



# Confirmed Board Minutes

**Title of Meeting:** NRW Board Meeting (Business)

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**Date of Meeting:** 20<sup>th</sup> Sept Venue: Llangollen Pavilion, Llangollen  
2017

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**Board Members:** Diane McCrea (Chair)  
Dr Madeleine Havard (Deputy Chair)  
Nigel Reader (Chair of Audit and Risk Assurance Committee)  
Andy Middleton (Chair of Protected Areas Committee)  
Howard Davies  
Zoë Henderson  
Dr Emyr Roberts (Chief Executive)  
Dr Ruth Hall  
Chris Blake  
Karen Balmer

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**Executive Team (ET) in attendance:** Gareth O'Shea (Executive Director, Operations South)  
Catherine Smith (Director for Customer, Communications and Information)  
Ceri Davies (Executive Director of Evidence, Policy and Permitting)  
Tim Jones (Executive Director, Operations North)  
Kevin Ingram (Executive Director for Finance and Corporate Services)  
Ashleigh Dunn (Executive Director for Organisational Development and People Management)  
Niall Reynolds (Transformation Portfolio Director)

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**Additional Attendees:** Mike Whitley (Item 1)  
Howard Davies (Item 2)  
Sue Ginley (Item 2)  
Mark Hughes (Item 2)  
Richard Bellamy (Director, Wales, Heritage Lottery Fund – Item 4)  
Andrew Johnson (Item 6)

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**Secretariat:** Noemi Maria Donigiewicz  
Richard Preece

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## Welcome

The Chair welcomed everyone to the meeting.

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## Apologies

1. Apologies were received from Elizabeth Haywood and Sir Paul Williams.

## Declarations of Interest

2. There were no further declarations of interest raised.

### 1. Presentation on local area opportunities and challenges

3. Mike Whitley gave a presentation on projects and initiatives in the North East of Wales. A wide breadth of work is being carried out. He discussed the geography, nature and the impacts of urbanisation on the landscape. About a million people live within an hour's drive of the area, putting great pressure on the Natural Resources.
4. Various projects undertaken by the team included:
  - Red squirrels – release and monitoring in Clocaenog forest. Clocaenog forest - red squirrels. Releasing captive red squirrels to bring more genetic variation; they will be fitted with radio collars and volunteers will help track their movements for the first five months of being released.
  - Planning to restock 1800 ha across the WGWE estate this year. Mechanical planting – Value/cost efficient, on top of manual planting.
  - Dealing with antisocial behaviour, carrying out several operations in cooperation with the police to tackle off road motor biking.
  - Recent prosecutions - Lancashire fuels 4U - operated illegal site and operations led to two fires; fined £1.1 m penalty and Directors suspended for 7 years, £116k recovered to meet NRW costs.
  - Regulating flows into river Dee in terms of releasing water, as well as camera monitoring the migration of salmon.
  - Responding to the Wellbeing of Future Generations Act - several projects such as teacher training, working with the community, and Hawk's Nest Nature Play Trail to improve education.
  - St Asaph Flood Scheme, major £5.4 Million project which includes installation of a new bridge, raised river banks, new access along the river, new planting (use of pollinator friendly seed mix) and information points for visitors. Short video shown to Board.

The Board discussed the issues and projects, the main themes raised included:

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- Issues around devolution; keeping the vital connections with important organisations and addressing differences as we continue working together and across the border.
  - Looking at how we disperse visitors to lessen the impact on individual sites and distribute the economic benefit.
  - Past industrial legacy as a challenge - old mining areas, possible toxicity and water quality issues. wealth of knowledge in strategies from the past, river management, working with local partners, alleviating risks of flooding,
  - Scope to maximise local engagement along with looking for enterprise opportunities.
5. The Board complemented the team on the preparation and on the amount of daily work involved. The Board stressed the benefits of integration, and underlined how encouraging it is to hear about the education system change and the reach to teachers and students. The excellent leadership shown by the team as well as the presentation itself were also acknowledged.

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## 2. Performance indicators reporting: Period one NRW B B 40.17

6. The Chief Executive presented the report and highlighted successes and opportunities. The report included the following summary:

Red -

- There are no Reds (as urgent matters).

Amber-

- Tree clearance (750 hectares of trees) Current problem with producing a report, however, the work is on track and next month the report should be available. The Board was reassured that there is no reason to believe we are behind on this target.
- Designated sites - we are at 23.5% rather than 25%, however, there is confidence that over the year we will reach the target.
- Performance against target for timber to market is at 92% of an expected straight-line profile for the year to date.
- Target is to create 230 Ha of habitat - 30ha of habitat creation is due to be delivered later this year in relation to flood schemes. 200ha is no longer planned as it did not meet relevant funding requirements but the Board agreed we should still aim for the target.
- Slightly behind on the customer programme, including internal and external surveys.
- New incident response reporting mechanism had created some classification issues.
- Target is to have 99% of high risk flood risk and coastal risk management assets at target condition - 98.0% are at their target condition currently.

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- People and Teams – Amber overall, even though JE considered Red. Other aspects of the measure like embedding People and Teams Strategy and W, H&S progress are on track and positive.

Successes and challenges were highlighted:

- Project work with farmers to prevent agricultural pollution.
- Dee cockles- successful season; 10<sup>th</sup> year since the licensing system has been established which allows for responsible management.
- New Local Nature Reserve – Morfa Berwig, Carmarthenshire, a joint project with the local authority.
- Prosecution of a farmer for illegal felling which resulted in a £100k fine.
- Water vole release programme, sustainable restocking programme, and joint operation to save 14,000 fish at Fourteen Locks Canal.

Projects NRW is involved with included:

- Partner in Celtic Rainforest partnership HLF funded project, led by Snowdonia National Park Authority.  
LIFE – Raised Bogs project, signed paperwork and approved funding, flood schemes, St. Asaph
- Flood schemes – St Asaph, Crindau, Pontarddulais and Roath

The Board discussed the projects and the report. The comments included the following points:

- The new way of reporting was welcomed; it shows a new way to tie things together.
  - Objectives could be more precise; however, the summary helps.
  - Some of the aspects seem slightly repetitive.
  - Bringing in exact and detailed achievements, greater focus on outcomes, and streamlining them would be of benefit.
  - Hyperlinking to the external stories would be useful.
  - Structure is clearer and making the link to not only *what*, but *how* we do things.
  - More qualitative information is needed in the report.
  - Examples should be provided to illustrate the points.
  - The format itself is very readable and needs to continue to have balance and not be too long.
  - Partnerships could be outlined more clearly in the document
7. Risk appetite will be looked at further alongside the Risk Management strategy.

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8. There was concern that we were not meeting our target for habitat creation; it was agreed to review this measure and consider the work being done across the organisation.

***Action point – review the ‘habitat creation’ measure.***

9. It was agreed to review the Performance Report outputs alongside the emerging Corporate Plan at the November meeting.  
Suggesting time is allocated at the November meeting to focus on the big issues and checking the Corporate Plan is right

***Action point – Item to be added to November agenda***

10. Sponsorship meeting with Senior Government advisors would be of benefit. Getting into the habit of showing this information within the organisation (internally) would also help. This will then drive good discussions within the organisation and driving such discussions and ownership of it will be crucial in benefiting NRW as a whole.
11. Subject to the comments made, the Board approved the report and agreed that it could be submitted to the Welsh Government. It was also felt that there was merit in sharing the report more widely across the organisation in order to obtain full ownership.
12. It was agreed to link the Report with the ‘local issues’ presentation at future meetings.  
Would be used like that again

***Action Point – Performance item at future meetings to be linked with real world examples from location where Board meeting is being held***

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### **3. Finance Update Paper: NRW B B 41.17**

13. Kevin Ingram presented the financial update paper, which included expenditure to date against budget, and details of special payments submitted to Welsh Government.

***Action point – All approvals that need WG sign off to be submitted to the ARAC Chair for scrutiny before they are sent to WG.***

14. During discussion, the Board requested further details of the additional funds provided for metal mines remediation, and provision for reservoir safety measures.

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***I- The Board could be briefed on Mine waters and on the reservoir safety compliance  
Action point – Briefing for Board to be provided on metal mines remediation funding  
and provision for reservoir safety measures.***

15. The Board also agreed that it would be appropriate to review the Financial Scheme of Delegation.

***Action point - Financial Scheme of Delegation to be reviewed and signed off by the ARAC Chair.***

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## 4. Presentation from Heritage Lottery Fund on priorities in Wales

16. Richard Bellamy, Wales Director, Heritage Lottery Fund (HLF), thanked the Board for the opportunity to attend the meeting and then gave a presentation on the work of the HLF in Wales.

17. The scope of funding is wide:

- Species and diversity
- Habitats, green spaces, parks
- Geological understanding
- Since 1994, HLF has awarded around £400m to over 3,000 projects with a focus on the UK's natural heritage.

18. Some of the funded projects include:

- Improving quality of habitats. Buffer strips, actively making them bigger and focusing on connectivity
  - Species- with a fragile future need intervention.
  - Wider Biodiversity strategies.
  - Seeing habitat enhancement rather than focusing on species,
  - Freshwater mussels project
- Richard Bellamy discussed a wide range of funding, many very accessible grant possibilities and with a swift turnaround on funding decisions.

19. Richard raised the opportunities provided by the Landscape Partnership Scheme, and projects submitted from Wales would be particularly welcome. rd acknowledged the

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presentation as great to follow up on. The Board members praised HLF funding for allowing for such strong community engagement.

20. The Board members underlined the close fit between HLF and NRW and that there are many similarities between our agendas.
21. The Board noted that it is down to people playing the lottery that has made this fund possible, so it is important to highlight and recognise the good causes that benefit.
22. It's important to remember that the remote nature of some areas can cause a lack of applications when looking at dealing with landscape and natural heritage; this could be addressed through closer working and with the help of PSBs.
23. The Board discussed looking at various projects and mutual priorities as well as addressing strategic issues and partnership opportunities with the HLF.
24. It was noted that NRW is eligible for funding from the HLF.
25. The Chair thanked Richard for the very interesting and useful presentation.

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## 5. Reports - (20 mins) scrutiny and governance section

### **Paper: Chair's Report – Diane McCrea (paper: NRW B B 42.17)**

26. The Board felt that the NRW stand on the Royal Welsh Show had been very successful and wished to thank all those involved, especially Meinir Wigley. Lessons learnt will be captured ahead of next year's show.

### **Paper: Board Members' Activities – Diane McCrea (paper: NRW B B 43.17)**

27. Zoe Henderson updated the Board on actions towards tackling agricultural pollution - excellent meeting last week, with an opportunity to see the partnership between Farming Connect and NRW. A full communication plan will be put together to publicise and raise awareness of this work and highlight the solutions to problems that have been found through this partnership approach.
28. Andy Middleton had met with John Davies, Deputy President of NFU Cymru and Kirsty Williams AM – purpose of the meeting was to bridge the gaps and connect education and business in the agriculture sector.

### **Paper: Chief Executive's Report – Emyr Roberts (paper: NRW B B 44.17)**

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29. The Board noted that Dave Cavell is retiring and thanked him for his hard work. Sarah Asbrey is taking over from Dave as Head of Legal; the Board extended congratulations to her on her appointment.

The Chair suggested that it would be good to meet Sarah at a future meeting and see members of the Legal team and others in areas such as Audit and Governance.

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## 6. Minutes & Matters arising, Committees, Minutes & Matters arising

30. The Chair thanked Noemi Donigiewicz and everyone involved in taking care of the Secretariat in the current situation, and wished Geri Mills a speedy recovery.

### - Ratification of Business Minutes (July 2017)

31. SMNR consultation response-  
5.14 (in the Development meeting)

### - Review of Business Action Point Log (July 2017)

32. The Chair asked the Executive Team to look at the log and consider updates and unresolved issues.

### • People and Remuneration Committee – Emyr Roberts (in Sir Paul Williams' absence)

33. Minutes June for ratification – agreed.

34. Minutes July for ratification – agreed.

35. People Survey – PaRC has supported the recommendation to replace the previous staff survey, largely based on the civil service survey, with Sense Maker for this year. This has been developed with the People and Teams Group and this tool will provide greater insight into issues and the responses from staff. The Sense Maker tool is used across Wales so this could be beneficial when we come to look at our results. Long Service Awards will be looked at by PARC as part of the wider review of staff awards/recognition bonuses.

### • Wellbeing, Health and Safety Annual Report (Paper: NRW B B 46.17)

36. Thanks to Andrew Johnson's team were extended. It's the second report since the strategy was implemented. Several improvements have been made and many key actions have been implemented since 2015/16. At the end of the calendar year a paper on Employee benefits and behaviours will be brought to the Board



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- There is a need to raise awareness and model behaviours as well as words that we use and whether we are adhering to our principles

***Action point: Ashleigh and Ceri agreed to bring an update to the Board on BEHIVE following its initial pilot with EPP teams BEHIVE (for November) and bring champions to talk about the event AGENDA***

- **Wellbeing, Health and Safety Update (Paper: NRW B B 45.17)**

37. The continuing improvements in reporting were noted.

38. The forward look is focused on behaviours and improving systems as well as comparators.

39. PaRC - Revised Terms of Responsibility (Paper: NRW B B 48.17) - approved

- **Audit and Risk Assurance Committee – Nigel Reader**

40. Update from July Meeting (verbal) Annex 1 include the update

- The annual report and accounts were signed off.
- Karen Balmer's appointment as the new Chair is formally with the Welsh Government for approval.
- Nigel asked the Board to formally receive the minutes
- ARAC End of Term Chair Report (Paper NRW: B B 49.17)

41. Nigel thanked Zoe and Madeleine for stepping in throughout to ensure ARAC had its quorum.

42. Effectiveness review brought positive feedback and lessons learned. Risk management was noted as an area needing improvement. Both the members and the Executives mark each other and the conclusion proved that the committee is effective. The areas needing improvement were managing the risks.

43. Updated terms of reference were formally approved by the Board.

44. The Board members' expenses review proved that the members are doing what they need to be doing.

45. The Chair noted Nigel's outstanding contribution and formally thanked him for his hard work and effort.

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46. The Chair passed on a message that the Minister formally thanks Nigel.

47. The Board noted that it would be easier to submit an expenses form using Excel.

***Action Point – Board Secretariat to produce an Excel expenses claim form***

- **JNCC – Madeleine Havard**

48. Circulated the most recent JNCC meeting agenda for information

- JNCC Currently appointing 3 new independent members
- New strategy has been produced
- DEFRA facing cuts,
- Next meeting is on 28<sup>th</sup> and 29<sup>th</sup> November in Cardiff.

- **Flood Risk Management Advisory Group – Madeleine Havard**

49. Update from July meeting (was verbally given at the last Board meeting)

50. The new Flood and Coastal Committee is established in law and members will be sought.

- **Protected Areas Committee – No update required as the Committee has not met**

- **Public Service Boards – Sub Group update**

51. The Sub Group thanked staff for the amount of work that had been put in.

52. A template will allow us to look at issues and objectives. The objectives are to be clear and fit within the NRW priorities.

53. The Ceredigion report was excellent and the information should be fed back to the team.

54. The level of Board and Staff ambition must be realistic and balanced. The targets should be feasible and realistic.

55. The causes rather than symptoms should be stressed and dealt with. Issues of scale should be dealt with effectively and engaging the private sector is very important.

56. There will be 6 meetings between now and December; towards the end of that process there will be a formal document ready to be signed off by the Board.

***Action point - to consider a meeting between Ruth Tipping and the Board to discuss the PSB work***



Cyfoeth  
Naturiol  
Cymru  
Natural  
Resources  
Wales

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## 7. Any other Business

The Chair formally thanked Emyr Roberts for his hard work as it's his last Board meeting. The next meeting in public will be planned for the beginning of 2018.

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**Date of Meeting:** 21<sup>th</sup> Sept 2017    **Venue:** Llangollen Pavilion, Llangollen

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**Board Members:** Diane McCrea (Chair)  
Dr Madeleine Havard (Deputy Chair)  
Nigel Reader (Chair of Audit and Risk Assurance Committee)  
Andy Middleton (Chair of Protected Areas Committee)  
Howard Davies  
Zoë Henderson  
Dr Emyr Roberts (Chief Executive)  
Dr Ruth Hall  
Chris Blake  
Karen Balmer  
Paul Williams

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**Executive Team (ET) in attendance:** Gareth O'Shea (Executive Director, Operations South)  
Catherine Smith (Director for Customer, Communications and Information)  
Ceri Davies (Executive Director of Evidence, Policy and Permitting)  
Tim Jones (Executive Director, Operations North)  
Kevin Ingram (Executive Director for Finance and Corporate Services)  
Ashleigh Dunn (Executive Director for Organisational Development and People Management)  
Niall Reynolds (Transformation Portfolio Director)  
Paul Williams

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**Additional Attendees:** Howard Davies (Head of Governance and Corporate Planning)  
Sue Ginley Item 1  
Richard Bellamy  
Peter Garson (Head of Commercial Services) – Item 10 (NRW B D 15.17)  
Richard Preece  
Sara Wood  
Ruth Jenkins  
Kath Hewitt  
Andrea Winterton

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**Secretariat:** Noemi Maria Donigiewicz

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## Apologies

Apologies were received from Elizabeth Haywood.

### 1. Corporate Plan Development Workshop Session; Paper NRW B D 20.17

1. The draft Corporate Plan was presented to the Board for comments.
2. The plan is based on our Well-being Objectives and has been developed through a series of workshops with staff and external stakeholders during the early summer, along with additional work by policy leads and Executive Team.
3. The aim is to publish the plan before Christmas and this session will set out the detailed timeline to achieve this.
4. Howard set out how the workshop today is to be run and the Board were split into groups, with each group focussing on a few of the objectives.
5. The Board noted that once the minister approves the plan it will be published in English and Welsh.

**Action point – Board were asked to provide any further comments back to Sue Ginley by the 29<sup>th</sup> of September.**

6. The Board felt it would be worth having a final discussion on the plan at the November Board meeting.

**Action Point – Item to be added to the November Agenda to allow for a final discussion of the Corporate Plan**

7. The Chair suggested that we ask for an extension from the Minister to allow the new CEO to have input into the Corporate Plan.

**Action Point – Howard Davies to prepare note from Chair to the Cabinet Secretary informing of the revised timetable we need to work to**

8. Emyr commented that a discussion is needed to explain how the work will be resourced.
9. The Board committed to provide input to strengthen the People section.

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10. The Board recognised the resource challenges and re-emphasised the need to NRW to continue to work differently to deliver e.g. changes made to the education team and our approach in this area.
11. The board is pleased with the level of ambition shown by staff and that it is reflected in the plan.
12. The Board confirmed the approach to the plans development is supported.

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## 2. Biodiversity & Conservation Strategy Development; Paper NRW B D 21.17

13. Sarah Wood attended to give a presentation to the Board on the development of the NRW Strategic Steer for our Biodiversity and Ecosystem Resilience work.
14. Ceri set out the purpose of the session, which is to generate Board discussion on the strategic approach and direction for biodiversity and ecosystem resilience, to demonstrate our corporate commitment to International and National targets set out in the WG Nature Recovery Action Plan, in line with our new purpose and ways of working.
15. Madeleine explained the importance of this work to ensure it underpins everything we do and is our opportunity to move things forward in Wales.
16. PAC discussed this at a recent meeting to start to think about what we as a Board need to do and how we get to grips with this. PAC discussed the step change that is needed so we work together to deliver on this.
17. Sarah set out some key points during her presentation:
  - Biodiversity faces considerable challenges and the previous feedback reflected that Biodiversity needs to be prioritised,
  - The current approach has been based around protection e.g. land, species,
  - What is happening now is a nature recovery action plan which is the Biodiversity strategy for Wales which
  - Environment act which sets NRW drivers, along with the wellbeing of the future generations act and the wellbeing statement (which underlines the biodiversity's fundamental role).
  - Strategic steer-commissioned to develop NRW's vision for recovery plan
  - Interim position to set on a path
  - This will be our 5-year plan
  - This steer also covers the Marine and freshwater terrestrial environment

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- Delivering the action plan along with inspiring people is crucial.
- Talking to staff along with looking at what others are doing and working closely with partners,
- We have embedding biodiversity across all our functions
- Ensuring we have skilled and knowledgeable staff
- Helping staff understand why it's important
- Managing a network of protected sites as they are essential tools for biodiversity gain from which wildlife could spread. Reviewing is it important to manage it correctly
- SoNaRR has provided clear objectives
- Getting others to understand their responsibility
- Ensuring we have the evidence base we need

18. The Board discussed the presentation and provided some comments

19. The Board acknowledged the importance of this opportunity as underpinning what NRW stands for and its future objectives

20. The Board made the point that it is important to understand the what we mean by resilient ecosystems and what a resilient ecosystem looks like - need to make this clear to all.

21. The Board made the point that it is important the corporate plan is clearly aligned with the Biodiversity strategy.

22. The Executive Team made the point that it is important we are clear around the use of language - Biodiversity vs wider integrated approach

23. The Board commented on the importance of integrating this plan into new ways of working along with a full understanding of the topic for all.

24. The Board and Executive Team agreed that it is important to get people bought into the benefit of biodiversity. The use of case studies would help to make it real to people and win hearts and minds.

25. The Board and Executive Team felt there was a need to “bring people back to us” on this to bridge the gap between where we are now and where we want to be.

26. The Board felt it would be useful to have a discussion with another Board E.g. Natural England, to understand what others are doing and direction they are taking.

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27. Ruth Hall commented that the wording of theme number 8 needs a bit more work to convey that people are part of the ecosystem and the value of that needs to be pulled out.

28. The Board commented that making the most of the sites that NRW has is important as well as empowering teams who work with them.

29. The Board and Executive Team raised points relating to the benefit and links to the economy and tourism to demonstrate the wider benefits to people.

***Action point – Work to be done with staff and PAC ahead of bringing this back to the Board at the November meeting for another discussion, linked to the Corporate Plan item.***

30. A clear steer will be developed following the further engagement with the Board, staff and others and will be ready in the New Year.

31. The Chair thanked the Board for such a positive discussion and thanked Sarah and her team for the presentation.

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### 3. Natural Resources Policy (30 mins)

32. Following the recent circulation of the NRP briefing, this is a discussion on the policy and how NRW is working to respond, whilst making the most of the opportunities and challenges it brings.

33. Ruth set out some points for the Board to be aware of in relation to the policy:

- There is still some silo thinking around the NRP that needs to be addressed.
- The aim of this policy is that it links with the Programme for Government and SMNR.
- There is a job to do for us on interpreting the policy.
- It will be important to manage expectations around the Area Statements.
- NRW continues to have conversations with WG policy leads to manage expectations and processes e.g. WG Energy Team.
- A piece of work has been commissioned to look at what it means for us.

34. The Board noted that it was disappointing that the workshop with WG on this did not go ahead.

35. The Executive Team made the point of the importance of being fully involved with this policy, not just as an outside body but influencing from the inside.

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36. The Executive Team confirmed we are looking to be key in discussions and making sure that Brexit doesn't complicate the proceedings.
37. Ceri confirmed that we will be embedding NRW staff in WG to work alongside them in the same room.
38. Ceri also made the point that we will take the opportunities this policy gives us and work with the WG Sponsorship team to tackle the issue around silo thinking so we get the right set-up.

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#### 4. Standard Board Business (15 mins)

39. Apologies for Absence were received from Elizabeth Haywood
40. There were no new Declarations of Interest raised at this point
41. Minutes from the July 2017 meeting were ratified as a true representation of the meeting
42. The Action Log (July 2017) was reviewed.

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#### 5. Job Evaluation (1 hour) Paper: NRW B D 22.17 (confidential paper sent separately)

43. Ashleigh Dunn and Steve Burton presented the paper. Following further discussion it was agreed unanimously to proceed with the proposal as identified in the paper.

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#### Lunch was served

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#### 6. Organisational Design progress briefing (45 mins)

44. Niall gave an update on the development of organisational design, including ways of working, staff engagement activity and proposed timeline.
45. Niall made the following points in his presentation:
- On two occasions, about 900 staff have taken part in different engagement sessions on the emerging picture of Organisation Design.
  - Complex organisation with a mix of function and geography and coordinating those two factors makes it successful.
  - Background, principles, roles and cooperation as well as the vision for a sustainable and affordable structure through change of the current design.

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46. The Board were taken through the proposed timeline for the Organisational Design changes to be implemented.
47. The Board raised concern around the proposed timeline and how long some of the phases would take, particularly around the phases where there would be uncertainty for staff.
48. Niall explained that the timeline is made up of several statutory processes that need to be carried out and completed in a specific number of weeks, therefore, those phases could not be shortened if we are to operate within employment Law.
49. Niall made the point that the timescale is a worst-case scenario and everyone involved is working to complete the necessary steps as soon as possible. We are also bringing in dedicated resource to speed up certain aspects of the process.
50. Ashleigh added to what Niall said by confirming that changes would be implemented in line with the NRW Change Principles which have been agreed with the Unions.
51. The Board asked whether the Change Implementation Groups (CHIGs) had to be done one after each other or could some be done in parallel.
52. Ashleigh confirmed that the process would be streamlined where possible and CHIGs can and would be done in parallel where this is appropriate and does not cause an adverse impact on staff.
53. The Board expressed how crucial it was to ensure there is as little uncertainty for staff as possible.
54. The Board felt it would be helpful to see a risk management side of this process and allowing for such formality would help with any possible issues and ARAC's feedback would also be of great value.

***Action point – Organisational Design Team to work with ARAC to ensure oversight of risk management. Dorota Lee will be the link between Organisational Design Team and ARAC.***

55. The Executive Team confirmed there is the hope that we will be able to bring some of the timescales forward, while continuing to make sure the process is thorough and legal.

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56. The Organisational Design and Executive Team was asked to take in the feedback given by the Board and bring the topic back in November at the next Board Meeting. Updates are to be given at each Board meeting.

57. The Chair thanked the Executive Team and Org Design Team for the work done to date.

***Action point – Presentation given by Niall to be circulated to all Board members after the meeting.***

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## **7. Intersessional Update Paper summarising key matters since last meeting (10 mins Paper: NRW B D 23.17**

58. The Board confirmed that they were happy with the updates being provided in this format for future meetings.

59. Shooting review – Update:

The Board Task and Finish Group for the Shooting Review met just prior to the Board meeting to have a detailed update on progress.

The Board noted that the amount of evidence on the shooting review pointed to data outside of NRW. Two academics have been commissioned to undertake a peer review on the evidence, this will result in a delay in the original timeline. The peer review work will be considered to the Board Task and Finish Shooting Review Group when completed. A further update on the review be given to the full Board in November.

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## **8. Any other business**

60. No other business was raised by the Board.

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## **Meeting Close**

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## **NRW Board Meeting 2017:**

Wednesday 22<sup>nd</sup> and Thursday 23<sup>rd</sup> November, Cardiff (Ty Cambria)