try to reduce their digital carbon footprint.

Electric Vehicle Fleet

54. During September, we ordered 160 further electric vehicles to add to our fleet. These will be delivered in this financial year, meaning electric vehicles will constitute 45% of our total fleet.

Communications

Corporate Communications

55. Sharing news of the appointment of our new Chair and the summer events programme has been a focus of corporate communications over this period. Our presence at the Royal Welsh Show and Eisteddfod provided a welcome platform to connect with partners and the public.
56. At the Royal Welsh Show, our exhibitions, timetable of talks and the opportunity to welcome our new Chair and the Deputy First Minister in a panel session provided strong reinforcement of the breadth of our work in communities and the difference we make. Two woodlands we manage on behalf of WG also struck gold in the show's Woodlands Competition.
57. Our commitment to supporting the future success of Bwlch Nant yr Arian and Coed y Brenin was underlined as we launched a marketing exercise looking for partners to enhance the sites for visitor and recreation purposes. The Communications team also worked with external partners to proactively promote open water safety and responsible recreation messaging over the summer school holidays by highlighting Countryside Code messages widely across our social media platforms.

Communities are Resilient to Climate Change

58. The impacts of a sustained period of warm and dry weather on the environment have dominated the work of the Communications team over this period. The spate of wildfires and parts of Wales moving into drought status saw the team work closely with water resources and fisheries colleagues and external partners to manage daily media requests from national and regional television, radio, print and online outlets seeking updates on environmental impacts.
59. These reactive opportunities, coupled with the proactive work we have undertaken to share water efficiency and #WildfireWise campaign messaging, have allowed us to reinforce climate change adaptation and mitigation narratives in our communications. This includes communicating the damage climate-induced incidents can cause, what can be done to reduce the risk and the time it can take for the environment to recover.
60. Looking ahead to the autumn period, we have targeted trade media to promote our partnership with Rent Smart Wales in designing and delivering an online course for landlords and agents in Wales, to help them understand how to manage property at risk of flooding.

Pollution is Minimised

61. Proactively sharing our work to improve the quality of our waters has remained a key focus. The strong stance we are taking to ensure better performances from Wales' water companies was underlined in our communications around the publication of the Cunliffe Independent Water Commission Review, as well as our own pollution incident and spill data reports. The publications attracted wide media coverage and the opportunity to highlight the steps we are taking as a regulator.

62. The Royal Welsh Show provided a platform for the 4 Rivers for LIFE team to highlight the project's efforts to reduce farm plastic pollution through a new scheme aimed at making it easier for farmers and landowners to recycle plastic waste.
63. We continue to manage a high volume of media requests relating to pollution reports. The failure of a bathing water sample at West Shore in Llandudno, which led the local authority to advise people not to swim at the site over the August Bank Holiday weekend, led to high media interest. The power of the civil sanctions available to NRW as a regulator, and the direct benefits to the environment and communities, was highlighted when a building contractor prosecuted for polluting watercourses in Cardiff donated its fine to the South East Wales Rivers Trust.
64. Given the high profile and emotive subject matter, we worked closely with the Regulation and Permitting team to manage stakeholder and media relations around the launch of consultations on environmental permit applications for the expansion of three existing poultry farms.
65. We also prepared communications in readiness for WG's launch of the Sustainable Farming Scheme ahead of the Royal Welsh Show.

Nature is Recovering

66. The benefits of partnership working to recover nature have been highlighted in a range of stories over this period. The success of partnership work delivered by the National Peatland Action Programme was commended by the Deputy First Minister at the Royal Welsh Show, as he confirmed that peatland restoration targets have been exceeded in Wales in just five years.
67. Wales Nature Week and our work as part of the Wales Biodiversity Partnership provided a platform to share the wealth of projects being delivered by NRW and our partners to protect nature. From protecting endangered dormice to colonies of at-risk mosses, the work of projects like Natur am Byth and our local partnerships continue to provide a positive stream of success stories in the media. As rivers across Wales struggled under the pressures of the warm and dry weather, the ongoing success stories from our teams working to restore rivers and boost biodiversity through the Dee LIFE and 4 Rivers for LIFE projects have also provided welcome relief.
68. We have taken a strong, proactive stance in our communications around the steps taken to protect nature and wildlife at our special sites over the summer. The extra patrols in place in Newborough and our work with the community and partners to manage the impacts of the influx of visitors to the site has been positively highlighted in the media, with the devastating impacts of irresponsible behaviour coming through strongly in media messaging.

Summary of Complaints, Commendations and Correspondence

69. During Quarter 1, we began integrating the Incident Communication Centre (ICC) into the Customer Hub, creating a more cohesive and resilient customer service model. This alignment strengthens our ability to manage escalations swiftly, share expertise across teams and support critical workstreams such as WB03 – Minimising Pollution.

Through targeted workshops on culture, roles and responsibilities and training we've laid the foundation for a unified approach.

70. Recruitment is now complete, ensuring the ICC is fully resourced ahead of winter. Training is underway to broaden capability across both teams, with a focus on improving efficiency and embedding shared knowledge. By year-end, teams will be fully cross-trained, with next year's focus on refining processes, measuring performance and turning insight into action.
71. Up to early September, we had received 19 complaints and six Environmental Information Regulation (EIR) requests concerning the Vale of Glamorgan Council's decision to approve the installation of the aquapark at Cosmeston Lakes Country Park. Correspondents continue to express concern about the impact on biodiversity and protected species particularly given the site's designation as an SSSI, and the perceived lack of meaningful public consultation. Other concerns include noise disturbance, water quality and safety, and the longer-term environmental implications of the development. Some correspondents continue to propose alternative, ecologically-sensitive approaches to generating income for the park.
72. We coordinated seven responses regarding the drawdown of Rhaslas Reservoir, a non-statutory Site of Importance for Nature Conservation (SINC). Correspondents raised a range of concerns, including potential impacts on birds, great crested newts and wild ponies. We aimed to balance these varied perspectives with clear and consistent messaging, while also clarifying NRW's role and responsibilities.
73. The Quarter 1 Customer Hub report is contained at Annex 1.

Forward Look

- Wednesday 15 October – Protected Areas Committee
- Thursday 16 October – Evidence Advisory Committee
- Thursday 6 November – Finance Committee
- Thursday 27 November – November Board Meeting
- Thursday 4 December – People and Customer Committee
- Tuesday 9 December – Audit and Risk Committee
- Wednesday 10 December – Board Update Call

Annex 1 – Quarter 1 Customer Hub Report



 **Cyfoeth
Naturiol
Cymru**
**Natural
Resources
Wales**

Q1
Customer Hub

April 2025 – June 2025

General Enquiries Data

April - June



1414

emails



4117

calls



2866

Reg Activities



04:51

Average call
handling time



3.4

Customer
Satisfaction
Scores



115

ATI Requests



36

complaints



17

commendations



339

Data licence
requests



61

correspondence



87%

SLA Data
Licences



94%

SLA ATI i



100%

SLA complaints



7

Average
correspondence
response time
(days)

ICC Data

April - June

**6640**

emails

**3696**

calls

**1270**

Online forms

**2559**

WIRS

**55**

SITREPS

**1130**Telemetry
Alarms**Correspondence
Topics**

- Ynys Las Visitor Centre
- Hafod Landfill
- Visitor Centres
- Library
- River Ogmore

**Enquiries Topics**

- Land Management
- Newborough car Parking Permits
- Incidents
- River Ogmore

**ICC Topics**

- Water Pollution
- Odour
- Noise

**Data Licence Top Type**

Flood Products

Insurance Related Reports

Non-Spatial Data

Summary of Complaints, Requests for Information and Correspondence

Since 1st April, when NRW ceased operating the Ynyslas Visitor Centre, incident reports picked up slightly, though not significantly. The car park is now managed by a third-party operator, and the Visitor Centre itself is being run by a local community group. These changes have prompted some correspondence, but overall engagement has remained steady. Enquiries are now being dealt with by the area land management team.

Hafod Landfill remains a consistent area of engagement. We continue to receive complaints regarding odour and regulatory oversight, although reports have slightly declined as site works progress. Our responses have included detailed information on monitoring systems, action plans, and community impact assessments. The Citizens Space website remains a key platform for keeping local residents informed.

Cosmeston Lakes Country Park has become a significant area of activity following a surge in complaints, information requests, and general correspondence. Much of this relates to environmental concerns, site management, and public access relating to the aquapark.

In Q1, six complaints were escalated to the Public Services Ombudsman for Wales. In all cases, the Ombudsman decided not to investigate, which reflects positively on our handling of the complaints process and the quality of our responses. This outcome reinforces the importance of our continued focus on clear, timely, and thorough communication with complainants.

Additionally, we provided direct support to seven members of staff who were managing persistent customer cases, each with its own complexities. These cases were handled individually, in line with our current approach. As our Persistent Customer Policy reaches its final stages, selected staff will begin trialling its use to assess how it performs in practice and to inform any final refinements.

Integrating the Incident Communication Centre (ICC)

During quarter 1 we began integrating the Incident Communication Centre (ICC) into the Customer Hub, creating a more cohesive and resilient customer service model. This alignment strengthens our ability to manage escalations swiftly, share expertise across teams, and support critical workstreams such as WB03 – Minimising Pollution. Through targeted workshops on culture, roles and responsibilities and training we've laid the foundation for a unified approach. Recruitment is now complete, ensuring the ICC is fully resourced ahead of winter. Training is underway to broaden capability across both teams, with a focus on improving efficiency and embedding shared knowledge. By year-end, teams will be fully cross-trained, with next year's focus on refining processes, measuring performance, and turning insight into action.

Commendations

Enforcement work on Burry Inlet

"It was extremely useful to work with NRW yesterday. They showed great professionalism in dealing with the illegal gatherers at the Llanelli North Dock. It was a great opportunity to see the way that other agencies work and refamiliarise myself with Burry Inlet issues. The NRW team was led by Alun Thomas who were exemplary in their duties in pretty-harsh weather conditions.

This was very much a team effort and excellent example of a multi-agency enforcement approach."

Wye Valley National Landscape Team

"Just wanted to say a big 'thank you' for such an entertaining and interesting walk around Beacon Hill. So much positivity and enjoyment in our feedback and lots of interest in similar events in the future! Attached a couple of photos from the evening, but I didn't manage to get any of the nightjar section. I tagged NRW on our social posts about the evening.

And there's a photo of the new bench which is getting lots of love already!"

NRW Board Paper

Date of meeting:	8 th October 2025
Title of Paper:	ARAC Update for Board
Paper Reference:	25-10-B07
Paper sponsored by:	Karen Balmer, Chair of ARAC
Paper prepared by:	Board Secretariat
Paper presented by:	Karen Balmer, Chair of ARAC
Purpose of the paper	Information
Summary	To provide an update to the Board in respect of 11 September 2025 ARAC meeting.

Background

1. This update for the Board is in respect of 11 September 2025 Audit and Risk Assurance Committee (ARAC) meeting.
2. Board members can access all Committee meeting documentation via the Diligent portal.

Update

Audit Wales

3. Audit Wales provided a brief update, confirming that the audit was ongoing and that outstanding issues were covered in the report from the Head of Finance. The accounts were expected to be signed by the Auditor General on 9 October.

Finance Update

4. An update was provided on key matters including counter fraud, IR35 and the regular Special Payments, Single Tender Actions and Losses annex. ARAC discussed these items and sought assurance on matters including dual employment of NRW employees.

Risk and Assurance Management

5. ARAC were provided with the standard quarterly update, highlights included the nature-based solutions work led by the Regulation Team, supported by risk expertise from the Lead Specialist Advisor, Governance and Risk. Attention was also drawn to the National Security Risk Assessment, which was suggested as a future spotlight item for ARAC.
6. ARAC discussed the update and requested a proposal covering the scope, timetable and a list of opportunities for spotlight sessions. They also discussed the risk implications of nature-based solutions versus traditional flood defences. The Organisational Risks and Issues Log was also discussed and scrutinised.

Internal Audit

7. ARAC were provided with an Internal Audit Quarterly Report and Overdue Internal Audit Actions Report. Three Internal Audit Reports were received. Two provided a moderate opinion, and one provided an unsatisfactory opinion. Annual financial assurance had also been provided on the Internal Drainage Districts (IDDs) and a Review had been undertaken on the Compliance Assessment Reports (CARS) Appeal Process, with recommendations suggested to strengthen the process.
8. The Use of NRW Vehicles Internal Audit provided an Unsatisfactory Opinion. Recommendations covered both HR aspects of staff utilising NRW vehicles as well as recommendations covering improvements to processes and procedures.
9. The Executive Director of Finance and Corporate Services (F&CS) acknowledged the findings and highlighted that there would be a two-pronged approach; one for the fleet management recommendations and the other for the HR recommendations. Due to the cross complexities of the recommendations, the committee agreed that a detailed action plan would be presented at the next ARAC meeting which would be the subject of a deeper dive. It was further agreed that due to the audit being unsatisfactory, a summary of the priority actions would be relayed via the next ARAC update to the Board.
10. ARAC discussed the Overdue Internal Audit Actions Report and requested that the paper explained the audit opinions relating to the overdue actions as well as the ET sponsor. Following review of this at the December meeting, ARAC could decide which ones needed to be prioritised for updates at future meetings. This would continue to be a regular item at ARAC so that assurance was provided from ET.

Annual Report and Accounts 2024-25

11. ARAC discussed the Annual Report and provided further suggestions prior to its finalisation. The Annual Accounts were discussed, and key issues were highlighted. ARAC welcomed the Accounts, and the Chair highlighted that she had met with the Head of Finance to go through these in detail.
12. ARAC welcomed and acknowledged the immense work that had been completed by all involved in the Annual Report and Accounts.

ARAC Governance

13. ARAC reviewed the Forward Look and agreed that their December meeting would be in person in Cardiff. The December meeting would need to include items on progress on the Use of NRW Vehicles Internal Audit Report and the Overdue Internal Audit Actions.

NRW Board Paper

Date of meeting:	8 th October 2025
Title of Paper:	Finance Committee (FC) Board Update
Paper Reference:	25-10-B08
Paper sponsored by:	Helen Pittaway, Chair of FC
Paper prepared by:	Board Secretariat
Paper presented by:	Helen Pittaway, Chair of FC
Purpose of the paper	Information
Summary	To provide an aid to the Chair to update Board on FC – 10 th September 2025

Background

1. This paper provides an update to the Board following the Finance Committee (FC) meeting on 10th September 2025. The minutes from these meetings can be made available to any Board member interested.

Financial Performance Update

2. The key messages from the Financial Performance update were presented including an increase in income, and an income and expenditure profile overview. An update on contingencies were provided and the key risks and opportunities were explained.
3. The Committee queried the governance route of potential liabilities and discussed underspend and how it could be used to offset future pressures. Recruitment and the controls around staff headcount were also discussed.

2026-27 Budget Update

4. A summary of NRW's two phase approach to the 2026-27 budget setting including a timeline was presented.

5. FC queried how the budget and longer-term planning could be affected by the Senedd elections as well as what was included in the efficiencies, and assurance was sought on NRW's Artificial Intelligence (AI) policies. The financial context of the 2026-27 Budget was also provided.

Financial Approvals

6. Approval was sought for two Section 83 agreements, the Teifi Demonstrator Programme, procurement of a strategic partner, and a compensation payment.
7. The two s.83 agreements were endorsed to proceed to Board.
8. The Committee provided advice on the Teifi Demonstrator Programme bid to the Heritage Lottery Fund and discussed the success of the previous strategic partner framework, how it had been measured, the scope of the framework and the potential of bringing expertise in-house. The three approvals were agreed.

Project and Programme Management (PPM) and Contract Management Support Service (CMSS)

9. An update on the Project and Programme Management (PPM) Report was provided including the reduced size of the portfolio, improved risk management and assurance processes. The ongoing work to standardise the escalation protocols and improve Senior Responsible Officer (SRO) capacity were also discussed.
10. The key actions from the Internal Audit were outlined along with the risks and the previous concerns raised by FC around the level of projects status and the number of live projects. FC queried the escalation process to FC and Board for projects where concerns had been identified.
11. An overview of the Contract Management Support Service (CMSS) was provided including that there had been a strengthening of processes, and that grants agreements had been successfully integrated. A summary of contract management, and the frameworks and contracts NRW managed was also provided.
12. FC discussed the management of the CMSS Risk Register, the governance and escalation mechanism to the Executive Team and Board, and the value for money indicators that were being trialled.

Forward Look

13. The Committee supported a proposal to streamline the s.83 approvals at Board level.

Charges 2026-27 Consultation Proposal Update – For Information Only

14. The Committee noted the proposals for 2026-27 regulatory charges consultation, that had been agreed by ET under the new streamlined governance approach.

NRW Board Paper

Date of meeting:	8 th October 2025
Title of Paper:	NRW Modern Slavery Statement (MSS)
Paper Reference:	25-10-B16
Paper sponsored by:	Sarah Jennings, Executive Director for Communications, Customer and Commercial (CCC)
Paper prepared by:	Vernon Lambert, Procurement Manager and Michelle Fildes, Procurement Strategy & Development Advisor
Paper presented by:	Vernon Lambert, Procurement Manager and Michelle Fildes
Purpose of the paper	Endorsement and progression to NRW Board
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. While NRW does not meet the mandatory reporting criteria under Section 54 of the Modern Slavery Act 2015 to have to produce a Modern Slavery Statement, we have voluntarily complied with the Act since 2020, demonstrating our commitment to combating modern slavery.

4. This is NRW's sixth iteration of the annual Modern Slavery Statement.
5. 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.
6. 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.
7. The updated statement responds to the points above, as required by the legislation.
8. The statement will contain a summary of our progress in this area of work and a statement of what we intend to achieve over the coming year.
9. The latest version of the Modern Slavery Statement was published November 2024 and this update seeks to follow the same authorisation process as in previous years, ensuring consistency and the same level of visibility throughout.
10. Following the recent appointment of the Procurement Strategy & Development Advisor, the Procurement and Contracts function is now in a position to progress our approach and ambitions in relation to Modern Slavery.
11. Following the People and Customer Committees' (PCC's) recommendation of June 6, 2024, requesting a review of the benefits, we were not in a position to perform an in-depth assessment but will introduce new measures this financial year. Our new Procurement Strategy & Development Specialist will undertake a review of our Modern Slavery and Human Trafficking initiatives. This review will assess our actions over the past five years and strategically plan future commitments for Procurement and Contract Management for the next five years. This proactive step underscores our dedication to robust controls and effective risk management. (Refer to point 22 of the Modern Slavery Statement for details)
12. This will also include the introduction of an action plan and tracker that will record the progress and success of our future commitments, capturing the benefits and successes achieved each financial year. (See point 23 in the draft Modern Slavery Statement)

Risks, Risk Appetite and opportunities

13. 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 (WBOs):** The Modern Slavery Statements contributes to the effective operation of the organisation in its delivery of the WBOs by ensuring that our employees are treated fairly and valued.
- (b) **Finance:** None associated directly with this report at this time.
- (c) **Resource implications:** Following the transfer of ownership from Governance to Procurement and Contracts, NRW Procurement made the decision that this workstream would be overseen by the Procurement Strategy & Development Advisor, once appointed. This was added to the Role Description for this position and going forward. Other departments will be accountable for progressing modern slavery and human exploitation risk themselves but the Procurement Strategy & Development Advisor will be responsible for overseeing the progress being made.
- (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

14. If approved by the NRW Board, the Statement will then 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 2025. Ownership will sit within Procurement & Contracts and a formal review of the Statement, and the progress of the actions, will take place in Q2 of 2026/27.
15. Ownership will sit within Procurement & Contracts and a formal review of our progress and the planning for the updated Modern Slavery Statement will then take place in Quarter 4 of the 2025/26 Financial Year. This should allow for the new measures that NRW will need to comply with under the Socially Responsible Procurement Duties of the Social Partnerships and Public Procurement (SPPP) Act, which are planned for launch early 2026.

Recommendation

16. It is recommended that the NRW Board endorse the progression of NRW's Modern Slavery Statement for 2025-26 so it can be approved by NRW Board.

Index of Annexes

Annex 1 - Modern Slavery Statement 2025-26

Approval / Consultation process

Approval/consultation process Responsible: Who has developed the paper/process and who has had input?	Updated by Vernon Lambert, Procurement Manager and Michelle Fildes, Procurement Strategy & Development Advisor
Accountable: Who is accountable for the ultimate approval? Who will be or is being asked to approve?	NRW Board
Consulted: Who has been consulted to date? Where endorsement is required, is this in place? Will further consultation be required?	Endorsed by PCC on 6 th June 2024.
Informed: Who has been informed or who needs to be further informed about the work?	The Head of Procurement & Contracts, The Procurement Strategy & Development Technical Specialist, Head of People Management and the Head of Finance.

Modern Slavery Statement

2025-26

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 circa 2,700 staff across Wales with a budget of circa £298 million for 2025/26.
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 currently 11 further Non-Executive Directors who are appointed by the Welsh Government, plus the Chief Executive.
10. Around 60% 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
 - DDaT
 - Corporate and People 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 and statutory duties.
- 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, in consultation with key stakeholders (internally and externally).

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 Raising a Serious Concern in the Public Interest (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 policy as well as a Resolution procedure through which staff can raise grievances. Staff employed on a temporary basis (as Agency workers / specialists) 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. To strengthen our due diligence against Modern Slavery and Human Trafficking, we've incorporated a specific question into the Category Management Strategy template. This vital improvement will enable a strategic level assessment of risk, complementing the updates we've also made to the Procurement Plan template.
18. We undertook a benchmarking exercise with other public sector bodies to understand their approaches to Modern Slavery and Human Trafficking. This engagement confirmed that our current processes align with the practices adopted by other organisations in the public sector across the UK.
19. Our ability to focus on our Modern Slavery and Human Trafficking initiatives has been greatly enhanced by the appointment of a Procurement Strategy and Development Advisor. Part of the role is to manage and mitigate these risks for the organisation.
20. We have continued to make prompt payment to our suppliers to reduce the risk of unethical practices filtering through our supply chain.

Our future commitments

- 21. This is NRW’s sixth Modern Slavery Statement. Our work in this area is built upon and developed each year, and we continue to review our progress and update the statement annually within each financial year.
- 22. To drive continuous improvement, we will conduct a formal review of our Modern Slavery and Human Trafficking initiatives. This will involve assessing the effectiveness of our actions over the past five years and strategically planning future commitments for Procurement, the Contract Management Support Service (CMSS) and other areas of the business where these risks can occur.
- 23. We will develop and regularly update a newly created action plan, allowing NRW to track and monitor the effectiveness of our initiatives. This structured approach will allow us to demonstrate measurable progress and drive continuous improvement in combating modern slavery and human trafficking.
- 24. To enhance staff understanding, we will formally review and update our Modern Slavery intranet page and will then launch initiatives to actively promote and boost awareness of this important issue across the organisation.
- 25. We will undertake e-learning training on Modern Slavery within the Procurement and Contracts function with a view of rolling it out to staff via the Learning Management System (LMS) in the future.
- 26. We will continue to develop our Procurement and Contracts strategy, embedding enhanced Modern Slavery and Human Trafficking management measures into the strategy and the accompanying Procurement and Contract strategy action plan.
- 27. Our ongoing commitment to prompt supplier payments will be formally evidenced through the introduction of payment compliance notices and strengthened contract management approaches. These measures align with the compliance requirements of the Procurement Act 2023 and the Socially Responsible Procurement Duties of the Social Partnerships and Public Procurement (SPPP) Act, promoting fair and timely transactions.
- 28. We will maintain our collaboration with other Welsh public sector bodies, across a range of procurement networking groups and relationships. Through this, we aim to share our approaches and integrate any widespread good practice in Wales to strengthen our adherence to the Modern Slavery Act.
- 29. We will remain up to date with all available policies, tools, guidance, and training on Modern Slavery and Human Trafficking from the UK Government and Crown Commercial Services.
- 30. This statement will be reviewed annually and has been approved by the Board.

.....

Dated:

Board Paper

Date of meeting:	8 th October 2025
Title of Paper:	Wellbeing, Health and Safety (WH&S) Q1 update
Paper Reference:	25-10-B18
Paper sponsored by:	Prys Davies, Executive Director of Corporate Strategy and Development
Paper prepared by:	Charlotte Morgan, Wellbeing Health and Safety Manager
Paper presented by:	Charlotte Morgan, Wellbeing Health and Safety Manager
Purpose of the paper	Discussion
Summary	To approve the Q1 2025/26 WH&S update.

Background

1. This is the Q1 summary of our Wellbeing, Health & Safety (WH&S) performance for Natural Resources Wales (NRW). The Report provides an overview of how NRW have managed WH&S through Q1 2025/2026.

Summary

Headlines from Quarter 1 2025/26 include:

2. Serious incident reviews (SIR). There was one SIR commissioned in Q1 2025/2026. There are five outstanding SIRs which have been paused due to external factors including awaiting the coroner's report. Five SIRs are in the investigation stage.
3. Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) reportable and LTI's (Lost Time Injuries) – Two RIDDOR for NRW in Q1. There were two LTIs in Q1.
4. Several wellbeing initiatives were delivered.

Wider implications

5. **Finance:** It is recognised that the mismanagement of WH&S has significant financial implications. The WH&S Team, working together with the business are continuing to put new systems in place in order to manage our WH&S risks and therefore reduce any costs. As well as protecting our staff and those working on and using the estate NRW manage, there could be significant financial implications arising from failures to implement a robust WH&S system.

Next Steps

6. The WH&S Team will continue to support the business to ensure wellbeing, health and safety risks are being managed effectively by NRW. In looking ahead, NRW will need to maintain and also develop and improve further our own strong culture of wellbeing, health and safety monitoring and learning. This will continue to be the key element of our future strategy to move forward.
7. There will be a review of the strategic risk level as there is a move to the new Risk Register.
8. The WH&S Team will use the information gathered and lessons learnt in the development of our future strategy and action plan.

Recommendation

9. The Board are asked to approve the Q1 2025-2026 WH&S Update.

Index of Annexes

Annex 1 – WH&S Board paper – Q1 – 2025-2026

Approval / Consultation process

Approval/consultation process Responsible: Who has developed the paper/process and who has had input?	The paper was developed by the WH&S Team.
Accountable: Who is accountable for the ultimate approval? Who will be or is being asked to approve?	Board are asked to approve the Q1 2025-2026 WH&S Update.

Consulted: Who has been consulted to date? Where endorsement is required, is this in place? Will further consultation be required?	N/A
Informed: Who has been informed or who needs to be further information about the work?	N/A

Wellbeing Health and Safety Q1 2025/2026

Highlights

In summary, Q1 2025/26 resulted in the commissioning of one serious incident review (SIR). This was in relation to car jack which failed when changing a vehicle tyre.

There were two RIDDOR reportable incidents during Q1 2025/26 and there were three Lost time staff injury (LTA) due to slip, trip, falls.

Positives from this quarter includes several wellbeing initiatives being delivered and increased reporting in both active monitoring and near miss reporting.

Serious Incident Reviews

During Q1, there was one Serious Incident Review commissioned.

See Annex 1 for details.

Recent incidents in NRW

Incidents

	Q1 25/26	Q1 24/25	24/25	23/24	22/23	21/22	20/21	19/20	18/19
RIDDOR – staff	2	0	2	5	3	7	3	6	2
Lost time injuries – staff	2	1	5	6	3	3	1	4	5
Injuries, no lost time – staff	18	20	52	65	43	51	19	121	53
Near miss – staff	36	33	178	186	175	156	109	183	163
Serious incident reviews	1	1	8	8	9	7	2	6	2
Injuries - contractors	1	2	5	9	8*	3*	5*	5	9
Injuries – public	6	12	26	46	38	38	18	53	53
Near miss – contractors	22	20	67	70	68	62	46	50	40
Near miss – public	10	30	37	31	33	30	23	33	20
Property Damage	14	11	47	48	53	36	35	32	43

Hazards Reported	15	19	66	89	199	166	65	83	103
-------------------------	----	----	----	----	-----	-----	----	----	-----

* Includes 1 RIDDOR Reportable injury to a contractor. This will have been reported to HSE by the contractor but has been included in our statistics to ensure a suitable investigation/review takes place.

There have been 23 staff near misses reported in Q1 25/26, this is in comparison to 33 reported in Q1 24/25. Hazard reporting has decreased in Q1 25/26 (14) compared to Q1 24/25 (19).

There were two member of the public fatalities in Q1 25/26. These were:

1. Member of the public was pulled overboard on a fishing vessel and our marine staff responded to the mayday distress call. Our defib was used to try and resuscitate the MOP, whilst waiting for the coastguard. Our staff were offered de-briefing following the event.
2. A member of the public partaking in a Yamaha off road experience (YORE) event on NRW land lost control of the motorbike and collided with a tree. The member of the public was airlifted to hospital. A SIR is being undertaken.

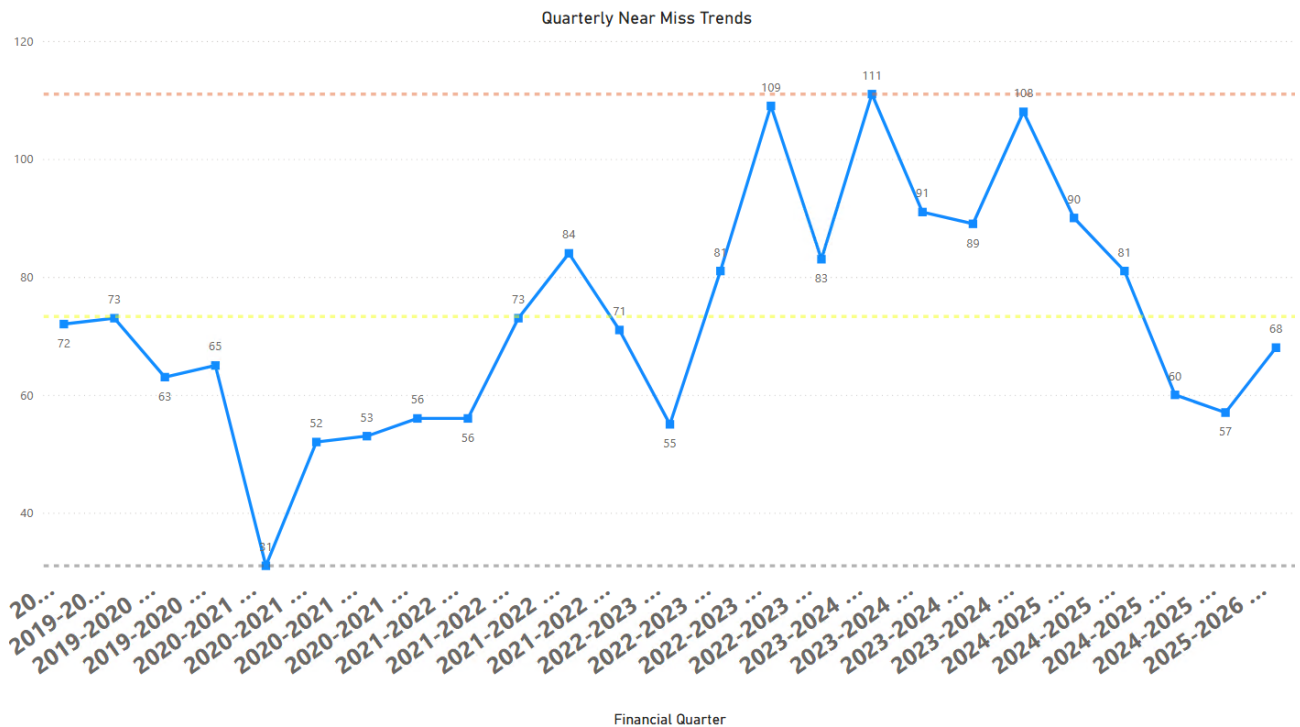
	Q1 25-26	24-25	23-24	22-23	21-22	20-21	19-20	18-19	17-18	16-17
NRW Staff	0	0	0	0	0	0	0	0	0	0
Contractors	0	0	0	0	1	0	0	0	1	0
MOP	2	5	2	5	8	0	0	1	2	4

The reported fatalities could have taken place on NRW estate or were reported to NRW as we were seen at the time of report to have a vested interest.

NRW totals for Q1 2025/2026

NRW had two RIDDOR reportable incidents to staff in Q1 2025/26. These were due to slip, trip and fall injuries. There were a further two lost time injuries, which were less than seven days, and these were also due to slip, trips and falls.

AssessNET incident data comparison (all NRW) Q1

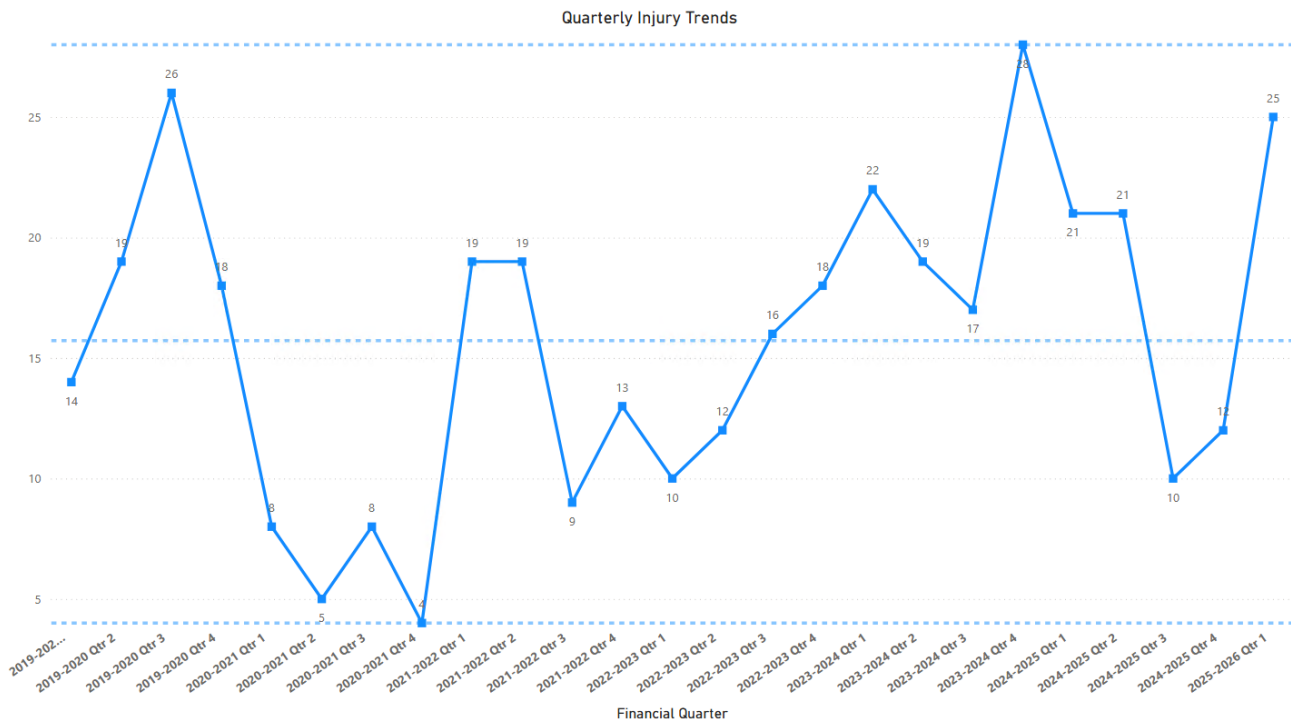


In Q1 2025/26 there has been an increase in the number of near misses reported. In order to support the continuation of positive incident reporting (Near miss, hazards), near miss series of drop in sessions will continue in Q2 for team leaders and managers. A recording of this session will also be available to all staff through the learning management system.

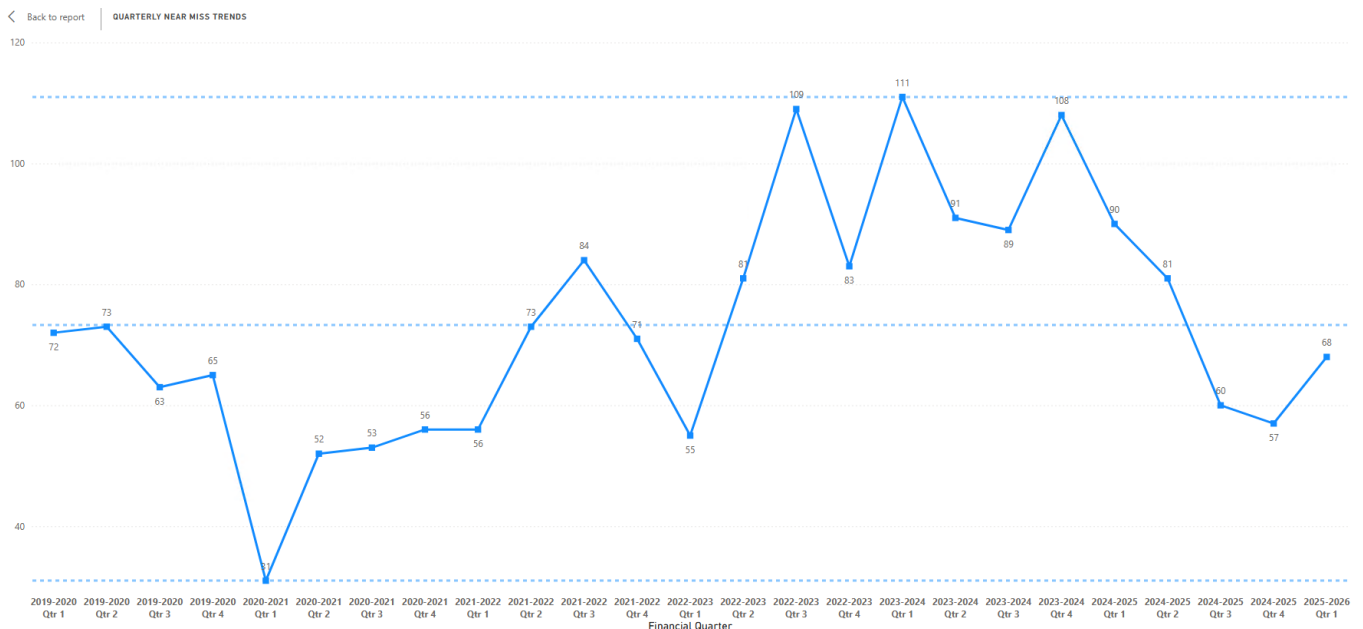
Near miss classification trends of employee related near misses show that slip/trip/fall and driving at work are the most common cause of near miss reporting.

Quarterly trend analysis

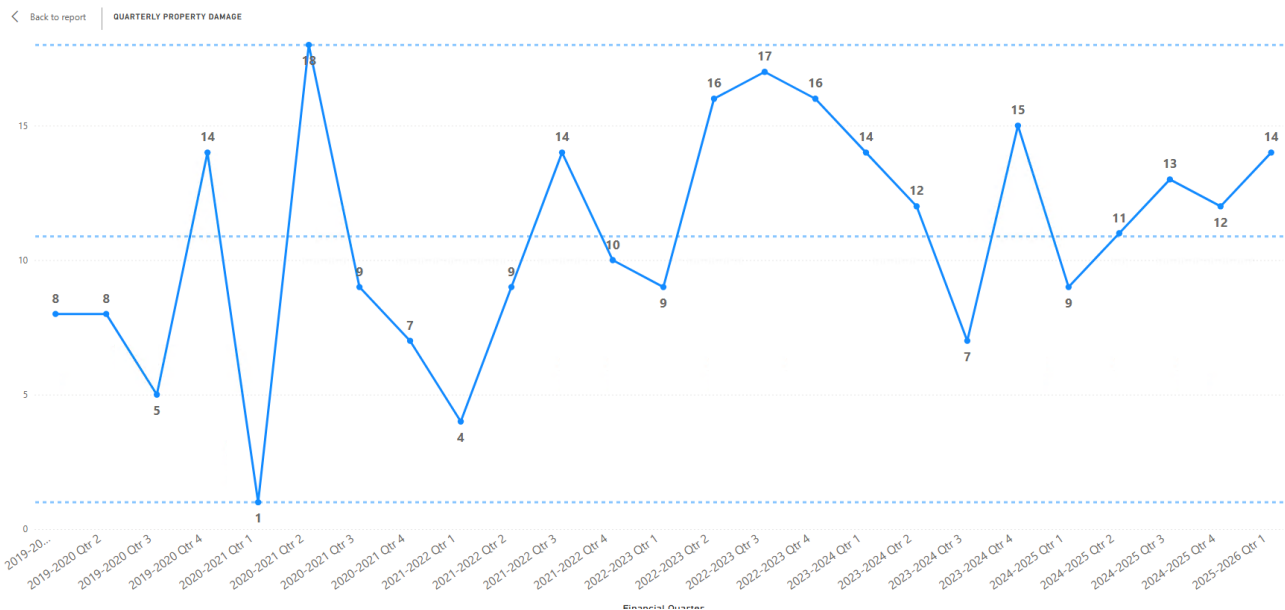
The following quarterly trend graphs include a high, average and low line. This provides an idea of where NRW are against their highest number of reports in each graph as well as against their average reports and lowest. By looking at these graphs as a visual, it is possible to ascertain where NRW are and if the trend is decreasing or increasing.



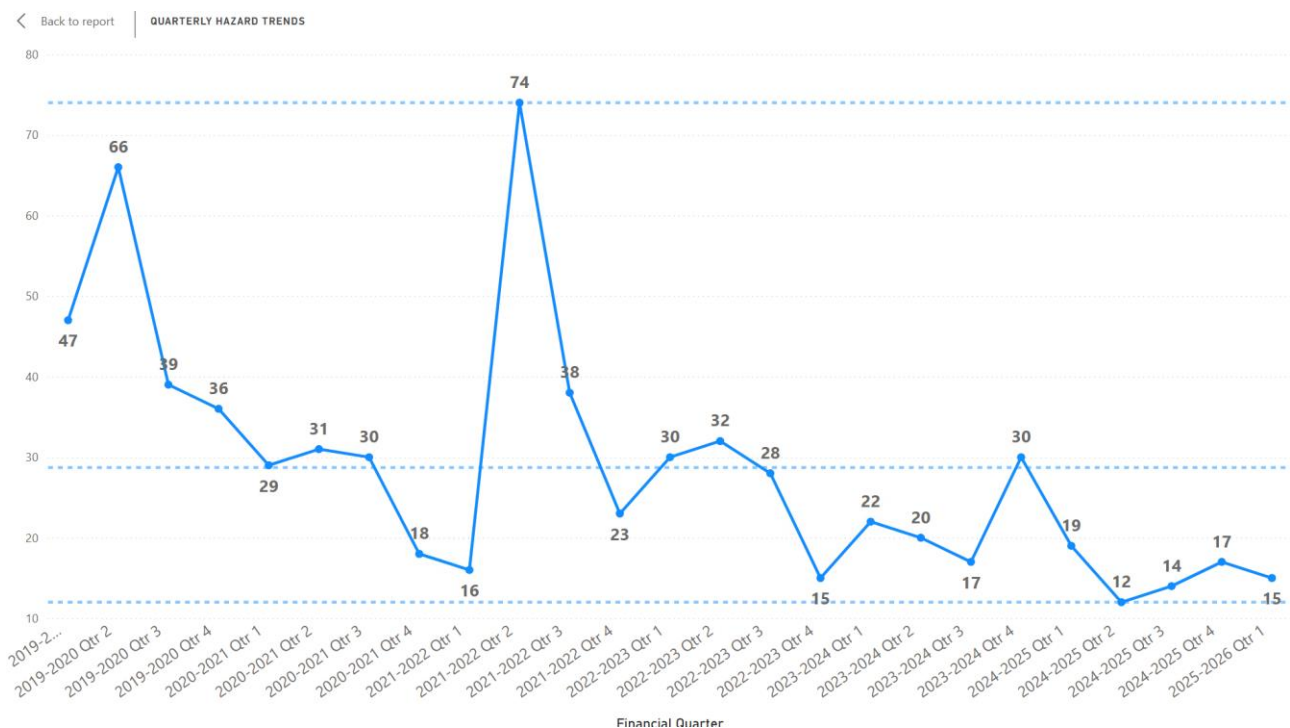
Staff injury trends have seen a spike in Q1 25-26 compared to the last three quarters. There is a high number of slip / trip / falls this quarter and a high number of animal / insect related injuries. Septembers Managers Monthly will highlight toolbox talks for Slips, trips and falls and animal / insect related injuries for managers to share with their teams.



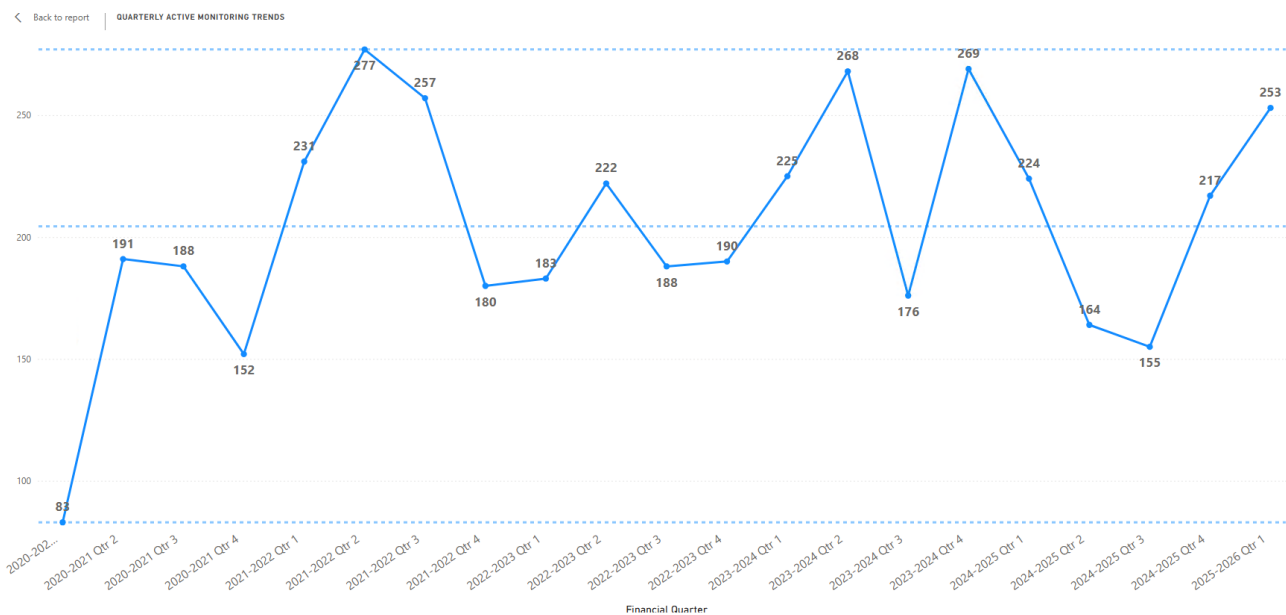
There has been an increase in the number of near miss reports in Q1 25-26. It is important that near misses are reported as they are valuable learning opportunities that can prevent future accidents and improve overall safety. In order to support the continuation of positive incident reporting (Near miss, hazards), near miss series of drop in sessions will continue in Q2 for team leaders and managers.



Property damage has increased in Q1 25/26 .



There has been a small decrease in the number of hazard reports in Q1 25/26. The reporting levels are still well below the average level. In order to support the continuation of positive incident reporting (Near miss, hazards), near miss series of drop in sessions will continue in Q2 for team leaders and managers.

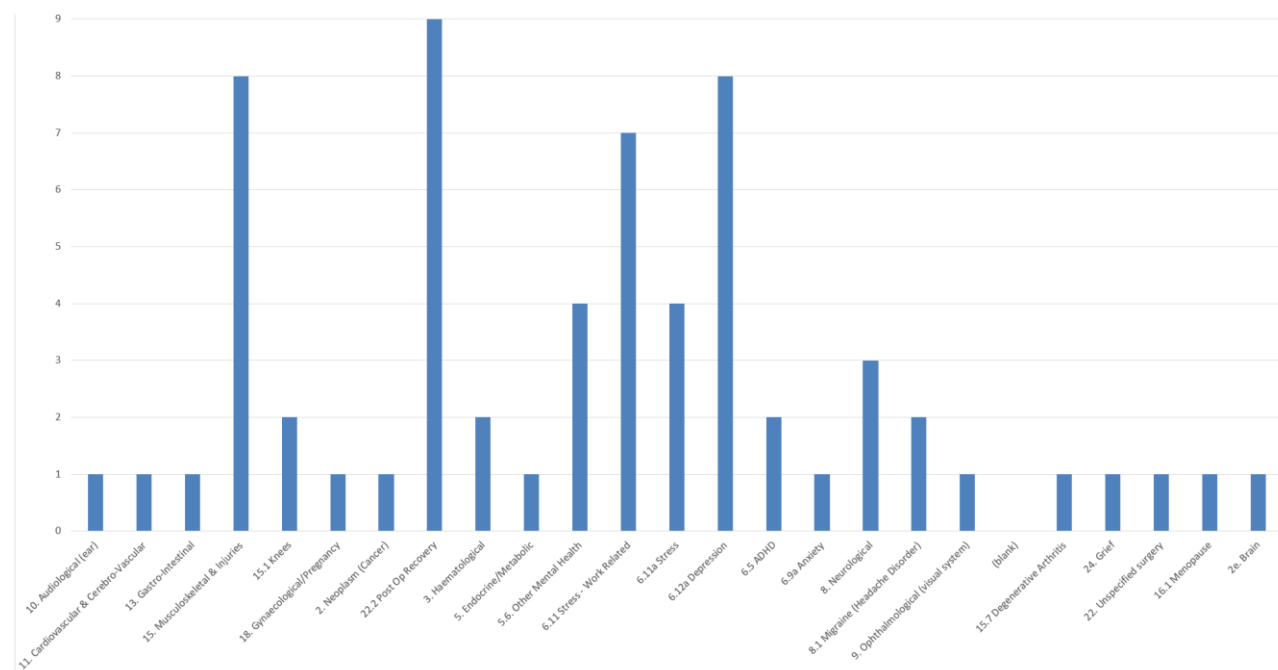


Active Monitoring has seen an increase in the number of reports in Q1 25/26.

NRW occupational health statistics

Q1 2024/25	Q1 2025/26
76 referrals	64 referrals

Reason for referral



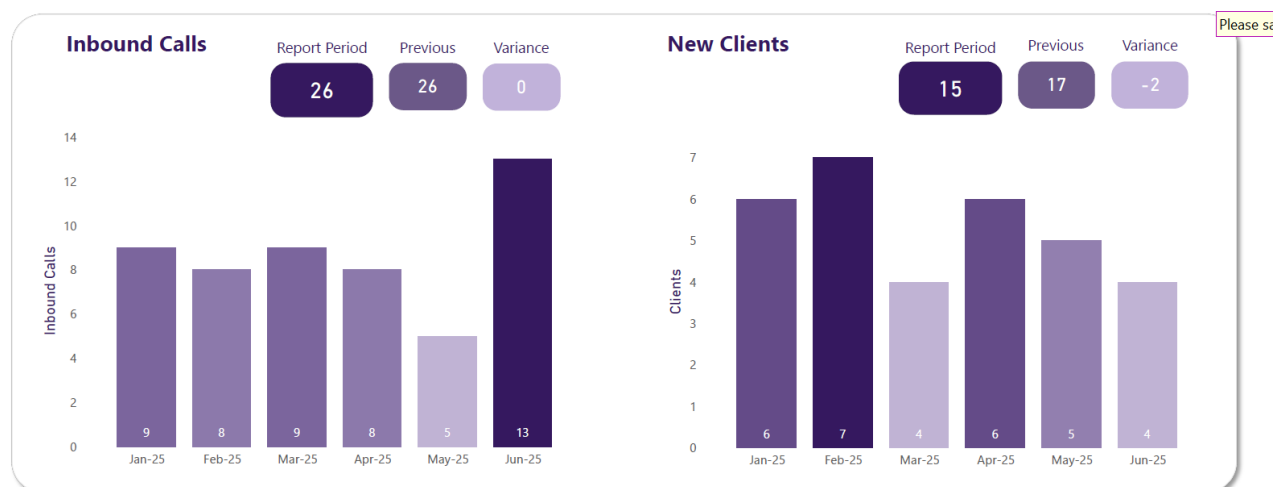
In Q1 2025/26, the main reasons for referral to occupational health was for post op recovery. This was closely followed by depression and musculoskeletal.

NRW Employee Assistance Programme statistics

Accessing 24/7 helpline

Every new caller to our 24/7 EAP helpline receives a clinically led telephone triage. This includes an initial risk assessment and access to in-the-moment emotional support when needed.

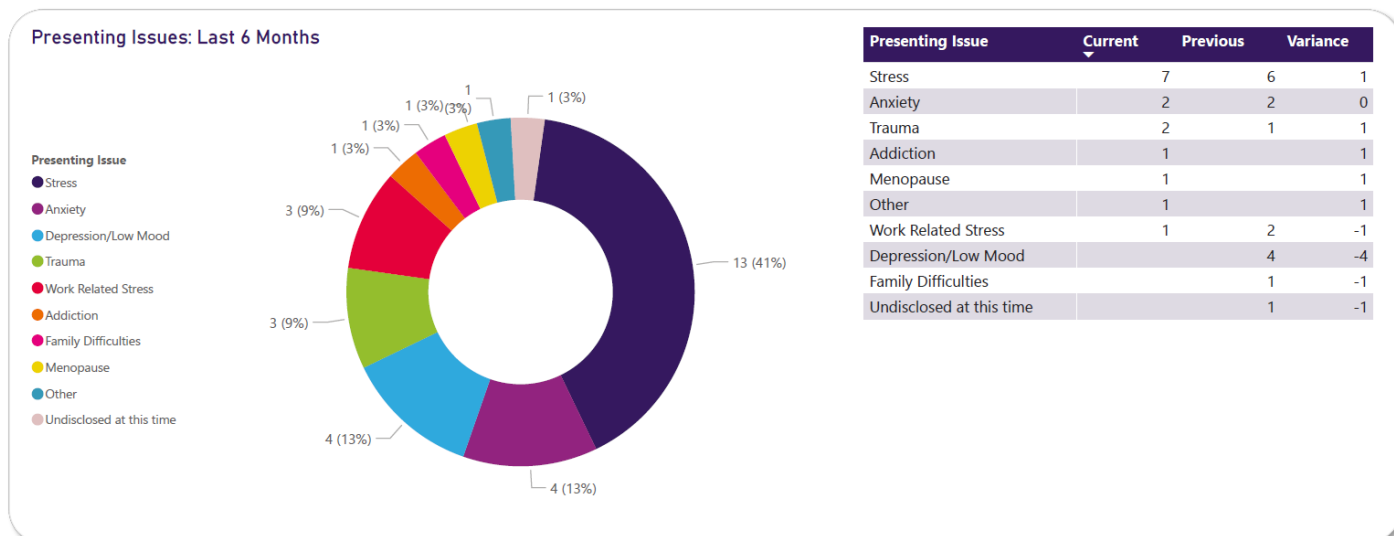
Where appropriate, individuals are booked in for a full clinical assessment with a qualified counsellor, covering their presenting concerns and any risks. If a client presents with elevated risk, the EAP respond promptly with tailored care planning and case management, ensuring safety and continuity of support. The below graph shows the number of calls received by the EAP and the amount of new staff who have been triaged.



Presenting issues

The graph below captures the core concerns brought forward by clients during their clinical assessment. These issues offer a snapshot of the emotional and psychological pressures affecting our workforce – ranging from stress and anxiety to relationship difficulties or

workplace challenges.



Wellbeing initiatives and developments

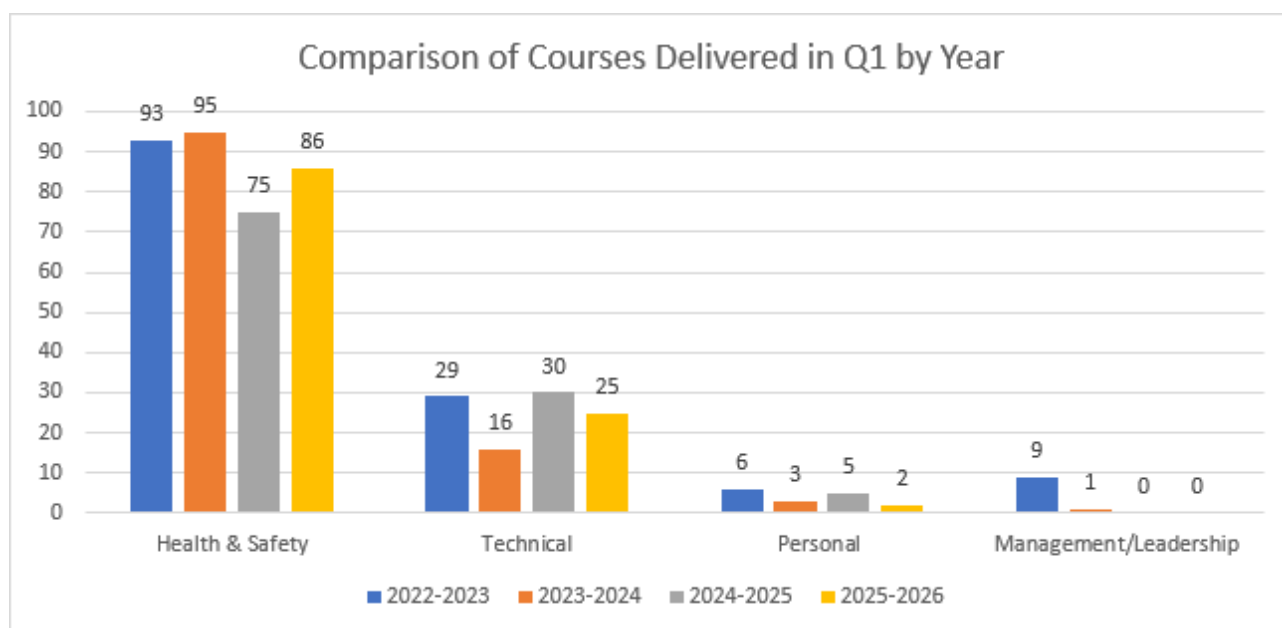
- April was stress awareness month. This year's theme encouraged us to approach ourselves and others with kindness, compassion and acceptance no matter to the challenges we face. The article contained information about detecting early signs of stress, the different types of stress and burnout, and stress risk assessment. With links to a burnout awareness session that was held in February 2022 along with the charity for civil servants burnout herb information.
- During May, we promoted Foster care fortnight and re-advertised our policy for fostering friendly. We also advertised mental health awareness week, this year's theme was community we provided links to the NSW staff networks and our mental health and well-being policy and procedure.
- For June, we promoted loneliness awareness week, provided some tips as to how to get involved which included sharing lunch with colleagues, adding loneliness onto the work meeting agenda, meeting a friend or colleague for coffee and shared our loneliness awareness webinar from January 2022. We also promoted cervical screening awareness week.
- We continue to support Mental Health First Aiders (MHFA) and are now having monthly check ins. We continue to feed any issues raised to our leadership team and executive team member.

Learning and Development (L&D)

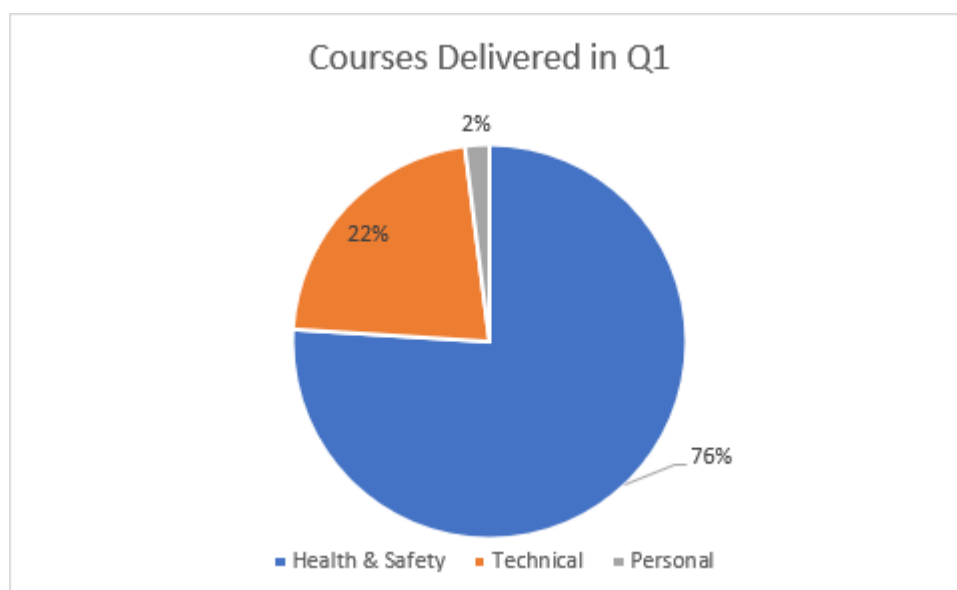
Course Delivery:

In Q1 2025/2026, 86 Health, Safety & Wellbeing courses were sourced and delivered across the business.

The diagram below shows a comparison of courses delivered by category in Q1 for the last four years.



Focus for the L&D team remains on delivery of essential H&S courses, 76% of the all courses delivered in Q1 this year are for H&S. This is an increase of 8% from the same Quarter last year.



Annex

Annex 1- Serious Incident Reviews Summary since Aug 2019

Key:	
	All actions completed with evidence uploaded
	Actions to be completed
	SIR paused due to external investigation
	SIRs in investigation status

	19
SIRs Closed Q1 (inc. in number above)	0
SIRs completed with actions to be completed	8
SIRs paused due to external investigation	5
SIRs in investigation status	5
<p>Details: Fatal accident on NRW estate to a sub-contractor working on a standing sales site. Coed Taff Forest.</p> <p>Reference: ACCB1092/A12</p> <p>Incident date: 12/10/2021</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: SIR opened and paused.</p>	

<p>Details: Fatal accidents on River Cleddau. NRW has a fish pass asset in the vicinity of the incident and therefore is being recorded on AssessNET as a precautionary measure.</p> <p>Reference: ACCB1097/A4</p> <p>Incident date: 30/10/2021</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: SIR opened and paused.</p>	<p>The SIR has been paused due to further investigation by the police and Health and Safety Executive. NRW received the MAIB report in December 2022.</p> <p>Charges have been brought by the police in relation to this incident but the case has not been concluded. NRW are not involved, however statements and information have been provided to the police.</p>
<p>Details: MoP fatality at Sqwd y Pannwr, Mannau Brycheiniog</p> <p>Reference: ACCB1092 / A14 & A15.</p> <p>Incident date: 11/10/2022.</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: SIR opened and paused.</p>	<p>External commissioned report was presented to NRW and other stakeholders.</p> <p>The Land Stewardship Board meeting in October accepted the report and confirmed the commitment to work in partnership with the other stakeholders.</p> <p>NRW are continuing to work with Bannau Brycheiniog National Park Authority to coordinate our visitor safety work.</p> <p>NRW have recruited officers with the relevant experience of visitor management, to provide more of a focus on our work. Initially there will be focus towards pulling together a more detailed plan of work for Waterfall Country.</p> <p>NRW have recently finalised a bid via National Forest to improve management of Gwaun Hepste car park which is one of the key access points for the Waterfall Country area to improve arrangements for BBNPA and NRW to manage, engage with and educate visitors.</p> <p>The Coroner's investigation has started. NRW have provided information to the coroner including the response to the reg 28 report. The inquest has not yet been heard.</p>
<p>Details: MoP fatality in Waterfalls Country</p> <p>Reference: ACCB890/A9</p>	<p>External commissioned report was presented to NRW and other stakeholders.</p> <p>The Land Stewardship Board meeting in October accepted the report and confirmed the</p>

<p>Incident date: 01/09/2023</p> <p>Type of SIR: Fatality</p> <p>Full investigation: SIR opened and paused.</p>	<p>commitment to work in partnership with the other stakeholders.</p> <p>NRW are continuing to work with Bannau Brycheiniog National Park Authority to coordinate our visitor safety work.</p> <p>NRW have recruited officers with the relevant experience of visitor management, to provide more of a focus on our work. Initially there will be focus towards pulling together a more detailed plan of work for Waterfall Country.</p> <p>NRW have recently finalised a bid via National Forest to improve management of Gwaun Hepste car park which is one of the key access points for the Waterfall Country area to improve arrangements for BBNPA and NRW to manage, engage with and educate visitors.</p> <p>The Coroner's investigation has started. NRW have provided information to the coroner including the response to the reg 28 report. NRW have been identified as an interested party. The inquest has not yet been heard.</p>							
<p>Details: Timber Lorry Overturn</p> <p>Reference: ACCB1092 / A5</p> <p>Incident date: 16/08/2021</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: Complete - Actions in progress</p>	<p>Total Actions: 14</p> <p>Of Which:</p> <table><tr><td>Completed & Closed:</td><td>12</td></tr><tr><td>Open:</td><td>1</td></tr><tr><td>Overdue:</td><td>0</td></tr></table>		Completed & Closed:	12	Open:	1	Overdue:	0
Completed & Closed:	12							
Open:	1							
Overdue:	0							
<p>Details: Contractor chainsaw operator trip whilst escaping falling tree</p> <p>Reference: ACCB1097/A5</p> <p>Incident date: 15/12/2023</p>	<p>Total Actions: 18</p> <p>Of which:</p> <table><tr><td>Completed & Closed:</td><td>15</td></tr></table>		Completed & Closed:	15				
Completed & Closed:	15							

Type of SIR: Injury Full investigation: Complete – actions in progress	Open:	3
	Overdue:	0
Details: Contractor hit by wind blown tree being felled Reference: ACCB1097/A6 Incident date: 01/02/2024 Type of SIR: Injury Full investigation: Complete - Actions in progress	Total Actions: 5 Of which:	
	Completed & Closed:	4
	Open:	1
	Overdue:	0
Details: A contractor working on behalf of NRW was undertaking felling trees when he sustained a fracture. Reference: ACCB1094/A2 Incident date: 01/02/2024 Type of SIR: Injury Full investigation: Investigation in progress	Total Actions: 7 Of which:	
	Completed & Closed:	4
	Open:	2
	Overdue:	1
Details: Chainsaw kick back and cut chainsaw operators chainsaw trousers during flood embankment chainsaw work Reference: ACCB891/A5 Incident date: 09/01/2024 Type of SIR: Injury	Total Actions: 7 Of which:	
	Completed & Closed:	4
	Open:	3
	Overdue:	0

Full investigation: Complete – actions in progress		
Details: Unearthing of electric cable Reference: ACCB1092/A2 Incident date: 09/01/2020 Type of SIR: Near miss Full investigation: Complete – actions in progress	Total Actions: 13 Of which:	
	Completed & Closed:	11
	Open:	2
	Overdue:	0
Details: MOP fell out of a scooter which is paid for by NRW but managed by a 3 rd party Reference: ACCB1096/A3 Incident date: 13/04/2024 Type of SIR: Injury Full investigation: Complete – actions in progress	Total Actions: 9 Of which:	
	Completed & Closed:	7
	Open:	0
	Overdue:	2
Details: 3rd party vehicle collision with NRW vehicle Reference: ACCB1092 / A18 Incident date: 27/03/2024 Type of SIR: Injury Full investigation: Investigation in progress	Total Actions: 24 Of which:	
	Completed & Closed:	2
	Open:	19
	Overdue:	3

<p>Details: NRW road traffic collision (Car roll)</p> <p>Reference: ACCB1096 / A4</p> <p>Incident date: 28/08/2024</p> <p>Type of SIR: Injury</p> <p>Full investigation: Investigation in progress</p>	<p>Total Actions: 3 (Refer to above incident)</p> <p>Of which:</p> <table border="1"> <tr> <td>Completed & Closed:</td><td>2</td></tr> <tr> <td>Open:</td><td>1</td></tr> <tr> <td>Overdue:</td><td>0</td></tr> </table>	Completed & Closed:	2	Open:	1	Overdue:	0
Completed & Closed:	2						
Open:	1						
Overdue:	0						
<p>Details: Staff member slip, trip, fall onsite.</p> <p>Reference: ACCB1092/A19</p> <p>Incident date: 13/08/2024</p> <p>Type of SIR: Injury</p> <p>Full investigation: Investigation in progress</p>	<p>SIR is in investigation stage</p>						
<p>Details: An excavator based harvester crossed a live cable array in a windfarm</p> <p>Reference: ACCB1097/A7</p> <p>Incident date: 25/09/2024</p> <p>Type of SIR: Near Miss</p> <p>Full investigation: Investigation in progress</p>	<p>SIR is in investigation stage</p>						

<p>Details: An excavator stacked timber on a live cable array in a windfarm</p> <p>Reference: ACCB1093/A1</p> <p>Incident date: 07/10/2024</p> <p>Type of SIR: Near Miss</p> <p>Full investigation: Investigation in progress</p>	SIR is in investigation stage
<p>Details: Contractor applied herbicide without notifying land owner.</p> <p>Reference: ACCB1092/A20</p> <p>Incident date: 03/03/2025</p> <p>Type of SIR: Near Miss</p> <p>Full Investigation: Investigation in progress</p>	SIR is in investigation stage
<p>Details: When changing a tyre, the jack being used failed and broke.</p> <p>Reference: ACCB893/A5</p> <p>Incident date: 12/05/2025</p> <p>Type of SIR: Near Miss</p> <p>Full Investigation: Investigation in progress</p>	SIR is in investigation stage

NRW Board Paper

Date of meeting:	8 th October 2025
Title of Paper:	Wales Land Management Forum (WLMF) Update
Paper Reference:	25-10-B11
Paper sponsored by:	Professor Rhys Jones, WLMF Chair
Paper prepared by:	Melanie Meaden, Lead Specialist Advisor Forestry
Paper presented by:	Professor Rhys Jones, WLMF Chair
Purpose of the paper	Information

Wales Land Management Forum (WLMF)

1. The Wales Land Management Forum (WLMF) meetings take place four times per year, and they provide an opportunity for 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

15th September 2025 meeting

2. The most recent WLMF meeting was held on Monday 15th September 2025 and was a face-to-face forestry / woodland themed meeting. The meeting included the following presentations/discussions:
 - Wildfire risks and management – Andrew Wright, NRW provided an update on the risks and issues associated with wildfire management in Wales, including discussion around some of the devastating fires in 2025.
 - Forest management plans – Melanie Meaden, NRW gave a presentation on forest management planning and work that has started to refresh and update NRW's Forest Management Plan template to support the launch of a new Welsh Government Woodland Management grant scheme.

- Elan Valley Celtic Rainforest – Jennifer Newman, Dŵr Cymru/Welsh Water (DCWW) presented an overview of forest restoration work in the Elan Valley, including techniques such as conservation grazing.
 - Welsh Government (WG) update – Naomi Matthiessen, WG provided a verbal update on the tree and woodland elements of the Sustainable Farming Scheme, the work of the Trees and Hedges Stakeholder Delivery Group and also covered the launch of WG's new Timber Industrial Strategy.
 - Restoration of afforested deep peat – Rob Bacon, NRW gave a presentation on the work of the National Peatland Action Programme (NPAP) and a case study of a project in the Tywi Valley to restore an afforested deep peat to a functioning peatland habitat.
 - Grey squirrel and deer management – Chris Tucker, NRW provided an update on the current risks and issues associated with grey squirrel and deer management, including advances in immuno-contraception techniques to help control squirrel populations.
 - Member updates – A round table discussion for each Forum member to provide an update on key topics from their own organisation.
3. The next WLMF meeting will be held on 15th December 2025.
4. Once the meeting minutes have been reviewed and formally agreed by members, they are published on the WLMF page on the NRW website.

WLMF Sub Group on Agricultural Pollution

5. On 3rd March 2025, NRW sent a letter to WLMF Sub Group members communicating the decision to integrate the membership into the main WLMF. The 15th of September meeting was attended by some members of the former Sub-Group who requested that the WLMF continues to cover the agricultural pollution focus of the former Sub-Group.

Update

17th September 2025

6. The forestry / woodland themed meeting worked well, with presentations being carefully chosen to be of interest and relevance to the broad membership of the WLMF. Work is ongoing to review the Terms of Reference of the WLMF, and this will be an item for discussion at the next meeting on the 15th of December 2025.
7. Overall, there was a renewed positivity around the role of trees and woodlands following a period of some uncertainty and concern linked to the development and finalisation of the Sustainable Farming Scheme. WG's Trees and Hedges Stakeholder Delivery Group continues to be a collaborative and productive space for policy, strategy and operational issues to be discussed.

NRW Board Paper

Date of meeting:	8 th October 2025
Title of Paper:	Wales Fisheries Forum (WFF) July 2025
Paper Reference:	25-10-B12
Paper sponsored by:	Prof Steve Ormerod, WFF Chair
Paper prepared by:	Ben Wilson, Principal Advisor Fisheries; Evidence, Policy and Permitting, Natural Resources Management Team
Paper presented by:	Prof Steve Ormerod, WFF Chair
Purpose of the paper	Information

Background

1. The Wales Fisheries Forum (WFF) meets three times a year and provides an opportunity for fisheries stakeholders and Non-Governmental Organisations to share evidence and opportunities for working together to achieve the sustainable management of Fisheries in Wales.

Update

2. The most recent meeting was held on 14th July 2025.
3. We thanked two long standing members of the Forum who have stood down, Denise Ashton from the Wild Trout Trust and Creighton Harvey representing Carmarthen Fishermen's Federation, the West Wales Local Fishery Group and who also sat on the Wales Land Management Forum for Agriculture pollution.
4. **The meeting comprised the following items.**
5. Ben Wilson provided feedback from the **North Atlantic Salmon Conservation Organisation (NASCO)** 42nd Annual Meeting in Cardiff from June 2 to 7, 2025. As well as an overview of the meeting, we presented and discussed 3 key themes that will affect NRW activity going forward:
 - a. **Stressor Analyses:** Each jurisdiction presented their assessment of the stressors impacting Atlantic Salmon Stocks in their jurisdictions. Wales identified climate change, water pollution, and land use pressures as three of the top issues NRW aims to tackle.

- b. **Future reporting:** NRW will be required to submit a Conservation Commitment plan to set out actions we will take to address these stressors for the 2027-2032 period. A draft plan will be developed, with stakeholder input, to be submitted to NASCO in June 2026.
 - c. **Guidelines:** New NASCO guidelines were discussed and agreed on stock-rebuilding **plans** and **gene-banking**. Both have potential implications for NRW, and we will be looking at how we use these to support our work.
- 6. **Fish Eating Birds (FEB) project** update. Dave Charlesworth (NRW) provided an update on the FEB licencing process review, which is nearing conclusion. Evidence from the Usk catchment-based pilot has been used to inform changes to the application process and NRW guidance pages. The new process goes live with these changes shortly and in good time for this year's FEB application season (August/September).
- 7. **Pink Salmon Alert.** Dave Mee (NRW) gave an update on the risk of Pink Salmon arriving in UK waters and how we are asking anglers and netters to be vigilant and report any Pacific pink salmon encountered in Welsh rivers. The potential impact of pink salmon is unclear at present; however, these fish may introduce parasites and disease which are not present in native salmonid fish. ***WFF members were asked to help promote the reporting of any pink salmon catches to NRW's 24-hour incident hotline number 03000 65 3000 or online at Natural Resources Wales / Report an incident.***
- 8. **Rod licence sales and Fishing in Wales update.** NRW provided an update on **increased** rod licence sales in Wales (2024/25). 42,368 licences were sold in Wales in the 2025/25 FY comprising 39,324 coarse/trout and 3,044 migratory salmonid licences. Income raised from sales was just over £1.1million. Sales had increased by 3,700 (10%) compared with the previous year, and income was ca £100,000 higher. This continues a positive trend seen since 2020. The strong performance in Wales is thought to be, at least in part, due to the Fishing in Wales <https://fishingwales.net/> marketing activity delivered under an NRW contract by the Angling Trust.
- 9. **Forward Look.** Suggested future WFF items will include:
 - a. Salmon stock assessment review.
 - b. Salmon Conservation Commitment Reporting targets for NASCO.
 - c. Climate Resilient Fisheries Strategy.
- 10. Date of next meeting: 21st October 2025.

NRW Board Paper

Date of meeting:	8 th October 2025
Title of Paper:	Wales Water Management Forum Update (WWMF)
Paper Reference:	25-10-B13
Paper sponsored by:	Steve Ormerod, WWMF Chair
Paper prepared by:	Ceri Jones, Lead Specialist Advisor: Catchment Management
Paper presented by:	Steve Ormerod, WWMF Chair
Purpose of the paper	Information
Summary	Highlights from the Wales Water Management Forum held on the 10 th July 2025

Background

1. An update from the Wales Water Management Forum (WWMF) was last provided in January 2025. The WWMF meets twice a year and provides an opportunity for the forum's membership organisations to share evidence and opportunities for working together to achieve the sustainable management of water in Wales - from source to sea. As well as ongoing discussion of regulatory issues and performance – for example with respect to the Water Environment (Water Framework Directive (WFD) (England and Wales) Regulations 2017 – broader aspects of water quality, water governance and water resources in Wales have been key themes.
2. WWMF also explores opportunities to develop, support and communicate shared messages and recommendations on the sustainable management of natural resources more generally alongside the Wales Land Management Forum, Wales Fisheries Forum (WFF), National Access Forum for Wales and the Wales Marine Advisory and Action Group.

Update

3. The most recent session included a field trip in Abergavenny on the 10th of July 2025. As most WWMF sessions are virtual meetings it was a rare opportunity to meet face to face.
4. The morning focused on the work of the [Four Rivers for LIFE](#) project. NRW's project team provided an informative presentation on the work focusing on the river Usk and the work at Abergavenny and upstream to Brecon. It was then a short walk to the river Usk where we discussed the wider project monitoring work including salmon and shad tracking which had recently been undertaken. We then looked at proposals through the project for fish pass designs at Brecon, Crickhowell and Llanfoist, spending more time looking at the proposals for Llanfoist bridge in Abergavenny.
5. The afternoon session completed the day with a few short presentations and discussion focusing on project work, in particular the [River Restoration Portal](#) and the Water Quality Capital Fund work that NRW has been leading on. NRW also gave a brief update from the River Basin Management Planning Task and Finish group continues to meet every two months and is currently completing work on the Cycle 3 progress review work and the Cycle 4 approaches for the Challenges and Choices consultation, both are will be published on the 21st of October.
6. The next WWMF meeting is scheduled to be a virtual meeting with on the 13th of November 2025. The forward look includes:
 - Water Company programme updates
 - Health Impact Assessment (HIA) to support the Strategic Environmental Assessment of the River Basin Management Plans (RBMPs)
 - Feedback from the River Basin Management Planning Task and Finish group
 - [Independent Commission into the water sector and its regulation Chaired by Sir Jon Cunliffe](#)
7. Meeting notes are made available on the NRW website page for WWMF.

NRW Board Paper

Date of meeting:	8 th October 2025
Title of Paper:	National Access Forum for Wales (NAFW) Update
Paper Reference:	25-10-B14
Paper sponsored by:	Lesley Jones, NAFW Chair
Paper prepared by:	Carys Drew, NAFW Secretariat (Team Leader: Outdoor Access and Recreation)
Paper presented by:	Lesley Jones, 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 (Lesley Jones) and Secretariat (Carys Drew), the Deputy Chair is nominated from the membership (Ruth Rourke, Institute of Public Rights of Way and Access Management).
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.

5. The Secretariat collates written contributions ahead of each meeting, this provides an opportunity for members, NRW and Welsh Government (WG) 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 online on 1st July 2025.
7. The Forum heard from Laura Cotton, Lead Specialist Advisor, NRW on the Stephenson Street Flood Risk Management Scheme alongside the tidal River Usk. The River Usk is highly protected for nature conservation and the site is also alongside a public park and the Wales Coast Path route. Laura gave an overview of the scheme and how, through a landscape / environmental led design process, NRW was able to increase the amenity value of the park, creating a new accessible route, improve the path surface and accessibility over 1.4km of its length and avoid negative impacts in relation to flood defence design on pedestrians / ecology. Laura noted the project was a team effort between many people from NRW and other organisations including Tricia Cottnam, Wales Coast Path Officer (South) who joined the presentation to share her insights.
8. Sioned Humphreys, Specialist Advisor Wales Coast Path presented the findings of a recent survey that gives valuable insight into how businesses value the Welsh trails. A survey was conducted with 1000 businesses located on or close to the Wales Coast Path or 3 National Trails in Wales (Offa's Dyke Path, Glyndwr's Way, Pembrokeshire Coast Path National Trails). The primary aim was to enhance understanding of the support required by businesses to fully leverage their location and the opportunities presented by Wales' long-distance routes.
9. Andrew Davies & Katherine Hatch, National Forest for Wales, WG gave a presentation on the development of a National Forest for Wales Trail. The creation of a resilient network of woodlands for future generations is a WG commitment. The development of a National Forest Trail (NFT) is an ambitious aim for Wales to be one of the first nations to have a national wooded walk. The NFT is at an early stage in its development and will be a significant and long-term project. At a similar scale and project as the Wales Coast Path, it is expected to take up to 10-15yrs to fully deliver. WG invited Forum members to be involved in stakeholder support for the project development.
10. Jill Bullen, Lead Specialist Advisor Landscape, NRW, presented on Wales Tranquillity Map and Dark Skies Good Practice Guide.
11. The nationally consistent Tranquillity & Place resource identifies relative tranquillity at a strategic and local level for use as an evidence base to inform policy intent, practice and provision for well-being benefits. This was shared with Forum members to raise awareness of the resource and opportunities to use it beneficially in planning and promotion.

12. Improving awareness and understanding of light pollution and dark skies, the benefits of having the right light at the right time in the right place. Jill highlighted how members can use evidence, guidance and action to contribute to multiple benefits, including access, wellbeing and astrotourism.
13. Written contributions were circulated in advance of the meeting and members were encouraged to review these and to contact contributors directly with further questions.
14. Future meeting dates are planned as follows: 4th November (in person), 3rd March 2026 (online).

NRW Board Paper

Date of meeting:	8 October 2025
Title of Paper:	Finance Performance Report
Paper Reference:	25-10-B15
Paper sponsored by:	Rachael Cunningham, Executive Director of Finance and Corporate Services
Paper prepared by:	Rob Bell, Head of Finance; Mark Collins, Business Finance Manager
Paper presented by:	Rob Bell, Head of Finance
Purpose of the paper:	Approval (change in forecast) / Discussion (Financial Performance)
Summary	<p>To approve:</p> <p>Change in the latest forecast from £299.5m to a forecasted £303.2m.</p> <p>To scrutinise:</p> <p>Financial performance to the end of July 2025.</p>

Background

1. The Finance Performance report provides detail on progress across the different types of income, expenditure, and programmes. Annex 1 summarises the key messages in respect of:
 - Change in budget forecast compared to the previous approved forecast (opening budget).
 - Performance to the end of July 2025.

Risks and opportunities

2. We hold a risk in the Finance and Corporate Services Risk Register for 'in year spend'. This also links to the strategic risk "Failure to achieve financial stability". For this financial year, risks of overspend have been mitigated through actions taken by the Executive Team and additional funding from Welsh Government.
3. The wider implications are:

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

Next Steps

- 4. Executive Team will continue to monitor the principal risks within the budget.
- 5. This report is produced every two months for the Board and Executive Team.

Recommendation

- 6. Board to approve changes to the latest forecast, from £299.5m to £303.2m.
- 7. Board to scrutinise financial performance to the end of July 2025.

Index of Annexes

Annex 1 – Financial Performance Report



**Cyfoeth
Naturiol**
Cymru
**Natural
Resources**
Wales



NRW Finance Committee/Board – September 25
Financial Performance Report – July 2025

Content and Key Messages

Update will cover:

Update on the latest forecast changes as at July 2025, compared to the approved budget as at May 2025 - an increase of £3.7m from £299.5m to £303.2m.

Financial Performance as at July 2025

Update on contingencies and under/over programming

The main risks and opportunities to our budget this year.

Messages:

Commercial Income has increased by £0.7m, largely due to the draw down of the financial provision at the Palleg Site and **Grant in aid** has also increased by £3.2m with additional funding for Fleet (£3.9m) offset by a reduction in WG grants forecast (£0.7m). There is also a reduction in **External Income** of £0.3m.

Income is ahead of profile by £1.4m. Charge income being £1.5m ahead of planned profile, and a revised forecast for the full year will be gathered at the half-year point. This is offset by commercial income being behind target by £0.5m as quarter 1 timber despatches fell below forecast expectations, and it is now certain that NRW will not achieve the forecasted end of year income. Current forecast suggests a drop to between £30m and £31m, and a revised timber income forecast will be approved by Head of Sustainable Commercial Development and presented to business group for discussion.

Expenditure at the end July was £65.7m, and was below the planned expenditure profile by £3.1m (4%). Staff costs are under by £1.5m due to the level of vacancies. Non staff is under by £0.7m, this mainly relates to Land Stewardship in Operations and are currently undertaking a re-forecast. Project expenditure is behind profile by £0.9m, and whilst there are minor variances across a lot of projects, the net variance is greater on the Flood Risk Capital and Externally Funded Programmes (both £0.3m).

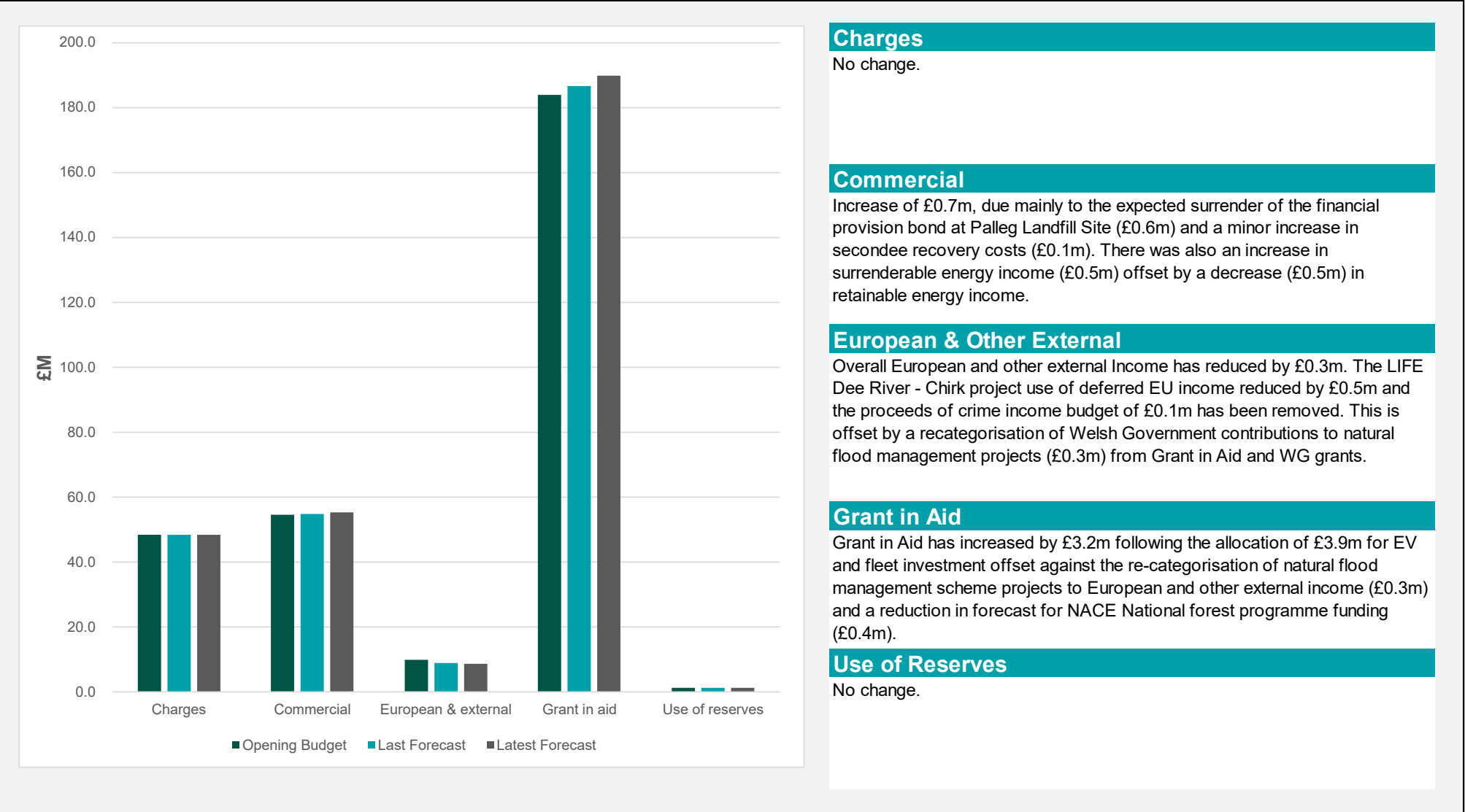
There is further detail on contingencies and overprogramming later in the report. We have central provisions for pay award, Flexible Resource Pool and any potential corrections required to the staff budget, along with a central contingency which has been nearly fully allocated. We also hold general overprogramming of £1m plus specific over-programming held against various programmes - these amount to £4.2m. Within NRW 2030 programme, there is still £3.7m awaiting project set up and profile distribution.

The next page summarises risks and opportunities within the current year's budget. The main risk is being able to utilise all the staff related underspend and not being able to use all the additional funding from WG, at the same time not exceeding our headcount ceiling. Directorates and ET are considering the position as part of a deep dive on 9 September.

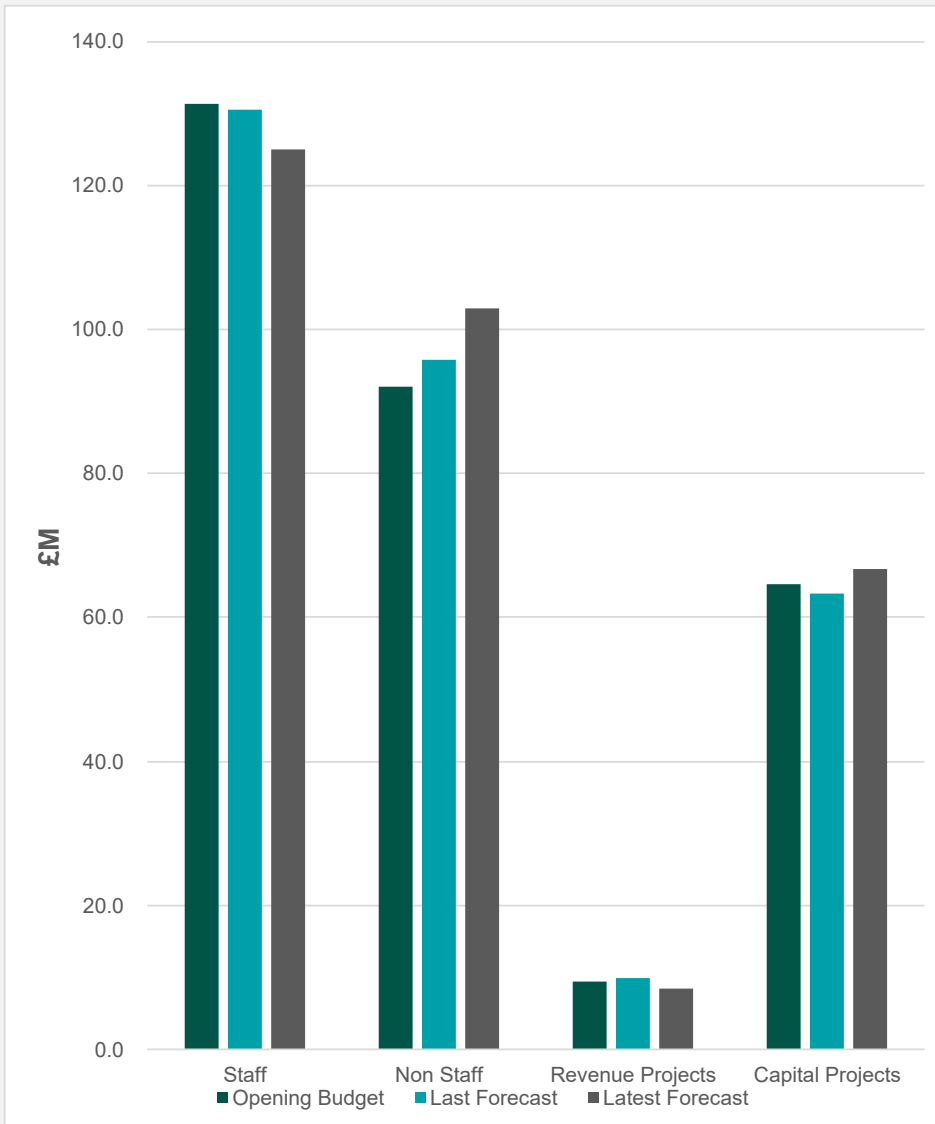
Risks & Opportunities

Type	Description	Expenditure Category	Value/£m
Risks			
US tariffs, geopolitical issues and exchange rate fluctuation	Potential increased costs, particularly within ICT hardware, licenses and oil/fuel.	Revenue & capital	TBD
Ongoing legal cases	No claim costs from case recently mediated although extra operational inspection costs will need to be factored into the programme. Other claims are being monitored for impact.	Revenue	TBD
Retainable & surrenderable energy income	Additional measures put in place this year to highlight fluctuations in a more timely manner, however the volatility of the wholesale market and weather conditions will still be outside of our control, leading to fluctuations through the year. The retainable element will have a direct impact on NRW, with any shortfall needing to be met within our current budget allocation. Surrenderable will have a greater impact on WG. The latest income forecasts were recently adjusted for recent, prudent forecasts so the risk should be mitigated.	Revenue	TBD
Timber income	Susceptible to economic pressures and the first forecast of the year has indicated a reduction from £32.5m to between £30m and £31m.	Revenue	£1.5m - £2.5m
Opportunities			
Salary underspend	Based on July performance and current recruitment activity - underspend likely to increase from £1.5m to circa £3m. Directorates and ET will consider options for how this can utilised.	Revenue & capital	Likely to be circa £3m
Use of temporary investment fund	Created from increasing the headcount cap from 4% to 7% - budgets embedded in directorates for allocation. ET to also consider options for utilisation if bigger strategic priorities exist.	Revenue	£4m
DDaT and other capital investment	Quick wins being identified and consider making a request to switch revenue to capital funding	Revenue & capital	TBD
General underspends	There is a risk with so much recruitment that there maybe general underspends whilst focus is away from delivery. There is a level of over-programming that is mitigating that.	Revenue & capital	TBD
Neutral			
Not using the additional grant funding from Welsh Government	Early indications that we will not be able to use £2.7M of the funding allocated by WG for various initiatives,	Revenue / Capital	£2.7m

Financial Performance – Income Forecast



Financial Performance – Expenditure Forecast



Staff

The forecast of staff costs have reduced by £5.6m between May and July. Mainly, this is due to the decision to implement headcount caps within our staff budgets in order to achieve future years sustainability. This led to a reduction in staff budgets of £4.1m in the current year. This budget has been allocated under non staff costs within each directorate for them to repurpose. A review of staff budget categorisation resulted in a further transfer of £1.7m of staff costs to non staff costs.

Non Staff

Non staff costs have increased by £7.3m mainly for the creation of the temporary investment fund (£4.1m) increase in the repayment of surrenderable energy income to WG (£0.7m), allocation of a budget in respect to the drawdown of the financial provision at Palleg (£0.6m). In addition, some staff costs have been re-categorised into non-staff costs following detailed re-forecasting (£1.7m).

Revenue Projects

Revenue Projects have reduced by £1.5m largely due a recategorisation fo workforce recharges on NRW 2030 programme (£1.1m) together with a reduction in NaCE National Forest programme forecast (£0.4m).

Capital Projects

Budget has increased by £3.4m, mainly due to additional WG capital funding for Fleet and EV investment (£3.9m), additional WG funding for heat pump in Llandovery office (£0.1m), offset by a reduction in Externally funded LIFE Dee project (£0.5m).

Financial Performance - Income

INCOME by Account Type	Actual YTD £m	Approved Forecast YTD £m	Variance YTD £m	Approved Forecast FY £m	Remaining Budget FY %	Original Budget FY £m	Commentary
Charges	31.9	30.0	1.9	48.4	34%	48.4	Overall, charge income is £1.8m ahead of profile, due to Water Quality, Installations & Water Resources subsistence charges and rod licencing. The full-year income forecast remains at the original budget level. It is too early to predict whether these are definite income increases or an artificial upturn that could be negated by future variations or refunds. We will continue to collaborate with the permitting teams to with the aim of updating the forecast at the half-year point
Commercial	18.9	19.4	-0.5	55.3	66%	54.5	Commercial Income is below budget due to Timber (-£0.6m), which is offset by other NRW estate Income and rechargeable works being ahead of budget (£0.2m). Quarter 1 despatches from WGWE fell below forecast expectations, and it is now certain that NRW will not achieve the forecasted end of year target for Timber. Current forecast suggests a drop to £30m to £31m as purchasers have indicated that they are unable to catch-up on lost production within the financial year, and highly likely that some of this timber income from existing contract agreements will now roll forward in FY2026/27. Revised Timber Income forecast will be approved by Head of Sustainable Commercial Development (end of August) and presented to business group for discussion.
European & external	1.2	1.2	-0.0	8.5	86%	9.8	In line with profile.
Grant in Aid	26.5	26.5	0.0	189.8	86%	183.8	In line with profile.
Use of Reserves	0.0	0.0	0.0	1.1	100%	1.1	In line with profile.
TOTAL: NRW	78.5	77.2	1.4	303.2	74%	297.6	

Financial Performance - Expenditure

EXPENDITURE	Actual	Approved Forecast	Variance	Approved Forecast	Remaining Budget	Original Budget	Commentary
by Account Type	YTD £m	YTD £m	YTD £m	FY £m	FY %	FY £m	
Staff	38.1	39.5	1.5	125.0	70%	130.3	An underspend of £1.5m on staff costs, due to the number of vacant posts. Currently the number of staff in non ring fenced posts is 9% below the headcount cap and 27% below on ring fenced posts. The underspend on staff budgets along with the £4m re-allocated to non staff costs as an investment fund (from instigating a headcount cap 3% on top of the baseline 4% originally set as a turnover target) is to be prioritised by Directorates to find alternative ways of delivering services, and improvements to those services, doing more or bringing expenditure forward. A forecast will take place during September/October to ascertain the expected underspend at year end. There are 330 posts currently being actively recruited.
Non Staff	18.6	19.3	0.7	103.0	82%	93.2	Underspend of £0.6m on Land Stewardship Operation activities - which is being re-profiled. No risks have been flagged in terms of underspends and is likely to be an area that we will look to transfer budget into from staff costs or the investment fund.
Revenue Projects	1.5	1.6	0.1	8.4	82%	9.5	Very minor variances across some revenue projects.
Capital Projects	7.5	8.3	0.8	66.8	89%	64.6	The largest of the variances are in respect to the Flood Capital (£0.3m) and External Funded Programmes (£0.3m). There is a risk that we will not utilise the full year flood capital budget
TOTAL: NRW	65.7	68.8	3.1	303.2	78%	297.6	

Financial Performance – Revenue Projects

Revenue Projects by Programme	Actual	Approved Forecast	Variance	Approved Forecast	Remaining Budget	Original Budget	Commentary
	YTD £m	YTD £m	YTD £m	FY £m	FY %	FY £m	
External Funded	0.6	0.7	0.1	3.2	81%	3.1	Main variance relates to multi-year Natur am Byth project (£0.1m).
Internal Funded	0.4	0.5	0.1	1.7	76%	1.6	Main variance relates to Bala Sluice Access Bridges
NaCE	0.2	0.2	0.0	1.5	86%	1.6	In line with profile.
Other	0.0	0.0	0.0	0.0	70%	0.0	In line with profile
NRW 2030	0.2	0.2	0.0	1.2	84%	2.3	In line with profile
Grants	0.1	0.0	-0.1	0.8	89%	0.9	National trails grant programme expenditure (£0.1m), whilst the budget is mainly planned to be spent at the end of the financial year. This will be reviewed and re-forecasted if necessary.
TOTAL: NRW	1.5	1.6	0.1	8.4	82%	9.5	

Financial Performance – Capital Projects

Capital Projects by Programme	Actual	Approved Forecast	Variance	Approved Forecast	Remaining Budget	Original Budget	Commentary
	YTD	YTD	YTD	FY	FY	FY	
	£m	£m	£m	£m	%	£m	
NRW 2030	0.6	0.6	0.0	5.6	89%	6.0	The NRW 2030 programme is on profile but the main concern is that £2.7m of budgets are still to be distributed to projects. The programme is currently under-programmed by £1.6m. Once the budgets are allocated it will be over-programmed by £1m.
External Funded	2.0	2.3	0.3	13.7	85%	14.4	The main variance is in relation to the DDAT project: Electric Waste Tracking funded by Defra (£0.2m).
Flood Risk	2.5	2.8	0.3	17.9	86%	17.6	At the time of undertaking this forecast the programme was still slightly over-programmed by £0.1m (~1%), indicating close alignment with available funding. However, since then we have been advised that the Presteigne scheme £0.4m has been removed from the programme, resulting in an under programming of £0.3m. There are budgets awaiting distribution (£0.3m) and further work that is under consideration (£0.3m). As a result, there is a risk of underspend.
Internal Funded	0.4	0.5	0.1	7.4	95%	3.6	Minor variances over several projects. The increase in forecast is due to the incorporation of the EV and fleet purchase budget.
NaCE	2.0	2.1	0.1	19.4	90%	20.2	Largely in line with profile. This reflects a £0.50m reduction from the opening budget following the removal of anticipated WG funding for Commemorative Woods under the National Forest scenario. Programme Risks include £1m budget pending distribution to projects and 56% of spend profiled in Quarter 4 offset by overprogramming which will be managed downwards to align with available budget through the year.
IFRS 16 Capital Leases Only (non-cash)	0.0	0.0	0.0	2.8	100%	2.8	£1.4m is due to be transferred to the EV and Fleet purchase budget, which will reduce this budget to £1.4m. The remainder is set aside for 3 building leases though 1 may not happen this financial year. Which will mean that capital budget is available for re-distribution.
TOTAL: NRW	7.5	8.3	0.8	66.8	89%	64.6	

Contingency and over-programming budgets

Balances (contingencies and programme under/overs)	May-25 £m	Jul-25 £m	Movement £m	Confidence Level (RAG Status)	Comments
Contingencies and provisions					
Pay Award Provisions	4.2	4.2	0.0	Green	Budget held centrally at 3%. Welsh Government pay remit is 3.75%, however they will fund the difference should our pay award be greater than 3%. Once the decision has been made on the pay award budgets can be adjusted.
Other staff contingency	2.1	1.3	-0.8		Budget distributed for market forces and increments. Contingency held for flexible resource pool and any corrections required to the opening budget. It is likely that the whole of this contingency will not be required.
Central Contingencies	1.9	0.2	-1.7		Unfunded pressures approved and reported to ET in July 2024. They comprised the bringing forward of laptop and other hardware purchases from nest financial year and the allocation of additional budget to support recruitment activities.
Infrastructure (additional WG GiA funding) (EPP directorate)	0.6	0.6	0.0		Unallocated funding from the initial £5m award.
Staff Budget Undistributed (Directorates)	10.5	2.7	-7.8		Budgets have been distributed to posts associated with new funding in June/July. It is anticipated that the remaining budget will be transferred to position in August, once the position are set up by Recruitment team.
Over-programming					
Central over programming	-1.0	-1.0	0.0	Green	As per the opening budget. This will most likely be retained until Quarter 4.
Overprogramming (Directorates)	-0.3	-0.5	-0.2		In addition to the land stewardship overprogramming £0.3m, additional funding agreed to support Mid Wales integrated workforce £0.2m. This will be cleared through the allocation of the investment fund funding.
NaCE (Directorates)	-1.8	-2.5	-0.7		Increase in NaCE overprogramming this will be managed down as we move through the year, similar to previous years.
Water Resources Capital (Directorates)	-0.1	-0.2	-0.1		The balance will be managed down as we move through the year.
Under-programming					
Flood Risk Capital (Directorates)	0.1	-0.1	-0.2	Green	Whilst the Flood programme is reflected as overprogrammed in July by £0.1m, we have since been made aware that the Presteigne scheme has been delayed (£0.4m) resulting in an under programming of £0.3m. Although further projects under consideration should increase the over-programming to £0.3m.
Under programming (Directorates) WG Grant	0.0	0.1	0.1		Woodland verification WG grant
Awaiting distribution					
NRW 2030 (Directorates)	6.0	3.7	-2.3	Yellow	Once projects are set up, the budget will be distributed (revenue - £1m and capital £2.7m)
Note					
All contingencies/over programming are held centrally unless indicated otherwise.					



Board Paper

Date of meeting:	8 th October 2025
Title of Paper:	Annual Business Plan Performance Report: Quarter 1 and Internal Performance Report: Quarter 1
Paper Reference:	25-10-B17
Paper sponsored by:	Prys Davies, Executive Director of Corporate Strategy and Development
Paper prepared by:	Sarah Williams. Head of Corporate Strategy and Programme Management Office and Corporate Planning and Performance Team
Paper presented by:	CEO and Executive Team Well-being Objective Leads
Purpose of the paper	Approval
Summary	<p>This Performance Report reports on progress by the end of Quarter 1 against the 2025/26 Annual Business Plan and also reports on Internal Performance.</p> <p>To approve:</p> <ul style="list-style-type: none"> Quarter 1 performance positions for all Business Plan commitments and internal measures.

Background

Business Plan and performance

1. Each financial year, the Minister sends NRW a formal statement of its budgetary provision. In response to this, each year we have to prepare a business plan setting out the level of service to be achieved in key areas and the performance and output information to be collected to monitor progress.
2. The Chief Executive is responsible for advising the Board on organisational performance. Evidence of scrutiny of performance is set out in the NRW Annual Report and Accounts. The Welsh Government Framework document states that NRW must operate systems which enable review of performance against objectives in a timely and effective manner. Agreed monitoring information must be shared with the Welsh Government Partnership Team at agreed intervals to demonstrate progress, ensure targets are being achieved, and metrics are within acceptable levels.
3. At publication of the Corporate Plan, Executive Directors were identified as Leads for each Well-being Objective (WBO) with responsibility for performance, assurance and risk for their respective WBO, as well as integrated scrutiny across the three WBOs to ensure a holistic view of progress.

2025/26 Business Plan

4. The 2025/26 Business Plan sets out what we will do specifically in 2025/26 to deliver against the three well-being objectives to meet our Corporate Plan by 2030 and help achieve our vision – Nature and People Thriving Together.

5. Due largely to the impacts of our Case for Change and recruitment freeze, most commitments have been carried forward from 2024/25 to this year. We ended last year with a number of commitments that had a Red or Amber status, with the pathway to Green being dependent on filling staff vacancies and embedding staff in new roles. We have rolled these commitments forward, together with revising those that were Green at the end of the year: we also have as two new commitments for 2025/26.

6. Across the three WBOs, the business plan identifies the steps to take we will progress in 2025/26. From these, we have identified 28 specific commitments that we will take forward this year (seven for WBO1: Nature; ten for WBO2: Climate, nine for WBO3: Pollution, and two cross-cutting). This represents approximately 30% of the total steps to take in the corporate plan. Each of the 28 commitments consists of up to three key deliverables, showing how that commitment will be achieved. Many of these are aligned to priorities in the Term of Government Remit Letter and specific outputs defined in Welsh Government and other funding body grant award letters.

Business Plan 2025/26 Quarter One Performance Report

7. The Business Plan 2025/26 Quarter One Performance Report can be seen at Annex 1. A synthesis of progress against the WBOs is provided in the report alongside the RAG (Red, Amber, Green) status of each commitment to show progress for this quarter and anticipated year-end position.

8. **Under the Nature WBO**, five commitments – including two cross-cutting - are rated Green, reflecting strong progress since quarter 4, highlights include C3's endorsement by the National Lottery Heritage Fund as best practice in risk management and evaluation, C5's comprehensive assessment reports – including the Benefits of Nature Report - informing wider landscape management, and C27's interactive State of Natural Resources Report (SoNaRR) tool, endorsed by Welsh Government helping public sector partners embed environmental evidence into decision making. The pathway to Green for the remaining commitments under the Nature WBO – three Amber and one Red (C1) – are dependent on filling key vacancies (C2 and C4), while C1's pathway to Green depends on clarifying evaluation requirements with Welsh Government.

10. Under the **Climate WBO**, seven commitments are rated Green, including the new integrated catchment approach for the Taff (C10). Notable achievements include long-term funding and sector growth for the National Peatland Action Programme (C8) and embedding carbon reduction into procurement processes for C17. Of the remaining commitments, three remain Amber, highlighting ongoing challenges around capacity, system complexity, and resource pressures. C11's progress is limited by capacity constraints affecting asset management, while C13 faces risks from technical interdependencies and recruitment gaps in Digital, Data and Technology (DDaT) teams. C14's pathway to Green depends on clarifying the integration of low carbon technologies

and completing key permit work. Addressing these issues will require continued focus on recruitment and training of new recruits and cross-team collaboration to ensure alignment of resources.

11. Under the **Pollution WBO** four commitments are rated Green, reflecting strong progress in delivery. C19 saw effective compliance action at high-risk pollution sites; C26 moved from Amber in Q4 to Green in Q1, with progress on the updated Fly-tipping Protocol, new enforcement tools, and strengthened partnerships with local authorities and third sector organisations. These successes highlight a focus on targeted enforcement, partnership working, and the use of digital tools to enhance environmental protection. Five commitments remain Amber, with common themes of capacity constraints, recruitment delays, and system complexity. C18 and C22 are expected to improve to Green, contingent on successful onboarding and training of new staff. C21 and C24 face slower progress due to unfilled critical roles, while C23's delivery depends on cross-organisational engagement to embed revised incident response procedures.

12. In summary we are making good progress across all 28 commitments in this year's Business Plan, with actual progress in Quarter One showing that 16 reported Green, 11 Amber, and 1 Red. Those Amber and Red commitments that rolled forward from last year are progressing well, with 5 of the 12 that reported Amber in Q4 now reporting green; 6 have remained at Amber and 1 is reporting as Red. The single Red at the end of Q4 is now reporting at Amber at the end of Q1. The detail of these shifts is shown in Table 1 in Annex 1.

13. Quarter One year end predictions are currently:- 22 commitments are expected to be Green at year end and 6 are expected to be Amber: 5 of the current Ambers anticipate achieving Green status by year end. The single Red commitment reported in Q1 also anticipates Green by year end.

Internal performance report

14. Alongside the business plan quarterly reporting we also review management information related to our internal performance.

15. The Internal Performance Report can be seen at Annex 2 and covers 9 internally focussed measures, with their current (Q1) RAG status. This is a subset of more detailed management information, collected monthly and shared with all Executive Directors for scrutiny with their senior leadership teams. For these measures the position are as follows: 5 Green, 2 Amber and one Red, with one item Grey.

16. At the end of Q1, measures show strong performance in customer service, procurement, ICT, and finance, with five measures rated Green and no high-rated risks identified in programme and project management. However, challenges remain in Sgwrs (Red), health and safety near miss reporting (Red), and declarations of interest compliance (Amber), largely due to transition to new IT systems and capacity. Focused action will be essential to address these gaps and maintain high standards across all areas.

Risks, Risk Appetite and opportunities

17. 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.

18. Risk associated with achieving our commitments are aligned to our top level Risk Registers. Delivery risks related to ICT have been escalated to the ORIL (Organisational Risk and Issues Log).

Wider implications

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

20. **Equality:** The relevant Equality Impact Assessment covers our Corporate Plan 2030, Well-being Statement and Business Plan 2025/26.

Next Steps

21. Following NRW Board approval, both Performance Reports will be discussed with Welsh Government and submitted to the Minister for Climate Change and Rural Affairs. They will be published on the Natural Resources Wales website.

22. Feedback will be provided to reporters and Leadership Team and shared with staff via our intranet.

Recommendation

23. The Board approve the Business Plan 2025/26 Quarter One Performance Report and the Internal Performance Report.

Index of Annexes

Annex 1 – Business Plan 2025/26 Quarter 1 Performance Report – Synthesis of progress against the well-being objectives

Annex 2 – Internal Performance Report: Quarter 1

Approval / Consultation process

Approval/consultation process	Sarah Williams (Head of Corporate Strategy and Programme Management Office)
Responsible: Who has developed the paper/process and who has had input?	Prys Davies (Executive Director of Corporate Strategy and Development)

Accountable: Who is accountable for the ultimate approval? Who will be or is being asked to approve?	NRW Board
Consulted: Who has been consulted to date? Where endorsement is required, is this in place? Will further consultation be required?	Leadership Team (Steps to Take Owners) Executive Team
Informed: Who has been informed or who needs to be further information about the work?	Leadership Team Planning & Resources Group Executive Team NRW Board

Annex 1: Business Plan 2025/26 Quarter One Performance – Report of Progress Against the Well-being Objectives

Background

1. Across our three Well-being Objectives (WBOs), the business plan identifies the steps to take we will progress this year and the 28 specific commitments (seven for WBO1: Nature; ten for WBO2: Climate, nine for WBO3: Pollution, and two cross-cutting) we plan to achieve to make this happen. This represents approximately 30% of the total steps to take in the corporate plan. Many of these are aligned to priorities in the Term of Government Remit Letter and specific outputs defined in Welsh Government and other funding body grant award letters.
2. Each of the 28 steps to take identifies a commitment for the year and is accompanied by up to three key deliverables to demonstrate how progress will be made in this year. Most of these commitments have been carried forward from 2024/25, with the addition of two further commitments for 2025/26.
3. We recognise that a breadth of other activity underpins our work on the three well-being objectives - from environmental monitoring and reporting, responding to planning applications, issuing permits, undertaking compliance visits and where necessary taking enforcement action to managing the land within our care.
4. At publication of the Corporate Plan, Executive Directors were identified as Leads for each Well-being Objective (WBO) with responsibility for performance, assurance and risk for their respective WBO and integrated scrutiny across the three WBOs to ensure a holistic view of progress. The 'WBO performance group,' chaired by the Head of Corporate Strategy and Portfolio Management Office, with the three ET WBO leads and the relevant Leadership Team step to take leads, met again to consider performance and progress for the first Quarter of this year.

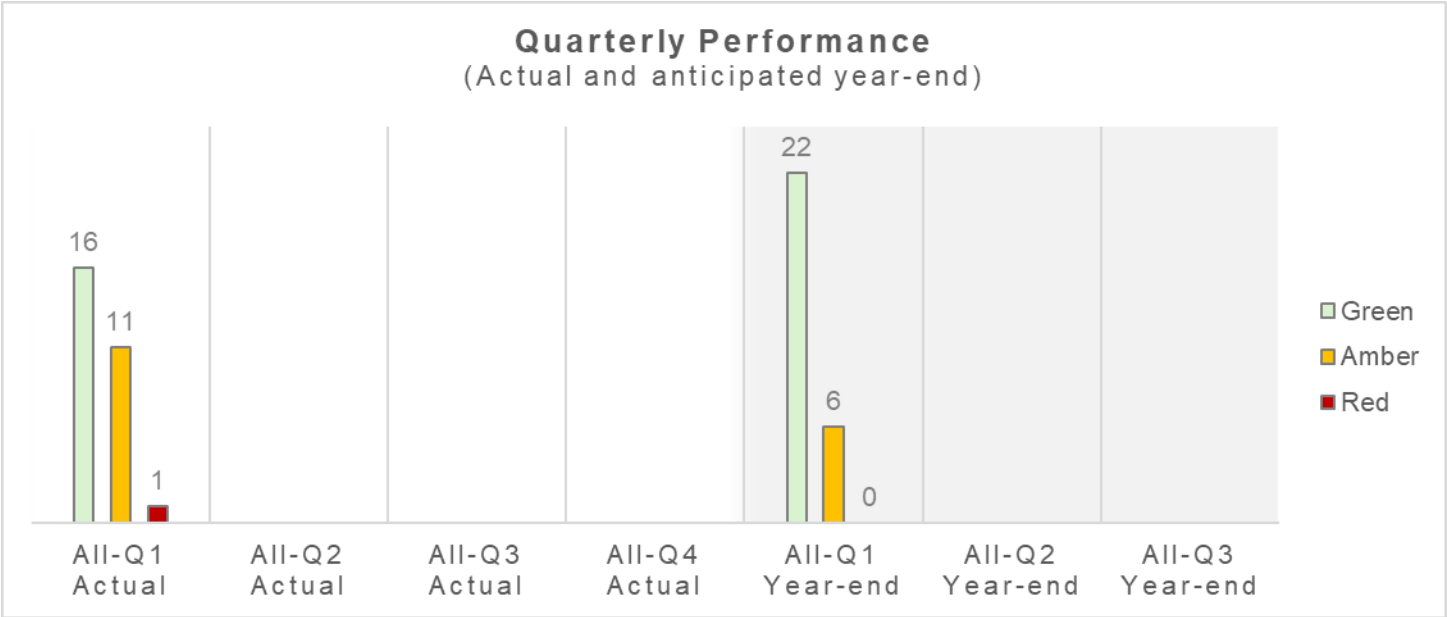
Overarching assessment of performance – emerging themes and risks

5. The Case for Change impacted on delivery in 2024/25, with commitments reporting Red or Amber at year end indicating that the pathway to Green was dependent on filling staff vacancies. For this reason, Red and Amber commitments and deliverables have been retained within the 2025/26 Annual Business Plan, while those that were Green have been included and revised. Recruitment reopened from early April 2025. Permanent recruitment is just one of several delivery mechanisms open to us. We are expanding our use of contracts, grants, partnerships and temporary agency staff, while also establishing early career pathways such as placements and apprenticeships. As permanent vacancies begin to be filled, we recognise the importance of equipping colleagues with the training and support they need to be fully effective in their roles.

Performance Analysis

6. Fig. 1 below illustrates ‘RAG’ quarterly progress and year-end predicted positions across all 28 annual commitments; Table 1 reflects progress for this first quarter and anticipated year end position for each annual commitment. Detail for each Commitment can be found in ‘Appendix 1 of Annex 1’.

Fig 1: Quarterly Performance for Q1 25/26 and Anticipated Year End



Key: Green = achieved; Amber = partially achieved; Red = missed

7. Against actual progress in this first quarter, of the 28 commitments, 16 reported Green, 11 reported Amber and 1 has reported Red. 22 Green and 6 Amber Commitments are anticipated at Year end.

Table 1: Overall dashboard for 2025/26 Business Plan – Actual Reported Position compared to Q4 Outturn and Anticipated 2025/26 Year end

Key: Green = achieved; Amber = partially achieved; Red = missed; Grey = N/A

	2025/26 Business Plan commitment:	Q4	Q1	Anticipated Year end
WBO1: Nature is recovering	C1: Evaluate the NRW Nature Networks Programme to inform future investment for protected sites	Amber	Red	Green
	C2: Synthesise evidence to identify priorities for notification and renotification of sites contributing to the 30:30 target	Red	Amber	Green
	C3: Review the Natur am Byth partnership programme's 4-year delivery plan to evaluate, and as appropriate refine, action for species most at risk of extinction in the final two years of programme	Green	Green	Green
	C4: Communicate and build understanding of the condition of the Marine Protected Area Network to inform targeted action and improvements	Green	Amber	Green
	C5: Integrate nature recovery evidence into the proposed new National Park process and management of existing National Landscapes and National Parks to improve decision making for nature	Green	Green	Green
	C6: Develop the capacity and capability within NRW to ensure the successful implementation of the Sustainable Farming Scheme, delivering multiple benefits and opportunities for nature and people	Green	Amber	Amber
	C7: Implementing No Mow May, piloting new approaches to working with nature on the land and assets that we manage, identifying prioritised recommendations	Green	Green	Green
Cross cutting	C27: Advocate and support the use of the latest climate, nature and pollution evidence (including the interim SoNaRR Report 2025) in decision making amongst our public and third sector partners to facilitate a collaborative approach to delivery	Green	Green	Green
	C28: Increased awareness and understanding of opportunities to drive action for nature, climate and pollution minimisation via our suppliers and partners delivered through our Procurement and Contracts Strategy	N/A	Green	Green
WBO2: Communities are resilient to climate change	C8: Invest in capacity building to enable delivery in 2025-26 and future expansion of the National Peatland Action Programme	Amber	Green	Green
	C9: Strengthen capacity and evidence informing spatial prioritisation to enable effective future restoration within marine and coastal habitats	Amber	Green	Green
	C10: Develop an integrated catchment approach in the Taff using the 'Taff Catchment Strategic Flood Management Plan' to facilitate collaborative action to support communities at risk of flooding	N/A	Green	Green
	C11: Review the prioritisation approach for flood asset maintenance and management to ensure our investment is risk based	Amber	Amber	Amber
	C12: Deliver capital projects and sustain levels of protection for properties to reduce flood risk	Green	Green	Green
	C13: Improve the Flood Warning Service and Telemetry System to deliver efficiencies and maintain continuity of service to customers	Amber	Amber	Amber
	C14: Development of advice, guidance and tools on low carbon techniques and infrastructure, including Carbon Capture and Hydrogen, to improve the quality of applications submitted by industry and reduce the length of time to determine individual permit applications	Green	Amber	Amber
	C15: Enhance evidence, guidance and pre-application advice to improve the quality of submissions for planning permissions and permit/licence applications	Amber	Green	Green
	C16: Prioritise actions with the greatest cost benefit on carbon dioxide equivalent (CO ₂ e)/ greenhouse gases (GHGs) to deliver our annual prioritisation within the Net Zero Plan	Amber	Green	Green
WBO3: Pollution is minimised	C17: Implement prioritised actions in the NRW Net Zero Delivery Plan 2025-30 (relating to scope 3 emissions in our supply chain)	Green	Green	Green
	C18: Undertake farm inspections under Agriculture Pollution Regulations, in line with the enforcement sanctions policy to reduce pollution	Amber	Amber	Green
	C19: Undertake compliance visits at prioritised regulated sites to reduce pollution	Green	Green	Green
	C20: Implement targeted regulatory activities for key business sectors and waste service providers to improve compliance with the Workplace Recycling Regulations	Green	Green	Green
	C21: Provide challenge and advice to water companies to ensure their investment programmes reduce the risks and impacts of their operations on the environment	Amber	Amber	Amber
	C22: Set the ambition for water quality improvements at a catchment scale to build collaboration and deliver prioritised action	Amber	Amber	Green
	C23: Embed changes to incident management approach and ways of working to enable a prioritised response to incidents focussing resource to those which cause the most harm	Green	Amber	Green
	C24: Enhance our understanding of the drivers of pollution incidents across Wales to inform the actions needed to minimise pollution and ensure our incident response is targeted and effective in support of that aim	Amber	Amber	Amber
	C25: Undertake investigation and enforcement action to minimise environmental harm	Green	Green	Green

C26: Strengthen ways of working with Local Authorities and third sector partners to maximise collective action on fly-tipping

Amber

Green

Green

Synthesis of progress against each well-being objective

8. Below is a synthesis of progress against the well-being objectives. A detailed summary of progress for each commitment can be found in Appendix 1 of this Annex.

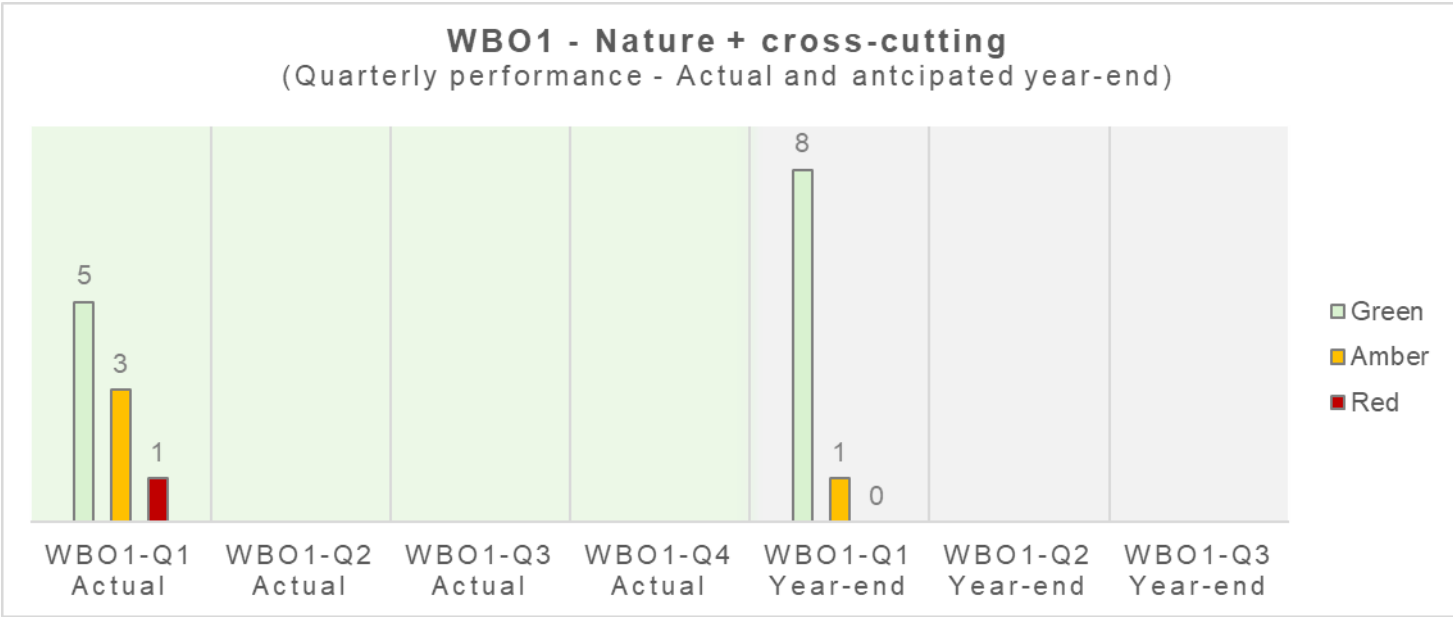
N.B. For reporting purposes only, we have now moved the two cross-cutting commitments (C27 – Advocate the use of latest evidence in decision making and C28 – Driving action through our contract and procurement strategy) under WBO 1.

WBO 1: Nature is Recovering (and cross-cutting commitments)

Table 2: WBO1 dashboard - Nature is recovering (and cross-cutting commitments)

	2025/26 Business Plan commitment:	2025/26			
		Q1	Q2	Q3	Anticipated Year end
WBO1: Nature is recovering	C1: Evaluate the NRW Nature Networks Programme to inform future investment for protected sites	Red			Green
	C2: Synthesise evidence to identify priorities for notification and renotification of sites contributing to the 30:30 target	Amber			Green
	C3: Review the Natur am Byth partnership programme's 4-year delivery plan to evaluate, and as appropriate refine, action for species most at risk of extinction in the final two years of programme	Green			Green
	C4: Communicate and build understanding of the condition of the Marine Protected Area Network to inform targeted action and improvements	Amber			Green
	C5: Integrate nature recovery evidence into the proposed new National Park process and management of existing National Landscapes and National Parks to improve decision making for nature	Green			Green
	C6: Develop the capacity and capability within NRW to ensure the successful implementation of the Sustainable Farming Scheme, delivering multiple benefits and opportunities for nature and people	Amber			Amber
	C7: Implementing No Mow May, piloting new approaches to working with nature on the land and assets that we manage, identifying prioritised recommendations	Green			Green
Cross cutting	C27: Advocate and support the use of the latest climate, nature and pollution evidence (including the interim SoNaRR Report 2025) in decision making amongst our public and third sector partners to facilitate a collaborative approach to delivery	Green			Green
	C28: Increased awareness and understanding of opportunities to drive action for nature, climate and pollution minimisation via our suppliers and partners delivered through our Procurement and Contracts Strategy	Green			Green

Key: Green = achieved; Amber = partially achieved; Red = missed.



Key: Green = achieved; Amber = partially achieved; Red = missed

9. Five commitments begin the year as Green (including the two cross cutting commitments): one is new for 2025/26 – C28 (Our Procurements and Contracts Strategy).

10. We have made good progress with these five commitments - for example with C3 (Review the Natur am Byth partnership programme's 4-year delivery plan to evaluate, and as appropriate refine, action for species most at risk of extinction in the final two years of programme) receiving a positive review from the National Lottery Heritage Fund, which now promotes it as best practice in risk management and evaluation; C5 (Integrate nature recovery evidence into the proposed new National Park process and management of existing National Landscapes and National Parks to improve decision making for nature) which has now completed all assessment reports, including the Benefits of Nature Report, which could serve as a model for other designated landscapes; and C27 (Advocate and support the use of the latest climate, nature and pollution evidence (including the interim SoNaRR Report 2025) in decision making amongst our public and third sector partners to facilitate a collaborative approach to delivery) which is progressing well, with Welsh Government backing an interactive tool to help Public Services Boards use SoNaRR evidence effectively in decision-making.

11. Of the four remaining commitments under this WBO, three are Amber (C2 – Synthesise evidence to identify priorities for notification and renotification of sites contributing to the 30:30 target; C4 - Communicate and build understanding of the condition of the Marine Protected Area Network to inform targeted action and improvements; and C6 - Develop the capacity and capability within NRW to ensure the successful

implementation of the Sustainable Farming Scheme, delivering multiple benefits and opportunities for nature and people. One commitment - C1 - Evaluate the NRW Nature Networks Programme to inform future investment for protected sites is Red.

12. C2 (Synthesise evidence to identify priorities for notification and renotification of sites contributing to the 30:30 target) is currently Amber, having reported Red in Q4 2024/25. We are now anticipating improvement to Green by year-end. Q1 saw significant progress with the completion of the evidence report deliverable. Progress on the other deliverables was dependent on this key resource. The pathway to Green includes filling vacant posts and ensuring cross-directorate working. Our emerging NRM (Natural Resource Management) Service Plan will be key to establishing a prioritised pipeline of sites and enabling effective delivery using a range of different approaches.

13. C4 (Communicate and build understanding of the condition of the Marine Protected Area Network to inform targeted action and improvements). Currently rated Amber, this commitment is expected to reach Green by the end of Q4. Q1 achievements include publishing new condition assessments and engaging stakeholders such as Welsh Government and Natural England. Delays in finalising reports are being addressed by allocating more time for engagement and feedback from colleagues before completion.

14. C6 (Develop the capacity and capability within NRW to ensure the successful implementation of the Sustainable Farming Scheme). This commitment is Amber at Q1 and is forecast to remain Amber through to year-end. While progress has been made in understanding delivery needs and establishing governance, recruitment delays continue to pose a risk. The pathway to Green includes rapid training of incoming staff from a variety of routes such as placements, agency staff and temporary assignments as well as use contracts.

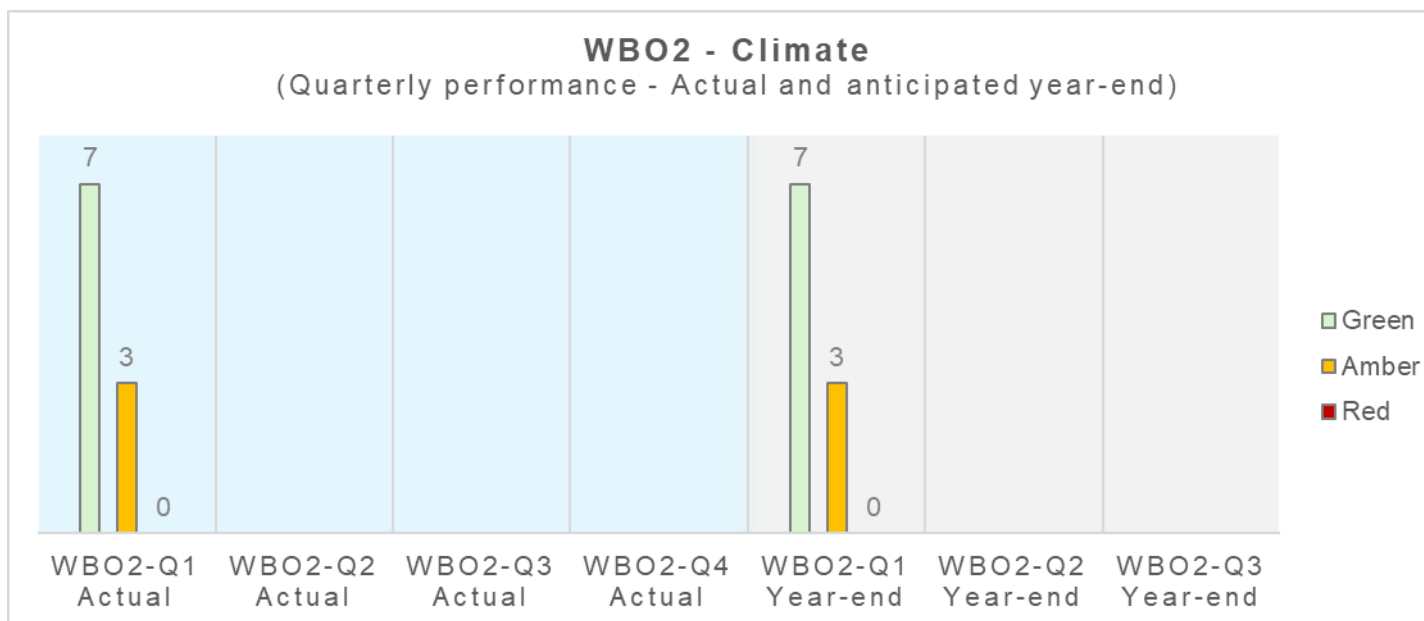
15. C1 (Evaluate the NRW Nature Networks Programme (NNP) to inform future investment for protected sites). This commitment is currently Red but is expected to move to Green by the end of the financial year. In Q1, we sought clarification from the Welsh Government about the Terms of Reference for their planned NNP evaluation to inform our approach.

16. WBO 2: Communities are resilient to climate change.

Table 3: WBO2 dashboard - Communities are resilient to climate change:

	2025/26 Business Plan commitment:	2025/26			
		Q1	Q2	Q3	Anticipated Year end
WBO2: Communities are resilient to climate change	C8: Invest in capacity building to enable delivery in 2025-26 and future expansion of the National Peatland Action Programme	Green			Green
	C9: Strengthen capacity and evidence informing spatial prioritisation to enable effective future restoration within marine and coastal habitats	Green			Green
	C10: Develop an integrated catchment approach in the Taff using the 'Taff Catchment Strategic Flood Management Plan' to facilitate collaborative action to support communities at risk of flooding	Green			Green
	C11: Review the prioritisation approach for flood asset maintenance and management to ensure our investment is risk based	Amber			Amber
	C12: Deliver capital projects and sustain levels of protection for properties to reduce flood risk	Green			Green
	C13: Improve the Flood Warning Service and Telemetry System to deliver efficiencies and maintain continuity of service to customers	Amber			Amber
	C14: Development of advice, guidance and tools on low carbon techniques and infrastructure, including Carbon Capture and Hydrogen, to improve the quality of applications submitted by industry and reduce the length of time to determine individual permit applications	Amber			Amber
	C15: Enhance evidence, guidance and pre-application advice to improve the quality of submissions for planning permissions and permit/licence applications	Green			Green
	C16: Prioritise actions with the greatest cost benefit on carbon dioxide equivalent (CO ₂ e)/ greenhouse gases (GHGs) to deliver our annual prioritisation within the Net Zero Plan	Green			Green
	C17: Implement prioritised actions in the NRW Net Zero Delivery Plan 2025-30 (relating to scope 3 emissions in our supply chain)	Green			Green

Key: Green = achieved; Amber = partially achieved; Red = missed.



Key: Green = achieved; Amber = partially achieved; Red = missed

17. Seven commitments begin the year as Green (Cs 8,9,10,12, 5,16,17). Of these, one commitment - C10 - Develop an integrated catchment approach in the Taff using the 'Taff Catchment Strategic Flood Management Plan' to facilitate collaborative action to support communities at risk of flooding - is new.

18. We have made significant progress with many of these commitments: Our new commitment (C10) is expected to remain Green through to year-end, with Q1 having seen the development of a detailed action plan and the appointment of external specialists to lead community engagement. Some of our other Green commitments include:- C8 (Invest in capacity building to enable delivery in 2025–26 and future expansion of the National Peatland Action Programme) which was Amber in Q4 last year, is now Green and is expected to remain Green through to the end of the financial year. Q1 saw strong progress, including securing long-term Strategic Allocated Funding agreements and establishing delivery plans for NRW-managed land; the introduction of an eight-year contractor framework which supports sector growth and green jobs. We are in the process of reviewing the past five years of the programme—celebrating our successes while also reflecting on the lessons learned. This review will help shape the next phase of the programme, guiding us through to 2031. C17 (Implement prioritised actions in the NRW Net Zero Delivery Plan 2025–30 (relating to scope 3 emissions in our supply chain) was Green at the end of Q4, is currently Green and is expected to remain so at year-end. Q1 progress here includes updating procurement templates and documentation to embed carbon-related questions proportionate to spend, as well as a review of the procurement pipeline which identified high-value agreements for potential carbon reduction planning.

19. The remaining three commitments are reporting Amber (C11, C13, C14) at the end of Q1:

20. C11 (Review the prioritisation approach for flood asset maintenance and management to ensure our investment is risk based) This commitment is currently Amber and is forecast to remain Amber at year-end. While the routine maintenance programme is progressing well and expected to be Green, the second key deliverable of this commitment - delivery of our Assets Facing Change project – is currently Red, resulting in the overall Amber status for this commitment. It has seen limited progress due to capacity constraints. We are actively seeking to determine the pathway to Green for this element, which will involve evaluating options for delivery and implementing these: however this requires significant reprioritisation.

21. C13 (Improve the Flood Warning Service and Telemetry System to deliver efficiencies and maintain continuity of service to customers). This commitment was Amber at Q4 last year, is currently Amber and is expected to remain Amber through the financial year. The commitment comprises 2 key deliverables: the first relates to migration to a new telemetry system that was rated red at the end of Q4 2024-25 due to delays. In Q1, progress has been made in system testing and hardware rollout, improving the status to Amber. However the complexity and interdependencies of the work, alongside recruitment challenges within the DDaT (Digital, Data and Technology) team continue to pose significant risks to completion. This deliverable will not return to Green until the full system go-live date and the project closes. The second deliverable focuses on the continuous improvement of the Flood Warning Information Service for Wales. A product team is partially established and delivering improvements, however delivery has been impacted by DDaT capacity constraints, leading to increased reliance on external suppliers and associated cost pressures.

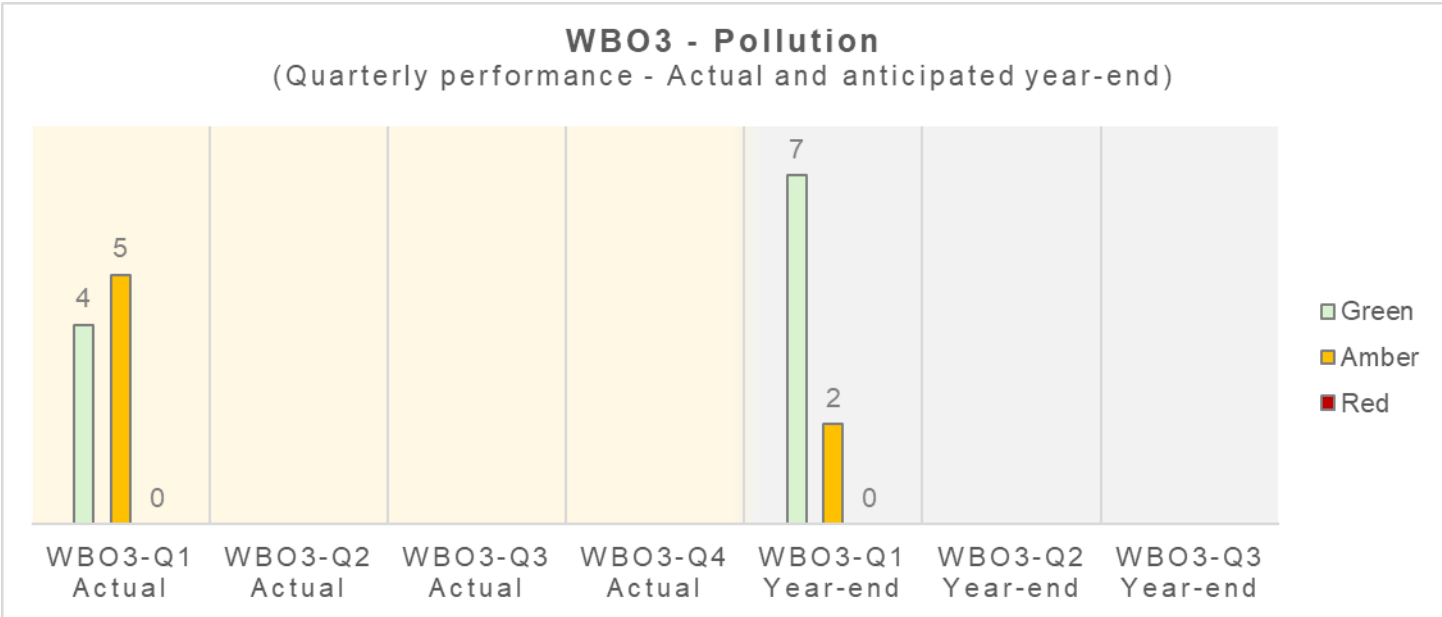
22. C14 (Development of advice, guidance and tools on low carbon techniques and infrastructure, including Carbon Capture and Hydrogen, to improve the quality of applications submitted by industry and reduce the length of time to determine individual permit applications). This commitment is currently Amber and is expected to remain Amber at year-end. While permitting work is progressing and our phased model is showing benefits, resource pressures and uncertainty around integrating low carbon technologies into Environmental Management Systems (EMS) remain. The pathway to Green includes completing key permit determinations and clarifying the scope of EMS integration.

23. WBO 3: Pollution is minimised:

Table 4: WBO3 dashboard - Pollution is minimised.

	2025/26 Business Plan commitment:	2025/26			
		Q1	Q2	Q3	Anticipated Year end
WBO3: Pollution is minimised	C18: Undertake farm inspections under Agriculture Pollution Regulations, in line with the enforcement sanctions policy to reduce pollution	Amber			Green
	C19: Undertake compliance visits at prioritised regulated sites to reduce pollution	Green			Green
	C20: Implement targeted regulatory activities for key business sectors and waste service providers to improve compliance with the Workplace Recycling Regulations	Green			Green
	C21: Provide challenge and advice to water companies to ensure their investment programmes reduce the risks and impacts of their operations on the environment	Amber			Amber
	C22: Set the ambition for water quality improvements at a catchment scale to build collaboration and deliver prioritised action	Amber			Green
	C23: Embed changes to incident management approach and ways of working to enable a prioritised response to incidents focussing resource to those which cause the most harm	Amber			Green
	C24: Enhance our understanding of the drivers of pollution incidents across Wales to inform the actions needed to minimise pollution and ensure our incident response is targeted and effective in support of that aim	Amber			Amber
	C25: Undertake investigation and enforcement action to minimise environmental harm	Green			Green
	C26: Strengthen ways of working with Local Authorities and third sector partners to maximise collective action on fly-tipping	Green			Green

Key: Green = achieved; Amber = partially achieved; Red = missed.



Key: Green = achieved; Amber = partially achieved; Red = missed

24. For this WBO, four commitments begin the year as Green.

25. Q1 saw strong delivery for C19 (Undertake compliance visits at prioritised regulated sites to reduce pollution), with follow-up completed on 26 of 27 Category 1 or 2 breaches: the remaining case will be prioritised in Q2. Continued focus on high-risk sites and poor performers, along with the establishment of a Water Quality compliance team, will support sustained progress and pollution reduction. C26 (Strengthen ways of working with Local Authorities and third sector partners to maximise collective action on fly-tipping) has shifted from Amber at Q4 last year to Green and is forecast to remain Green at year-end. There is good progress here including development of the updated Fly-tipping Protocol, on track to be completed by Q3, the testing of a new evidential feature on FlyMapper and camera tracker being tested shortly, and then rolled out wider to users and recruitment of an NRW enforcement officer (for S Wales) to support the work on the Welsh Government Woodland Estate.

Five Commitments begin the year as Amber:

26. C18 (Undertake farm inspections under Agriculture Pollution Regulations, in line with the enforcement sanctions policy to reduce pollution). This commitment is currently Amber but is expected to move to Green by the end of the financial year. Q1 delivery was slightly below target due to a shortfall of four FTEs (full time equivalent posts) across the two agriculture pollution teams. Recruitment is underway, with new staff joining in July and expected to be fully trained by early Q3. Backfilling all vacant posts and maintaining effective delivery of the compliance programme will be key to achieving Green status.

27. C21 (Provide challenge and advice to water companies to ensure their investment programmes reduce the risks and impacts of their operations on the environment). This commitment is currently Amber and is expected to remain Amber to the end of the financial year. Q1 saw progress in establishing the baseline for the AMP8 (8th Asset Management Period in the water industry – 2025-2030) National Environment Programme and technical review of drought plan responses. However, delays in recruiting critical roles have impacted the ability to progress work on PR29 (Periodic Review 29) and the Operator Monitoring Audit. Recruitment remains a priority, and filling these roles will be essential to unlocking further progress.

28. C22 (Set the ambition for water quality improvements at a catchment scale to build collaboration and deliver prioritised action). This commitment is currently Amber but is forecast to improve to Green by year-end. Q1 saw progress in WFD (Water Framework Directive) investigations and delivery through EU funded LIFE and Welsh Government funded NaCE (Nature and Climate Emergency) projects, although Special Area of Conservation (SAC) investigations have yet to be signed off. Recruitment delays have impacted delivery, but new FTA (Fixed Term Appointment) posts and project transitions are expected to support progress. Maintaining momentum through ongoing staff recruitment and training will be critical

29. C23 (Embed changes to incident management approach and ways of working to enable a prioritised response to incidents focussing resource to those which cause the most harm). This commitment is currently Amber linked to cross-organisational engagement and dedicated resourcing to finalise and implement revised SOPs (Standard Operating Procedures) not having yet been secured. Full operationalisation in service areas like Water, Land, and Biodiversity depends on securing this support. We anticipate Green by the end of the financial year. Q1 saw strong progress in embedding 'risk-based principles' and revising incident response procedures. The 4-hour response standard was met, and WIRS (Wales Incident Recording System) data analysis is informing targeted support. Full embedding of the revised approach, development of SOPs (standard operating procedures), and cross-service engagement will be essential to achieving Green status: progress is on track, but delivery is dependent on securing broader engagement and operational resource to support full implementation in priority service areas.

30. C24 (Enhance our understanding of the drivers of pollution incidents across Wales to inform the actions needed to minimise pollution and ensure our incident response is targeted and effective in support of that aim). This commitment is currently Amber and is expected to remain Amber at year-end. Q1 progress includes commissioning enhancements to Power BI analysis and early engagement on the Incident Management Strategy. However, formal agreement on prevention priorities and dedicated resourcing remain unresolved.

Appendix 1 of Annex 1: Summary of progress for each commitment

Table 1: Wellbeing Objective 1 - Nature is Recovering ET Owner: Dominic Driver

By 2030 the change we want to see: the decline in biodiversity is halted; effective regulation, habitat restoration and nature-based solutions contribute to increasingly resilient ecosystems enabling adaptation to change, benefiting people’s well-being.

Area of Focus: Nature being protected

Step to take: Improving the condition of features at protected terrestrial, marine and freshwater sites through using our advisory and regulatory tools, financial incentives and undertaking monitoring to evaluate effectiveness (UFR1)

C1: Commitment for 2025-26: Evaluate the NRW Nature Networks (NN) Programme to inform future investment for protected sites (Lead: Huwel Manley).

- Key deliverables:**
1. Increased understanding of the effectiveness and efficiency of activity delivered across the NRW Nature Networks programme through evaluation of 70% of current and previous activity by end of Q2 to establish the baseline.
 2. Increased effectiveness of future NRW Nature Network’s activity through identification of priorities and development of approaches to delivery by end of Q3 (informed by outcomes of deliverable 1).

Next step for 2026-27: Prioritise actions which have the greatest impact on the condition of SSSI features.

C1: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Red at the end of June and is expected to move to Green by the end of the financial year.</p> <p>For KD1: The Welsh Government is in the process of developing a scoping brief for the evaluation of the Nature Networks Programme. Once this is shared, we will be better placed to understand how we can contribute. In the meantime, we are continuing to gather data on spend, delivery of outputs, and anticipated outcomes for use in the evaluation.</p> <p>For KD2: This commitment is anticipated to be Green at the end of the financial year. We anticipate that WG will scope their evaluation plan for Nature Networks during the summer/autumn, at which point NRW will know where we can add value to the evaluation work. In the meantime, we will use our own data to evaluate effectiveness and inform/improve future investment to improve the management/condition of protected sites.</p> <p>Given the uncertainty over WG’s timescales, To reflect this, the Nature Networks commitment and deliverables will be refined from Q2 onwards to focus on areas within NRW’s direct control, including our own evaluation and delivery.</p>	Red	Green

Step to take: Extending the protection and management of at least 30 per cent of land, freshwater and sea for nature through identifying opportunities to enlarge and better connect the series of Sites of Special Scientific Interest (SSSI).

C2: Commitment for 2025-26: Synthesise evidence to identify priorities for notification and renotification of sites contributing to the 30:30 target (Lead: Mary Lewis).

Key deliverables:

1. Increased the understanding of the extent and connectivity of the current SSSI series through completing an assessment of all sites by the end of Q2.
2. Increased advice to accelerate notifications and re-notifications through the publication of the SSSI Notification Handbook by the end of Q4.
3. Increased the effectiveness of the allocation of investment for delivering an enhanced notification programme by identifying, selecting and costing priority sites to contribute to 30x30 by the end of Q3.

Next step for 2026-27: Prioritise opportunities for notification of SSSIs and the use of other measures outside of the SSSI series.

C2: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Amber at the end of June.</p> <p>For KD1, we've completed a draft report reviewing Wales's Sites of Special Scientific Interest (SSSIs), which supports the 30 by 30 global biodiversity commitment. The report has been agreed internally and is now with the Biodiversity Deep Dive Core Group for feedback. Once received, we'll finalise the report ready for final approval and publication.</p> <p>For KD2, the task and finish group has restarted following a pause earlier this year. A key coordination role has been filled, and we're planning to publish a simplified version of our Operational Guidance Note (OGN) this year, with future updates added through regular reviews. Recruitment delays are affecting our ability to meet legal reporting duties under Habitat Regulation 9A, which NRW delivers for Welsh Government. The same staff member is currently coordinating both the OGN and the 9A report.</p> <p>For KD3, progress has resumed with the restart of the task and finish group and the filling of a coordination role. However, recruitment gaps in key teams are making it difficult to identify and plan for site notifications, including estimating resources and costs.</p> <p>This commitment is anticipated to be Green at the end of the financial year. Our main concern is recruitment timelines. The availability of people internally and externally with the right experience and expertise to fill those vacant roles is a concern and remains the key challenge. Clear work programmes and priorities through the emerging NRM Service</p>	Amber	Green

Step to take: Protecting species at the greatest risk of extinction through using our advisory and regulatory tools, working in partnership and monitoring to evaluate effectiveness.

C3: Commitment for 2025-26: Develop an understanding of the intervention impact of 11 of the place based Natur am Byth (NaB) partnership programme projects to refine conservation delivery (Lead: Huwel Manley).

Key deliverables:

1. Increased understanding of the effectiveness of the 11 Natur am Byth place-based projects through testing the impact measurement framework and refining the product.

2. Increased the skills of all relevant programme staff through the delivery of Species Recovery Assessment training (to prepare for full scale review of species recovery targets in 2025-26) (completed by Q2).
3. Increased understanding of the 67 Natur am Byth target species through the completion of the review of all ecological monitoring plans.

Next step for 2026-27: Within the Natur am Byth partnership programme, refine conservation interventions to those with the greatest impact on the 67 target species.

C3: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Green at the end of June.</p> <p>For KD1: Training provided to all project officers on undertaking interim species recovery assessments. Evaluation from attendees demonstrates increased understanding of the method.</p> <p>For KD2: Positive 6-month formal review by National Lottery Heritage Fund (NLHF) in May, with feedback that NLHF promotes NaB as best practice in risk management and evaluation to other funded programmes. Positive partnership annual review meeting facilitated by external evaluator in June - celebrated strength of partnership and captured unanimous desire to explore funding options for a NaB 2.0 species recovery collaboration beyond current funded period, (after August 2027).</p> <p>For KD3: Programme team secured approval from NLHF and partnership programme board on the suite of evidence documents required for interim review meeting (scheduled December 2025). NGO managers agreed to update post programme management and maintenance commitments within each project.</p> <p>This commitment is anticipated to be Green at the end of the financial year. Upcoming activities to ensure this commitment include specialist ecological advice to project officers in Q2/3 to complete interim species recovery assessments, and legacy planning support resourced by NLHF to ensure programme evaluation shapes the future of the partnership.</p>	Green	Green

Area of Focus: Nature being restored

Step to take: Accelerating improvements to the condition of the Marine Protected Area Network through robust monitoring and investigations, evidence, advice and working with others on project delivery.

C4: Commitment for 2025-26 C4: Communicate and build understanding of the condition of the Marine Protected Area Network to inform targeted action and improvements (Lead: Rhian Jardine).

Key deliverables:

1. Improved targeting of projects and programmes towards priority issues across the MPA network through effective communication of new condition assessments for Welsh only marine SACs and SPAs by the end of Q2.
2. Initiated work to progress condition assessments for cross border sites through working with Natural England on a pilot feature by the end of Q4.
3. Increased understanding into declines in specific species and habitats through undertaking investigations under the Marine Nature Networks programme, setting out findings and recommendations in a series of reports by the end of Q4.

Next step for 2026-27: Commit to progress all features of the Severn SAC to deliver completed condition assessments and conservation advice.

C4: Latest position (to end of June):	Q1	Anticipated Year end
---------------------------------------	----	----------------------

This commitment is Amber at the end of June.

For KD1: Our main area of progress is publishing new condition assessments on the NRW website and extensive internal communication. Externally the project was presented at the marine Nature Networks conference. Information was sent to Relevant Authorities; the results have been presented to Welsh Government marine colleagues. The work was shared with stakeholders and the Planning subgroup made up of Local Planning Authority representatives in advance of publication.

For KD2: Our main area of progress was holding initial meetings with Natural England to agree the format of the condition assessments and what feature to choose (Atlantic Saltmeadows). Staff in NRW and Natural England have been introduced and a joint workshop to agree the indicators in mid-July.

For KD3: Our main area of progress has been sending out all reports for comment. Delays to final reports being published due to longer time taken to write reports than originally planned.

This commitment is anticipated to be Green at the end of the financial year. We will programme more time to completing the reports including receiving comments in from key staff such that we will hit the target by end of Q4 and be able to set out findings and recommendations

Amber

Green

Step to take: Accelerating action for nature's recovery at a landscape scale through sharing our evidence and expertise with National Parks, National Landscapes and other partners.

C5: Commitment for 2025-26: Integrate nature recovery evidence into the proposed new National Park process and management of existing National Landscapes and National Parks to improve decision making for nature (Lead: Rhian Jardine).

Key deliverables:

1. Established the case for a new National Park through completion of evidence reports and consultation exercise to inform a NRW Board decision on the statutory stage of the National Park Designation process by the end of Q4.
2. Increased integration of nature and climate action into the management plans of National Park and National Landscapes through the refresh of the Designated Landscapes Management Plan Guidance and NRW Grant aid by the end of Q4.

Next step for 2026-27: Play our part in the National Park Designation

C5: Latest position (to end of June):

This commitment is Green at the end of June.

For KD1: Our main area of progress has been the completion of all assessment reports (Welsh Language IA (Impact Assessment), Health IA, Nature Report, Equalities IA, Boundary changes report, economic impact review, planning review and supporting summary documents). We also commissioned Legal advice to support decision-making by NRW Board.

For KD2: Our main area of progress has been completion of The Benefits of Nature Report to inform Wales's new National Park proposal. This potentially provides a model for the other Designated Landscapes. We have met with the newly appointed Tirweddau Cymru strategic lead on nature recovery, to discuss future working arrangements to avoid duplication of effort and to optimise/ensure synergy.

This commitment is anticipated to be Green at the end of the financial year.

Q1

Green

Anticipated
Year end

Green

--	--

Area of Focus: Nature is respected and valued in decision making by

Step to take: Delivering multiple benefits and opportunities for nature, people and the rural economy through supporting Welsh Government in the development and implementation of the Sustainable Farming Scheme, providing evidence and expertise.

C6: Commitment for 2025-26: Develop the capacity and capability within NRW to ensure the successful implementation of the Sustainable Farming Scheme, delivering multiple benefits and opportunities for nature and people (Lead: Mary Lewis).

Key deliverables:

- 1. Established operational readiness programme plan and communications strategy through the detailed planning, development, and internal dissemination of information to facilitate awareness of the scheme by the end of Q2.
- 2. Sustained support to Welsh Government's development of technical guidance and scheme ambassadors through translation of Habitat Wales Scheme into SFS ready schedules of work to support farmer action by the end of Q3.
- 3. Sustained capacity within NRW to support SFS implementation through handover of delivery from Programme Team to Operational Teams by the end of Q4.

Next step for 2026-27: Maintain ongoing support for designated sites management plans and woodland verification processes to ensure the continued delivery of outcomes for nature and people

C6: Latest position (to end of June):	Q1	Anticipated Year end
This commitment is Amber at the end of June and is forecast to remain Amber through to year-end.	Amber	Amber
For KD1: We have begun to build the resources (staff) and capabilities to deliver this workstream. We have a better understanding of the work needed to transfer Habitat Wales Schemes into Schedules of work, and new governance arrangements are being developed with WG and RPW. We have prioritised the actions list to help manage workloads. We have not been able to recruit staff into posts as quickly as necessary. This is a big risk to delivery of the scheme, as it will place additional burdens on existing Environment Teams.		
For KD2 and KD3: This is contingent on KD1. as above.		
This commitment is anticipated to be Amber at the end of the financial year. While progress has been made in understanding delivery needs and establishing governance, recruitment delays continue to pose a risk. The pathway to green includes rapid training of incoming staff and placements and using agency staff, temporary assignments, and contracts		

Area of Focus: NRW as an exemplar nature positive organisation

Step to take: Ensuring nature’s protection and recovery is integrated into NRW’s financial and business decisions through applying the lessons learnt from others on effective tools and frameworks.

C7: Commitment for 2025-26: Implementing No Mow May, piloting new approaches to working with nature on the land and assets that we manage, identifying prioritised recommendations (Lead: David Letellier).

Key deliverable:

1. Decreased the amount of mowing on NRW flood risk management (FRM) assets by the end of Q4 through.
 - (a) 70% of assets not mown during No Mow May.
 - (b) identification of alternative approaches to reduce mowing and work with nature, initiating pilots at key flood risk management assets (number to be determined).

Next step for 2026-27: Implementing revised programme.

C7: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Green at the end of June.</p> <p>For KD1: We have embedded a mowing in May by exception only operating model for second year running. Mowing has only taken place where the risk to the integrity of our flood defences is too high, or where our statutory obligations to comply with the Reservoirs Act 1975 is at risk.</p> <p>A project is live in the FRM (Flood Risk Management) Improvements Programme to look at adapting our practices on a permanent basis to encourage species rich habitats on and around our flood defences wherever we can.</p> <p>This commitment is anticipated to be Green at the end of the financial year. The pathway to green for this is to continue to deliver innovative approaches to managing our assets to mitigate against the climate and nature emergencies.</p>	Green	Green

Area of Focus: Within four areas of focus (Nature being respected and valued in decision-making; Nature, people and communities being reconnected; Sustained action on climate change being taken by people, communities and businesses; Sustained action to minimise pollution being taken by people, communities and businesses)

Step(s) to take:

- (Steps repeated multiple times, within four areas of focus):
- ...Identifying opportunities to optimise the collective action and impact of the public sector through using SoNaRR and Area Statements to work with the Public Services Boards (PSBs), public health and local authorities
 - ...Involving different communities and sectors in our work, through applying behavioural insights to inform our approaches.
 - ...Ensuring a diverse range of people are taking action for nature/climate/pollution through sharing the vision and outcomes from Nature and Us to expand our networks and increase involvement (UFR115).

C27: Commitment for 2025-26: C27: Advocate and support the use of the latest climate, nature and pollution evidence (including the interim SoNaRR Report 2025) in decision making amongst our public and third sector partners to facilitate a collaborative approach to delivery (Lead: Steve Morgan).

Key deliverables:

1. Increased knowledge amongst sector bodies and wider stakeholders of how to optimise collective action on nature, climate and pollution through publishing the final SoNaRR 2025 by the end of Q3.
2. Greater partner engagement and collaboration through the creation of engagement tools and support for Public Service Boards using SoNaRR and Area Statements in their planning and decision-making by the end of Q4.

Next step for 2026-27: Accelerate the pace and expand the scale of public sector response to address the Climate and Nature emergencies

C27: Latest position (to end of June):

This commitment is Green at the end of June.

For KD1: Work to complete Wales' third assessment of the sustainable management of natural resources is progressing. We remain on target to publish by 31st December 2025.

For KD2: Welsh Government staff helped us to test the way we plan to make the Wales level evidence available in SoNaRR2025. This will be an interactive tool made available through our website and is intended to help support PSBs in using SoNaRR. Our focus is also to make the evidence available and accessible at the appropriate scale to actively support the work of PSBs.

This commitment is anticipated to be Green at the end of the financial year.

Q1

Green

Anticipated
Year end

Green

Area of Focus: NRW being an exemplar nature positive organisation

Step(s) to take: Ensuring nature's protection and recovery is integrated into NRW's financial and business decisions through applying the lessons learnt from others on effective tools and frameworks (UFR116)

C28: Commitment for 2025-26: Increased awareness and understanding of opportunities to drive action for nature, climate and pollution minimisation via our suppliers and partners delivered through our Procurement and Contracts Strategy (Lead: Ian Mowatt).

Key deliverables:

1. Established the NRW Procurement and Contracts Strategy through its publication by the end of Q3.
2. Completed the review of good practice regarding opportunities to integrate nature, climate, and pollution minimisation into our supply chain and partners through the identification of key recommendations to inform our Procurement and Contracts Action Plan by the end of Q4.

Next step for 2026-27: Deliver in line with our Procurement and Contracts Action Plan.

C27: Latest position (to end of June):

This commitment is Green at the end of June.

For KD1: Our main area of progress has been that the draft NRW Procurement and Contract Strategy is near completion. We've included our environmental targets in our strategy and will continue to socialise the draft with key stakeholders in the coming months.

For KD2: This deliverable is Green. We are continuing to use our review to inform our future work

This commitment is anticipated to be Green at the end of the financial year. The pathway to green for this is getting the strategy and the action plan approved.

Q1

Green

Anticipated
Year end

Green

Table 2: Wellbeing Objective 2: Communities are resilient to climate change

ET Owner: Sarah Jennings

By 2030 the change we want to see: sustained action on the causes, risks and impacts of climate change means nature and people are enabled and empowered to adapt, alleviating the effects on people's well-being.

Area of Focus: Nature based solutions being widely adopted

Step to take: Restoring peatland through the National Peatland Action Programme (NPAP) working with delivery partners, including on the land in our care, using a range of advisory and regulatory tools, financial incentives and undertaking monitoring to evaluate effectiveness

C8: Commitment for 2025-26: Invest in capacity building to enable delivery in 2025-26 and future expansion of the National Peatland Action Programme (Lead: Mary Lewis).

Key deliverables:

1. Increased the hectares of peatland that have undergone restoration activity through the completion of 600 hectares of restoration activity by the end of Q4.
2. Improved the effectiveness of our input into the land use planning system in reducing the negative effect of development on peatland through the production of an NRW policy position on Planning Policy Wales Edition 12 to effect change in 2026-27 by the end of Q4.
3. Strengthened the National Peatland Action Programme (NPAP) through the evaluation of programme delivery to inform priorities for the next 5-years by the end of Q2.

Next step for 2026-27: Expand the NPAP programme through collaborative work with partners across Wales to increase the hectares of peatland restored.

C8: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Green at the end of June.</p> <p>For KD1: One of our main achievements has been securing long-term, three-year Strategic Allocated Funding agreements. This has given our partners the confidence and stability to plan their delivery over the next three years. At NRW, we've also established our own delivery plans on the land in our care and wider. In addition, we've introduced a new eight-year contractor framework, which includes specific support for new and emerging peatland contractors. Through this, we aim to help grow the sector and create more green job opportunities.</p> <p>For KD2: We have now appointed two of our Peatland Casework Officers—one is already in post and the second due to start on 1 September. In parallel, we've begun developing both internal and external guidance to support this work.</p> <p>For KD3: The original NPAP programme was designed as a five-year initiative. We are currently in the process of reviewing the past five years—celebrating our successes while also reflecting on the lessons learned. This review will help shape the next phase of the programme, guiding us through to 2031.</p> <p>This commitment is anticipated to be Green at the end of the financial year.</p>	Green	Green

Step to take: Stimulating restoration of marine and coastal habitats such as saltmarsh, sand dunes, seagrass and native oyster reef through working with delivery partners, using a range of advisory and regulatory tools, financial incentives and undertaking monitoring to evaluate effectiveness (UFR39).

C9: Commitment for 2025-26: Strengthen capacity and evidence informing spatial prioritisation to enable effective future restoration within marine and coastal habitats (Lead: Mary Lewis).

Key deliverables:

1. Increased the success and efficiency of marine and coastal restoration in Welsh waters through consultation and publication of guidance on marine and coastal restoration projects by the end of Q3.
2. Increased the spatial targeting of marine and coastal restoration projects through refining existing opportunity maps for restoration of seagrass and native oyster by the end of Q4.
3. Established a cross-Wales saltmarsh restoration partnership and programme through convening partners and promoting key evidence by the end of Q4.

Next step for 2026-27: Work with others to enable effective restoration in the most suitable marine and coastal habitat locations

C9: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Green at the end of June.</p> <p>For KD1: Our main area of progress has been to present the draft guidance to the Welsh Seagrass Network. The initial response has been positive and the draft is currently circulated amongst partners for comment.</p> <p>For KD2: Our main area of progress has been to continue to work with The Crown Estate to finalise the scope of a contract that we intend to let this year to refine opportunity maps for seagrass and native oyster. We have not yet been able to let the work while The Crown Estate put in place the appropriate procurement process but we do not foresee this will prevent delivery by the end of this Financial Year.</p> <p>For KD3: Our main area of progress has been to support WG in setting up initial discussions between key partners, developing supporting briefing materials for this discussion, and promoting funding streams that could support the establishment of this partnership work.</p> <p>This commitment is anticipated to be Green at the end of the financial year. The pathway to green for this is to continue to finalise our guidance and evidence work whilst continuing to advocate for and support the establishment of a partnership approach to saltmarsh restoration across Wales.</p>	Green	Green

Area of Focus: Nature based solutions being widely adopted

Step to take: Mitigating the impacts of floods and droughts and improving water quality through identifying opportunities for integrated management of land and water at the catchment scale (UFr41)

C10: Commitment for 2025-26: Develop an integrated catchment approach in the Taff using the 'Taff Catchment Strategic Flood Management Plan' to facilitate collaborative action to support communities at risk of flooding (Lead: David Letellier).

Key deliverables:

1. Established a collaborative project approach with Risk Management Authorities through identification of opportunities to improve ways of working together by the end of Q4.
2. Increased support for the Strategic Management Plan through engagement with communities and stakeholders by the end of Q3.
3. Established shared understanding of the opportunities in the Taff Catchment through publication of a high level summary of agreed next steps by the end of Q4.

Next step for 2026-27: Implement the collaborative approach to the Taff to progress the project and communities' shared ambitions

C10: Latest position (to end of June):	Q1	Anticipated Year end
--	----	----------------------

This commitment is Green at the end of June.

For KD1: The project team has identified a pro-active action plan and commenced development of an engagement programme to encourage collaboration from the risk management authorities (RMA's) such as Local Authorities, Internal Drainage Boards and Highway Authorities

For KD2: The project has appointed external stakeholder engagement specialists to develop a programme of engagement events in the community to be delivered as a partnership between the RMA's during the Summer and Autumn of 2025.

For KD3: A detailed action plan has been finalised and presented to the NRW project board for agreement.

This commitment is anticipated to be Green at the end of the financial year.

Green	Green

Area of Focus: The risks and impacts of climate change being managed and adapted to

Step to take: Reducing the risk to life from flooding through managing our flood assets and infrastructure for current and future flood risk, and planning for change through maintaining and adapting the flood assets and infrastructure we are accountable for (UFR45).

C11: Commitment for 2025-26: Review the prioritisation approach for flood asset maintenance and management to ensure our investment is risk based (Lead: Jeremy Parr).

Key deliverables:

1. Increased the effectiveness and efficiency of the allocation of routine flood maintenance revenue through the implementation of the Risk-Based Revenue Allocation Model (RBRAM), ensuring that we invest in communities at the greatest need by the end of Q4.
2. Increased the effectiveness and efficiency of the allocation of flood asset investment through the delivery of the Assets Facing Change (AFC) Project which will support our future understanding of adaptation needs by the end of Q4.

Next step for 2026-27: Develop the strategies and tools required to inform the long-term response to the need for flood asset adaptation

C11: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Amber at the end of June.</p> <p>For KD1: The routine maintenance programme has been developed, prioritised and issued to delivery teams prior to the start of the financial year. The programme is being delivered as per the direction given to teams, of the 10,021 actions issued for Q1, 36% have been delivered, which reflects both a lag in data reporting but also the over programming of the maintenance programme, delivery teams are not expected to be able to deliver every action as decision making on prioritisation was limited this year as the process gets embedded.</p> <p>For KD2: This project work is still in its initiation, progress has been limited by the lack of available capacity within the team to deliver this work. We have yet to initiate this project fully.</p> <p>This commitment is anticipated to be Amber at the end of the financial year. We are reporting amber due to KD2; KD1 is progressing well and expected to be Green at year end. As we do not yet have confidence in a pathway to Green for KD2, we are forecasting this as Amber (progress made, but not fully realised) at year end. KD 1 is on a pathway to green. Pathway to Green for KD2 is to evaluate the options for delivery and to implement these; we are not fully confident that this is possible, hence reporting as an anticipated Amber at year end.</p>	Amber	Amber

Step to take: Reducing the risk to life from flooding to people and communities from main rivers, reservoirs and the sea, through the delivery of flood alleviation schemes (UFR46)

C12: Commitment for 2025-26: Deliver capital projects and sustain levels of protection for properties to reduce flood risk (Lead: Jeremy Parr).

Key deliverables:

1. Reduced flood risk to communities through the development of new flood schemes this year in Cardigan, Pwllheli, Porthmadog, Tenby, these will reduce the risk of flooding to 1344 properties in these communities in future years by the end of Q4.
2. Sustained flood protection to over 800 properties through non-routine capital maintenance of existing assets/defences by the end of Q4.

Next step for 2026-27: Deliver prioritised capital works to reduce flood risk in line with programme priorities, reducing risk and sustaining flood protection to communities in Wales.

C12: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Green at the end of June and anticipated to be Green at the end of the financial year.</p> <p>For KD1: Each of the projects listed are continuing through their development and appraisal stages to enable delivery in future years, there are no significant issues to raise at this stage.</p> <p>For KD2: Capital maintenance works continue to be identified and delivered on an ongoing basis, we expect to deliver at least 800 properties with sustained protection by the end of the year.</p> <p>This commitment is anticipated to be Green at the end of the financial year with continued delivery of planned works.</p>	Green	Green

Step to take: Reducing the risk to life from flooding through issuing flood warnings that meet the changing needs of communities, and maintaining and improving the 24/7 Flood Warning Service (UFR47)

C13: Commitment for 2025-26: Improve the Flood Warning Service and Telemetry System to deliver efficiencies and maintain continuity of service to customers (Lead: Jeremy Parr).

Key deliverables:

1. Sustained delivery to all customers of telemetry data through migrating to the new Telemetry System, ensuring that we provide the evidence needed to support our key services by the end of Q3.
2. Improve the new Flood Warning Information System for Wales through development of prioritised enhancement plan by the end of Q3.

Next step for 2026-27: Evolve the Flood Warning Service, delivering enhancements, further efficiencies and improvements for customers.

C13: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Amber at the end of June.</p> <p>For KD1: Significant progress has been made in developing our new telemetry system, but we have more work to do to fully migrate to the new system. For this deliverable there is good progress on 3 of the 4 workstreams - data communications, outstation replacement, and development of an API (Application Processing Interface, to enable data provision to other systems). This is a complex area of work and we are reporting an Amber status as we will only consider it to be Green when the project is fully closed.</p> <p>For KD2: We are delivering a programme of continuous improvement work to the new Flood warning Information Service for Wales (FWISfW) as well as maintaining this business critical system. A Product Team is partly established and working well. During Q1, development work has</p>	Amber	Amber

been focussed on improving core functionality for key components of the service. We have not been able to deliver all the planned work for FWISfW this quarter due to issues with Digital, Data and Technology (DDAT) capacity and therefore a greater reliance on external suppliers than originally anticipated, with associated cost increases as a result.

--	--

Area of Focus: Carbon emissions being reduced

Step to take: Stimulating adoption of alternative low carbon and carbon capture technologies in industry, through providing specialist advice and guidance to inform either planning permission or permit applications (UFR55)

C14: Commitment for 2025-26: Development of advice, guidance and tools on low carbon techniques and infrastructure, including Carbon Capture and Hydrogen, to improve the quality of applications submitted by industry and reduce the length of time to determine individual permit applications (Lead: Becky Favager).

Key deliverables:

- 1. 80% of permit determinations or draft determinations approved in line with agreed developer timescales through engagement with all known Final Investment Decision (FID) track projects by end of Q2.
- 2. Increased integration of low carbon technologies and EMS through completion of report identifying opportunities to change Welsh Government policy and legislation by the end of Q4.
- 3. Decreased the amount of landfill gas released directly from landfill through delivery of the key priorities of the Landfill Emissions Reduction Project by the end of Q4.

Next step for 2026-27: Implement changes to planning and permitting processes in relation to alternative low carbon and carbon capture technologies

C14: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Amber at the end of June.</p> <p>For KD1: Our main area of progress has been Padeswood permit nearing completion, ENI permitting progressing, pre application on Connahs Quay progressing. While resource pressures remain, especially in complex multi-component submissions, the phased permitting model and pre-application scoping are demonstrating value in streamlining determination. Internal reporting indicates that the 80% threshold is achievable provided no significant shift in scope or late submissions occur in Q2.</p> <p>For KD2: Progress in scoping out the degree of legislative change needed with a series of meetings arranged with WG.</p> <p>For KD3: Our main area of progress has been continued focus of landfill gas emission reductions and exploration into further monitoring capability.</p> <p>This commitment is anticipated to be Amber at the end of the financial year. We continue to be in determination phase for permits, the development of the guidance will commence next. Scoping and delivery of the integration of low carbon technologies and EMS (Environmental Management Systems) remains uncertain. The pathway to green for this is completion of permit determination at Padeswood, RWE green Hydrogen, clarity of scope and delivery of the EMS piece.</p>	Amber	Amber

Area of Focus: Climate emissions being reduced

Step to take: Supporting the development of sustainable offshore and onshore renewable energy through our evidence, advice and regulation, building a common understanding of the standards required in the statutory planning and permitting processes (UFR56)

C15: Commitment for 2025-26: Enhance evidence, guidance and pre-application advice to improve the quality of submissions for planning permissions and permit/licence applications (Lead: Becky Favager).

Key deliverables:

1. Increased Marine Renewables guidance and evidence through delivery of initial stages of 40% of high priority guidance and evidence projects by end of Q4.
2. Improved the marine service to enhance user experience through delivery of 70% of the prioritised actions arising from the End to End Review of Marine Licensing (3 year programme) and development of the Marine Licensing public beta (customer platform) by the end of Q4.
3. Maintained service levels for determining marine renewable permit applications at 95% by the end of Q4.

Next step for 2026-27: Deliver the remaining prioritised actions arising from the End to End Review of Marine Licensing

C15: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Green at the end of June.</p> <p>For KD1: We have filled the longstanding vacancy of the Marine and Coastal guidance role at the beginning of the financial year. While they embed into post they are reviewing and updating the guidance program to progress this deliverable for Guidance again. For Evidence, approximately 80% of high priority evidence needs work has already begun this Financial Year. Due to the length of the posts being vacant a considerable amount of work is needed to get the guidance programme up and running fully.</p> <p>For KD2: Marine Beta Customer Platform: Commenced Beta phase to develop a customer platform for marine licensing. The mobilisation phase has established our ways of working and foundation for the development phase. Skills/Competencies: Successfully launched the Marine Technical Competency Framework (TCF) on NRW's Learning Management System (LMS) to help identify current training needs and priorities. Marine Licensing Handbook reviewed and tested by Marine Licensing Team (MLT), prioritising chapters to support new recruits to MLT. Legislative Reform: Responded to a Defra consultation on the proposed Marine Recovery Fund (MRF) to support strategic compensation for offshore wind, preparing for the Defra consultation on the environmental assessment reforms for offshore wind expected in July and responded to Welsh Government's second formal round of consultation on proposed changes to Marine Licensing exemptions.</p> <p>For KD3: We have licensed ground investigation works for Mona offshore wind farm, variation to extend timeframe for Gwynt y Mor Met Mast removal and held bespoke post application talks with Awel y Mor and Morlais. We have also issued a screening and scoping opinion for Morlais to include a new technology and considered discharge of conditions as requested.</p> <p>This commitment is anticipated to be Green at the end of the financial year.</p>	Green	Green

Area of Focus: NRW being an exemplar organisation for a carbon neutral public sector

Step to take: Strengthening our strategic approach to decarbonisation through developing and delivering an organisation-wide net zero plan, building on the lessons learnt of partners (UFR72)

C16: Commitment for 2025-26: Prioritise actions with the greatest cost benefit on carbon dioxide equivalent (CO₂e)/ greenhouse gases (GHGs) to deliver our annual prioritisation within the Net Zero Plan (Lead: Mary Lewis).

Key deliverables:

1. Assess the whole life carbon impact of each design option at both outline and detailed design stage for all capital construction projects utilising the Environment Agency's (EA's) ERIC Carbon Modelling Tool to inform the selection of the final design and reduce carbon footprint by the end of Q3.
2. Assess the carbon impact of material and operational options, at construction stage, of all capital construction projects above £750k contract value (excluding VAT) utilising the Environment Agency's ERIC Carbon Calculator to reduce carbon footprint of the scheme by the end of Q3.
3. Increase the percentage of staff completing climate literacy training to more than 50% of all NRW staff, through the delivery of the Climate Literacy Training Programme and become an accredited Carbon Literate Organisation – Silver standard.

Next step for 2026-27: Expand delivery on priority actions within the Net Zero Plan.

C16: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Green at the end of June.</p> <p>For KD1: The Projects and Programme Delivery Team have included the delivery of a carbon impact assessment in 100% of design scopes which have been issued this quarter. The assessment is consistently delivered by all of our framework designers via the Environment Agency's Carbon Modelling Tool. It is applied to the shortlisted options at Outline design stage and to the preferred design at detailed design stage to inform option selection process and ensure that carbon impact is a priority factor.</p> <p>For KD2: The Projects and Programme Delivery Team have included the delivery of the carbon calculator in 100% of construction contracts over £750k (Excluding VAT) awarded in this quarter. The assessment is consistently delivered by all of our framework contractors via the EA's Carbon Calculator Tool. It is a live tool, updated throughout the construction phase with the results shared at construction completion.</p> <p>For KD3: We have prepared the Carbon Literate Organisation accreditation application including a video from Director Sarah Jennings that will be submitted shortly. We have planned and are about to let a contract for assessment of the effectiveness of the Climate Literacy training undertaken previously. We are now planning and letting the contract for the training for 2025/26 that will commence in the autumn and run through to Q4.</p> <p>This commitment is anticipated to be Green at the end of the financial year. The pathway to green for this is continued use of the carbon tools, continued development and delivery of the Net Zero Delivery Plan along with delivery of the Climate Literacy training and completion of the appraisal work and accreditation. The main risk that is well recognised is that insufficient staff attend the Climate Literacy training.</p>	Green	Green

Step to take: Ensuring actions for climate are driven throughout our supply chains, grant programmes and land management agreements through inclusion in our procurement and funding frameworks (UFR79)

C17: Commitment for 2025-26: Implement prioritised actions in the NRW Net Zero Delivery Plan 2025-30 relating to scope 3 emissions in our supply chain (Lead: Ian Mowatt).

Key deliverables:

1. 100% of formal procurement tender and quotation documents include carbon related requirements from suppliers by the end of Q3.
2. 50% increase in the number of Carbon Reduction Plans received for NRW procurement contracts and frameworks above £5 million or equivalent organisational emissions statement by the end of Q4.

Next step for 2026-27: Review the potential to extend the use of carbon reduction tools and plans into other funding frameworks.

C17: Latest position (to end of June):

This commitment is Green at the end of June.

For KD1: Our main area of progress has been the development of new templates and the revisions to existing documentation (including Request for Quotation and the Invitation To Tender). Appropriate questions relating to carbon have been included, proportionate to the value of spend, and these will replace the tender and quotation documents that were used by Procurement or Contract Managers within NRW up until recently.

For KD2: Our main area of progress has been reviewing our procurement pipeline and having an initial list of agreements above £5m that can be considered for this deliverable. We have 4 requirements that are above £5m that will be assessed to determine if the request for carbon reduction plans (CRPs) is relevant, however it will be later in the year when we know if we're likely to receive CRPs from successful bidders.

This commitment is anticipated to be Green at the end of the financial year. The pathway to green is continued joint working between Procurement, CMSS and the Climate and Decarb team on the Net Zero plan, along with being able to consider carbon reduction plans on appropriate procurement requirements that lend themselves to this commitment.

Q1

Green

Anticipated
Year end

Green

Table 3: Wellbeing Objective 3: Pollution is minimised

ET Owner: Gareth O'Shea

By 2030 the change we want to see: pollution is minimised through effective regulation and legislative reform, reducing harm to biodiversity and people's well-being, and driving the sustainable management and use of natural resources.

Area of Focus: Effective use of regulatory tools and approaches

Step to take: Ensuring the sectors we regulate, including illegal non-permitted activities, take effective action to control and minimise pollution and increase resource efficiency through the provision of advice and guidance that effectively sets out the standards required to ensure compliance (UFR80)

C18: Commitment for 2025-26: Undertake farm inspections under Agriculture Pollution Regulations, in line with the enforcement sanctions policy to reduce pollution (Lead: Becky Favager).

Key deliverables:

1. Maintained the level of service for the number of compliance inspections under the Agriculture Pollution Regulations through completing 80% of the scheduled 821 sites (which are identified as those with higher risk activities) by the end of Q4.
2. Improved effectiveness of regulatory approach through completion of annual regulation report analysing inspections carried out and follow-up actions by the end of Q2.

Next step for 2026-27: Improve efficiency and effectiveness of compliance inspections under the Agriculture Pollution Regulations

C18: Latest position (to end of June):

This commitment is Amber at the end of June.

For KD1: We have progressed with delivery of compliance inspections and achieved 159 inspections during Q1 which is just below the projected requirement for the 80% compliance target. Q1 delivery is based on a continued shortfall of 4 FTEs across the two agriculture pollution regulations teams for the whole period. Recruitment has been ongoing during the period and four new members of staff will join the teams during July. The new members of staff will undergo extensive training and mentoring during Q2 and not expected to become fully competent to support delivery until early in Q3.

For KD2: The annual regulatory report has been developed and a draft shared with Welsh Government, the final report is expected to be issued during July 2025.

This commitment is anticipated to be Green at the end of the financial year. Backfilling all vacant posts will ensure we are green at year end.

Q1	Anticipated Year end
Amber	Green

C19: Commitment for 2025-26: Undertake compliance visits at prioritised regulated sites to reduce pollution (Lead: Martin Cox).

Key deliverables:

1. Sustained delivery of 95% of category 1 and category 2 compliance breaches being subject to further compliance effort (action or review) within 6 months by the end of Q4
2. Increased effectiveness and efficiency of compliance work through the production of an annual regulatory report with recommendations for improvement by the end of Q2

Next step for 2026-27: Improve efficiency and effectiveness of compliance visits

C19: Latest position (to end of June):

This commitment is Green at the end of June.
 For KD1: For Quarter 1 of 2025/26, there were 27 Category 1 or 2 breaches for non-compliance against waste, industry, water quality or water resources permits. Of these, further follow work has been completed on 26. For one water quality Category 2 breach, follow up has been delayed due to resource and workload pressures and will be prioritised in the next quarter.
 For KD2: The Annual Regulatory Report is currently on track to be approved internally and published on NRW's website by the end of Q2.
 This commitment is anticipated to be Green at the end of the financial year. The pathway to green for this is to continue to focus regulatory effort at prioritise regulated sites to reduce pollution. NRW regulates over 40 different regimes each with their own specific risks and issues. Operational teams continue to undertake compliance visits to minimise pollution at those sites that pose the greatest risk to the environment. For industry and waste sites there remains a continued focus on poor performing sites (DEF) to ensure non-compliances are rectified and the risk of pollution is minimised. For water quality, a Water Quality compliance team has been established and several roles including the team leader have been recruited to. The scope and remit of this team will be shaped going forward in conjunction with Environment Teams. Water resources continue to focus on high risk abstractions to ensure their impact on the environment is minimised.

Q1	Anticipated Year end
Green	Green

Step to take: Minimising pollution and waste through working collaboratively with industry and others to identify how legislation and Welsh Government policy need to change (UFR82)

C20: Commitment for 2025-26: Implement targeted regulatory activities for key business sectors and waste service providers to improve compliance with the Workplace Recycling Regulations (Lead: Becky Favager).

Key deliverables:

1. Embedded the business as usual delivery model for workplace recycling through the development and implementation of the regulatory work plan by the end of Q2.
2. Maintain percentage of businesses within priority sectors compliant with Workplace Recycling Regulations through evaluation of quarterly inspections data by the end of Q4.

Next step for 2026-27: Integrate delivery of Workplace Recycling into regulatory delivery to effectively align with WG ambition and available funding.

C20: Latest position (to end of June):

This commitment is Green at the end of June.
 For KD1: Our main area of progress has been successfully recruiting six Waste Regulation Officers to carry out NRW's duties for the Workplace Recycling Regulations. Recruitment for a Senior Officer to support our delivery is underway with interviews being held at the end of July. A transition plan is in place to support the development of our regulatory approach to take appropriate enforcement action as needed. We have not yet moved the team to the new waste group within Operations. This transition will take place when an Operations Manager is in place for the team to report to.
 For KD2: Our main area of progress has been completing 121 compliance assessments during Q1 with 79 (65%) businesses found to be compliant and 42 (35%) assessed as non-compliant. These assessments focussed on the education, health, and leisure and tourism sectors,

Q1	Anticipated Year end
Green	Green

as well as events across Wales. We have also raised awareness of the Workplace Recycling Regulations through targeted communications which reached 6,048 readers, including NRW's Cyfoeth Newsletter.

This commitment is anticipated to be Green at the end of the financial year.

--	--

Step to take: Protecting the environment and improving environmental performance of water companies through effective challenge of their investment programmes to secure action to improve (UFr88)

C21: Commitment for 2025-26: Provide challenge and advice to water companies to ensure their investment programmes reduce the risks and impacts of their operations on the environment (Lead: Mary Lewis).

Key deliverables:

- 1. Monitored planned investment by water companies in AMP8 through tracking delivery of water company National Environment Programme and commence work with water sector to establish priorities for PR29 by the end of Q4.
- 2. Increased the effectiveness of the three water company's drought plans through providing advice to the Welsh Government on the adequacy of their Statement of Responses to public consultation by the end of Q3.
- 3. Assessed the quality and reliability of water company self-monitoring procedures and identified areas for improvement through the delivery of an Operator Monitoring Audit by the end of Q4.

Next step for 2026-27: Maintain ongoing work to track the progress of water company delivery expected in 26-27

C21: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Amber at the end of June.</p> <p>For KD1: Our main area of progress has been establishing the baseline for AMP8 National Environment Programme (NEP) and sharing with water companies, providing a geographic map of the NEP actions to make available to stakeholders and continuing to contribute to the Delivery Monitoring Framework task with Ofwat, EA, NE to track AMP8 delivery. We have not started work on PR29 as post is vacant</p> <p>For KD2: Our main area of progress has been the technical review of the water company Statement of Responses to the comments received during the consultations on their draft drought plans. This will enable us to provide our advice to Welsh Government on the plans by end of Q3.</p> <p>For KD3: The recruitment for the new compliance unit was progressed in Q1. In Q2, the work plan and priorities for the team will be developed and recruitment progressed for the remaining vacant posts. We will be able to update on the scope and timing of the next Operator Monitoring Audit (OMA) following this. This work has not started due to delays in recruitment.</p> <p>This commitment is anticipated to be Amber at the end of the financial year. Delays in recruiting critical roles has the potential to delay progression of PR29 and the OMA. Critical roles are prioritised for recruitment.</p>	Amber	Amber

Step to take: Minimising pollution in highly protected and designated waters through identifying the actions required of a range of sectors (UFr89)

C22: Commitment for 2025-26: Set the ambition for water quality improvements at a catchment scale to build collaboration and deliver prioritised action (Lead: Mary Lewis).

Key deliverables:

1. Increased our knowledge and understanding of the causes of waterbody failure (both Water Framework Directive (WFD) Regulations and Special Area of Conservation (SAC)) through completion of 35 investigations for water quality failures in the Gwyrfai, Eden, Dee and Irfon SACs; and 75 investigations for water quality failures in WFD only waterbodies by the end of Q4.
2. Increased the resilience of highly protected and designated waters to pressures, including water quality pressures, through improvement/ restoration of 150km of rivers as part of NRW's partnership projects (DeeLIFE, 4 Rivers for LIFE and Nature and Climate Emergency Funded projects) by the end of Q4.
3. Improved action on nutrients issues in marine SACs through completion of a prioritised action plan by the end of Q3.

Next step for 2026-27: Implement further investigations into the drivers of waterbody failures to inform future action.

C22: Latest position (to end of June):

This commitment is Amber at the end of June.

For KD1: Our main area of progress has been 10 WFD investigations signed off and others progressed and ready for review. SAC investigations are underway, however no investigations have been completed and signed off for SACs to date. Competing resource for investigations could result in some delays, currently we are confident of delivering by end of year. Some SAC investigations have progressed but have not currently been signed off.

For KD2: The LIFE projects + 16 Nature and Climate Emergency (NaCE) funded projects are delivering effectively for KD2. The NaCE projects include several projects delivered by the River Restoration programme, Opportunity Catchment Projects and those delivering within WFD protected areas. The 4 Rivers 4 LIFE weir removal project and the Kenson Weir removal created a total of 15.3Km in riverine improvements. Significant up front work is required to deliver the Km of improvements, therefore much of the delivery occurs in Q4. The Inland Fisheries Habitat Grant has been allocated this year and the Rivers Trusts are progressing delivery, the Km improvement again won't be known until Q4.

For KD3: Our main area of progress has been: advertising the new FTA (Fixed Term Appointment) posts funded by Welsh Government that will contribute to delivery; transitioning the former SAC Rivers project into the SAC Nutrients Project; undertaking various external and internal engagement activities that have helped the current project team start to scope out the action plan. We have not been able to complete recruitment within Q1 due to delays with recruitment.

This commitment is anticipated to be Green at the end of the financial year. Recruitment and retention of key staff will help move the Q1 Amber status to Green for Q2.

Q1	Anticipated Year end
Amber	Green

Area of Focus: Incident response being risk-based

Step to take: Minimising harm from environmental pollution incidents through preparing for and responding to priority incidents as a Category 1 responder (UFR92)

C23: Commitment for 2025-26: Embed changes to incident management approach and ways of working to enable a prioritised response to incidents focussing resource to those which cause the most harm (Lead: Lyndsey Rawlinson).

Key deliverables:

1. Established understanding of rebalancing resource from low impact incident response to planned actions in relevant service plans (water, land, biodiversity for example) through tracking progress and revising procedures
2. Maintained level of service at 95% to review and record response to incidents recorded as high urgency by ICC within 4 hours
3. Increased closure of incidents reports within 30 days through more effective use of management information

Next step for 2026-27: Implement improvements to the incident management service

C23: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Amber at the end of June.</p> <p>For KD1: We have made strong progress in Q1 by defining the principles of risk-based triage and embedding the Decision Tool within incident response procedures through the delivery of awareness sessions to operational teams. These changes are now formally reflected in the revised Incident Management Policies and Procedures signed off in Q1. This provides a clearer and more consistent operational framework to support the prioritisation of resource toward higher-risk incidents. This has laid the foundation for rebalancing effort away from low-impact incidents, with early engagement underway to align this shift with the ongoing engagement across business areas to develop Standard Operating Procedures and pathways to deal with incident reports in proportionate and targeted manner. Cross-organisational engagement and dedicated resourcing to finalise and implement revised SOPs and supporting guidance have not yet been secured. This will be essential to fully operationalise the approach within service areas such as Water, Land, and Biodiversity.</p> <p>For KD2: Our 4hr response target has been met and was recorded as 95% for Q1.</p> <p>For KD3: We have analysed Wales Incident Recording System (WIRS) data. Overall closure rates for WIRS users are good and within the 30 days. There are some specific insights in some key areas that have identified where intervention may be needed. We will progress targeted support to identify root causes and appropriate interventions in Q2.</p> <p>This commitment is anticipated to be Green at the end of the financial year. Full embedding of the revised approach across all teams is ongoing. Ongoing development of functional procedures, particularly for dealing with low impact high volume WIRS reports is key. It is an area where we will need to secure wider functional support and resource. Development of the overarching Incident Management Strategy and its alignment within the Service Plan are planned for the coming year and will be critical to ensuring consistent implementation, visibility, and long-term impact The pathway to green for this is:</p> <ul style="list-style-type: none"> • Embed the revised Policies and Procedures at operational level through targeted communications, team briefings, and support from Senior Officers and operational managers. • Complete and publish the Incident Management Strategy and Service Plan, setting out how the new approach aligns with wider priorities and resourcing decisions. • Monitor impact through WIRS data and operational feedback, with visible improvements in triage consistency and a measurable reduction in response to low-harm, unsubstantiated incidents. • Secure cross-service engagement and resource to finalise and roll out key SOPs and supporting tools. 	Amber	Green

Step to take: Minimising the harm from specific sectors and within specific geographic areas through using evidence to take action to improve compliance (UFR93)

C24: Commitment for 2025-26: Enhance our understanding of the drivers of pollution incidents across Wales to inform the actions needed to minimise pollution and ensure our incident response is targeted and effective in support of that aim (Lead: Lyndsey Rawlinson).

Key deliverables:

1. Increased our knowledge of pollution incidents (incident numbers, types, locations, impacts and resource allocation) by producing a detailed analysis report (by end of Q2) and informing focus areas, strategies and actions by end of Q4
2. Increased opportunities to integrate preventative action into the Incident Management Strategy through (a) development of an options paper and (b) decisions at NRW business groups on priorities
3. Improved our response to different types of environmental incidents through completion of standard operating procedures (SOPs) for key environmental issues

Next step for 2026-27: Sustained improvement in incident management response through completion of prioritised actions from the incident management strategy

C24: Latest position (to end of June):	Q1	Anticipated Year end
<p>This commitment is Amber at the end of June.</p> <p>For KD1: Our main area of progress has been to commission the enhancement of our Power Bi analysis of WIRS to support clearer identification of Incident types, volumes and response. This includes developing visualisation to track trends, spatial patterns and response metrics. These improvements will form the basis of the Q2 report and inform future operational and strategic focus.</p> <p>For KD2: Our main area of progress has been: Early engagement has begun to shape the content and direction of the Incident Management Strategy, including initial scoping of how preventative action could be integrated. This work has included informal discussions on the structure of the options paper and identification of linkages with existing objectives around risk-based response and harm reduction. The options paper has not yet been drafted, and formal engagement with NRW business groups to agree prevention-related priorities needs to be undertaken and embedded. The work dovetails with the development of the Incident Management Interim Strategy and Service Plan this year. However, there is currently no shared organisational view on where prevention should be embedded or resourced within the incident management framework or in relation to the governance of other business areas which is an area of specific focus to understand in Q2.</p> <p>For KD3: We have made good progress in developing and refining core Incident Management standard operating procedures (SOPs) for key pollution and environmental incident types, aligning with principles to support a more consistent and risk-based response. Work is ongoing to expand this into lower-impact, high-volume incident types; however, progress in these areas has been slower and will require wider functional engagement and clearer ownership to ensure completion and effective use in practice.</p> <p>This commitment is anticipated to be Amber at the end of the financial year. Progress may be limited if there is insufficient cross-business understanding and commitment to embed this work into service planning and operational delivery. Without dedicated resource and ownership from key functional areas, the insights generated from incident data risk remaining observational rather than driving meaningful, preventative action. The pathway to green for this is to ensure appropriate resource is organised and targeted to ensure:</p> <ul style="list-style-type: none"> • Completion of a high-quality analysis of pollution incident drivers using WIRS and operational intelligence. • Engagement with business leads across relevant service areas (e.g. Water, Land, Biodiversity) to agree priority preventative actions. • Integration of those actions into strategic and operational plans, supported by visible leadership and resourcing to deliver them. 	Amber	Amber

Step to take: Minimising the harm from serious environmental crime through investigating incidents and taking strong and decisive action.

C25: Commitment for 2025-26: Undertake investigation and enforcement action to minimise environmental harm (Lead: Martin Cox).

Key deliverables:

1. Maintained level of service of 95% of decisions taken on an appropriate enforcement responses within 3 months by the end of Q4
2. Increased effectiveness and efficiency of service through delivery of the Annual Regulatory Report (by the end of Q2) and Tackling Waste Crime quarterly reports (each quarter)
3. Improved efficiency and focus on enforcement responses through implementation of prioritised actions in the enforcement strategy and internal audit of enforcement by the end of Q2 and Q4

Next step for 2026-27: Implement improvements to the service through delivery of prioritised actions from the enforcement strategy and internal audit of enforcement.

C25: Latest position (to end of June):

This commitment is Green at the end of June.

For KD1: Our main area of progress has been to maintain the level of service at 99% for Q1.

For KD2: Our main area of progress has been to issue the quarterly Tackling Waste Crime report as planned. This is always issued retrospectively for the previous quarter.

For KD3: All actions are up to date.

This commitment is anticipated to be Green at the end of the financial year. The pathway to green for this is to continue monitoring the level of service of decisions taken on appropriate enforcement responses as well as implementing of prioritised actions in the enforcement strategy.

Q1

Green

Anticipated
Year end

Green

Step to take: Minimising the harm from serious environmental crime through investigating incidents and taking strong and decisive action (UFR94)

C26: Commitment for 2025-26: Strengthen ways of working with Local Authorities and third sector partners to maximise collective action on fly-tipping (Lead: Steve Morgan).

Key deliverables:

1. Improved ways of working on fly-tipping between NRW and partner agencies by publishing an updated Fly-tipping Protocol (by end of Q3) and trialling 1 local agreement (by end of Q4).
2. Sustained collaborative interventions to reduce fly-tipping through establishment of three new regional partnership working groups by the end of Q3.
3. Improved evidence, monitoring and evaluation of fly-tipping through use of shared tools and systems (e.g. Power BI, Waste Data Flow, FlyMapper); increased awareness and deterrence of fly tipping on the Welsh Government Woodland Estate through delivery of enforcement action.

Next step for 2026-27: Deliver impactful partnership projects and local interventions to tackle fly-tipping, leveraging improved ways of working between stakeholders under the revised fly-tipping protocol and regional working groups

C26: Latest position (to end of June):

This commitment is Green at the end of June.

For KD1: Work on the draft update to the Fly-tipping Protocol is being progressed and on track to be completed by end Q3.

For KD2: Working group information has now been developed and shared with LAs and groups will run at the end of July.

For KD3: Improved evidence - new evidential feature on FlyMapper and camera tracker being tested shortly, then rolled out wider to users. A Power BI Dashboard has been developed for WG and LAs to encourage submission of figures in a timely fashion and encourage more enforcement actions (planned to go live in Q2). A NRW enforcement officer (for South Wales) has been recruited to support the work on the Welsh Government Woodland Estate. The North Wales enforcement officer continues to tackle fly-tipping in the NE / NW area.

This commitment is anticipated to be Green at the end of the financial year.

Q1

Green

Anticipated
Year end

Green

Annex 2 – Internal Performance Report

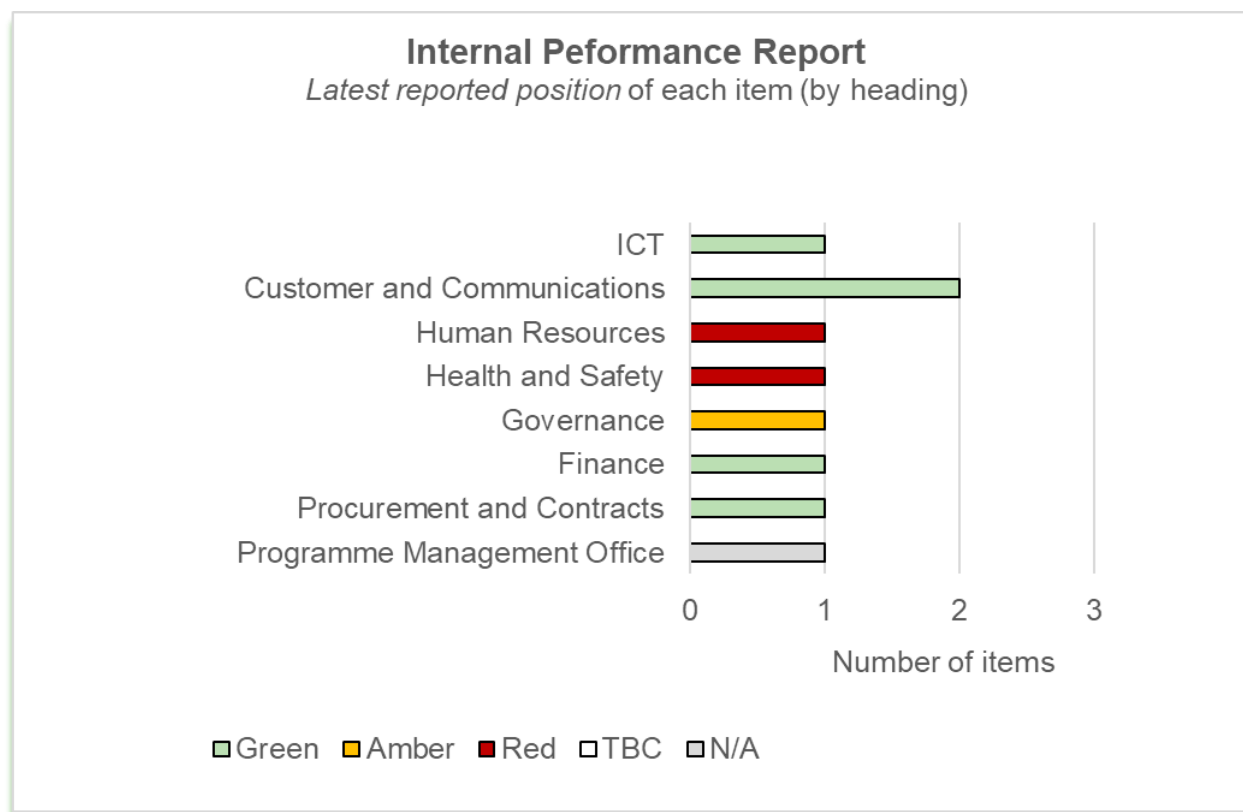
The following pages reflect a quarter end performance snapshot in relation to a number of key measures relating to the ‘health’ of our organisation.

Summary

The performance position*
(at the end of quarter one, June 2025) for
the measures covered by this report is:

- Five green
- One amber
- Two red
- One grey

(see next page for detail)



* Key: Green - achieved; Amber – partially achieved; Red – missed; Grey – N/A (Not applicable)

Green measures

Measures, not reporting amber or red, are reflected below.

Customer and Communications:

- **Access to Information requests** responded to within 20 days is Green at the end of the quarter at 94%.
- **Complaints** responded to within service level is Green at the end of the quarter at 100%.

Procurement and Contracts:

- **Retrospective orders** Green at the end of the quarter with 6% of purchase orders being retrospective.

ICT:

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

Finance:

- **Payments performance** to our suppliers remains Green at the end of the quarter at 98%.

Programme Management Office:

- **Programmes and Projects Management** is Grey, as this item does not report a performance status as it is focussed on risk to delivery. At the end of June, no (zero) high-rated risks or critical issues were identified across the portfolio. This is reported regularly to Finance Committee.

* Key: Green - achieved; Amber – partially achieved; Red – missed; Grey – N/A (Not applicable)

Amber or Red

All measures red or amber at the end of the quarter

Human Resources:

- **Sgwrs in place** (staff priorities and development agreement) is Red at the end of the quarter, at 24% (at least 90% would be considered Green). A new on-line system called “Perform” has been brought in for the start of the new financial year, with an extensive package of support and briefings to colleagues to understand how to use the system. HR Business Partners are working with the Executive Team and Leadership Team to encourage migration onto the new system

Health and Safety:

- **Health & Safety Near Miss reporting** is Red with 12 near miss reports for June, which is down on the level of last June. A reminder is going out around the organisation in relation to the importance of continuing to report near misses

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 Amber at 86% at the end of the quarter (at least 90% is considered green). Updated lists of outstanding declarations have since been shared with our Directors and Leadership Team

* Key: Green - achieved; Amber – partially achieved; Red – missed; Grey – N/A (Not applicable)