



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

Public Board Meeting Papers

11th July 2019
Maes Y Ffynnon,
Bangor

9:00 – 12:30

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Title of Meeting: NRW Board Meeting – Day 2 (Public Session)

Date of Meeting: 11 July 2019

Venue: Maes y Ffynnon
Bangor, LL57 2DW

Time of Meeting: 09.00

Time:	Subject
09.00 (5 mins)	<p>1. Open meeting</p> <ul style="list-style-type: none"> • Welcome • Apologies • Declaration of Interests <p>Sponsor and Presenter: Sir David Henshaw (Chair)</p>
09.05 (15 mins)	<p>2. Review public minutes from March meeting and Action Log</p> <p>2A. Review March 2019 Public Minutes</p> <p>2B. Review Public Action Log</p> <p>Sponsor and Presenter: Sir David Henshaw (Chair)</p>
09.20 (15 mins)	<p>3. Welsh Language Report 2018/19</p> <p>Sponsor: Prys Davies, Director of Corporate Strategy and Development</p> <p>Paper: 19-07-B11</p> <p>Author: Lyn Williams, Welsh Language Officer</p> <p>Summary: To approve the end of year Welsh Language Report 2018/19</p>
09.35 (30 mins)	<p>4. Corporate Performance Report 2018/19</p> <p>Sponsor and Presenter: Clare Pillman, Chief Executive</p> <p>Paper: 19-07-B12</p> <p>Summary: To scrutinise corporate performance for the end of year position 2018/19.</p>
10.05 (10 mins)	<p>Break</p>
10.15 (40 mins)	<p>5. Health and Wellbeing Strategy</p> <p>Sponsor: Ceri Davies, Executive Director of Evidence, Policy and Permitting</p> <p>Paper: 19-07-B14</p>

Presenter: Bronia Bendall, Senior Health and Wellbeing Adviser

Summary: To consider and approve the draft strategy

10.55
(40 mins)

6. Grants Strategy

Sponsor: Ceri Davies, Executive Director of Evidence, Policy and Permitting

Paper: 19-07-B15

Presenter: Ruth Jenkins, Head of Natural Resources Management Policy

Summary: To present the new Grants Strategy and the way forward for consideration and agreement.

11.35
(35 mins)

7. Area Statements Update

Sponsor: Gareth O'Shea, Executive Director of Operations (South Wales)

Paper: 19-07-B16

Presenter: Martin Evans, Head of Operations South West Wales.

Summary: Latest position on development and delivery of Area Statements

12.10
(20 mins)

8. Climate Change

Sponsor: Ceri Davies, Executive Director of Evidence, Policy and Permitting

Paper: 19-07-B17

Presenter: Clive Walmsley, Senior Climate Change Adviser

Summary: To agree five options to take forward in response to Welsh Government's Climate Emergency

12.30

Close meeting



Confirmed Board Minutes

Title of Meeting: NRW Board Meeting – Public
Location: Orbit Centre, Merthyr Tydfil

Date of Meeting: Thursday 21st March 2019

Board Members present: Sir David Henshaw, Chair
Clare Pillman, Chief Executive
Chris Blake
Catherine Brown
Julia Cherrett
Geraint Davies
Howard C Davies
Dr Elizabeth Haywood
Zoë Henderson
Prof Steve Ormerod
Prof Peter Rigby

Executive Team present: Kevin Ingram, Executive Director for Finance and Corporate Services
Gareth O'Shea, Executive Director, Operations South
Niall Reynolds, Transformation Portfolio Director
Ceri Davies, Executive Director of Evidence Policy and Permitting
Tim Jones, Executive Director of North and Mid Wales Ops
John Hogg, Head of South Central Operations

Additional Attendees Present: Tracey Mayes, Chief Executive Business Manager
Steve Wilson, Managing Director Wastewater Services – Dŵr Cymru Welsh Water – item 3
Natalie Hall, Sustainable Water Manager - item 3
Bob Vaughan Technical Specialist water and Contaminated Land item 4
Pete Stanley Technical Specialist water and Contaminated Land item 4
Amanda Paton Customer Programme Manager item 6

Secretariat: Jenn Jones
Carol Stevens
Julia Chambers

1. Welcome

1.1 The Chair welcomed members of the public to the meeting and explained that there would be an opportunity for questions from the public at the end of the meeting.

Apologies/Declarations of Interest

1.2 Apologies were given from Karen Balmer (Chair of Audit and Risk Assurance Committee), Rosie Plummer and Catherine Love (Director Customer, Communications and Information). Best wishes were extended to Karen.

1.3 No declarations of interest made in respect of items on the Agenda.

2. Review Minutes and Action Logs from January Public NRW Board Meeting

The minutes of the January 2019 Board meeting were presented and reviewed. The Board confirmed the minutes were an accurate record of the meeting subject to the following amendment:

Minutes Page 8 – should be Pen-Y- Cymoedd wind farm not Pen y Moelwyn

ACTION: *Secretariat to amend*

Action Logs

The Board reviewed and noted the updates of the action log as presented from the January 2019 Board Meeting. The following verbal updates were given:

Public Board Meeting

Action No 5 Log – March 2019

State of Natural Resources Report

Update - a seminar is planned for April 2019 for Board members.

3. Strategic Picture Water

3.1 The Executive Director of Evidence Policy and Permitting introduced Steve Wilson, Managing Director Wastewater Services – Dŵr Cymru/Welsh Water, and Natalie Hall, Sustainable Water Manager - NRW.

3.2 The Sustainable Water Manager set out the role of NRW within the sector, this includes monitoring water quality and regulating extraction from and discharge into water courses. The sustainable management of water is key in the Business Plan of NRW. However, within the Performance Framework some areas show as red status so there is a need to prioritise attention.

3.3 Interim classification for the Water Framework Directive shows 40% of water is meeting good or better status compared to 36% in 2015. Wales sits in the middle of the European average in terms of compliance.

3.4 The following pressures and challenges were set out:

- funding and prioritisation of capital improvement work;
- rural land management – there is work on going with the Agricultural Sub
- Group of the Wales Land Management Forum (WLMF) to inform government decisions now and beyond EU transition, to develop common understanding of issues and to look at solutions. A specific May 2019 Board agenda item is scheduled for this;

- Urban areas – paving of previously permeable areas affects discharge of surface water and pollution; work is ongoing with WG to inform planned development.

3.5 Steve Wilson, Managing Director Wastewater Services – Dŵr Cymru/Welsh Water gave an overview of the organisation including:

- Business planning and aspirations to working differently.
- Huge number of assets and infrastructure
- a new 5-year business period which considers the organisation's 2050 vision

3.6 SMNR is seen as an opportunity for Dŵr Cymru and NRW to work together. 4 pilot catchments areas are set out within the 5-year plan:

- Bathing water of Rhyl – managing storm water and sewerage discharge to protect homes from flooding
- Afan / Port Talbot – reducing flooding in Winter and working with Tata steel on cleaning up effluent to reduce abstractions.
- Teifi river - phosphorus removal working with farmers and creamery to obtain the same environmental benefit as costly sewerage works.
- Alyn river –tightening up the standard of the discharge from Mold sewerage works whilst working in an innovative way to maintain river levels.

3.7 The Executive Director of Evidence Policy and Permitting set out the background to the recommendation in the paper of establishing a Water Management Forum (WMF) along the same format as WLMF and clarified where it would sit within the wider collaborative structure.

3.8 The Board gave approval for the establishment of a WMF with a nominated lead member from the NRW Board.

ACTION: *It was requested that a Board member chairs the Water Management Forum. Chair to discuss appointment with Board members and confirm.*

4. Metal Mines Programme Update

4.1 The Executive Director of Evidence Policy and Permitting gave an insight into the session and highlighted the innovative aspect of some of the work that had been undertaken and how possibly this could be replicated elsewhere within the organisation.

4.2 The Technical Specialist water and Contaminated Land referred to the 1,300 metal mines found across Wales, most of which have been inactive for over a100 years. The proximity of the sites to water courses is a problem but their ecological impact can be both positive and negative. In dealing with these sites consideration must be given to their important social and cultural history. Putting traditional treatments into the areas is a challenge due to their location, access and available utilities. The Metal Mine Strategy was written in 2002 and from it the top 50 sites in Wales were focused on.

4.3 Detail was given on work undertaken at a prime site at Abbey Console. The site was identified as a priority because it is less complex than some of the others, however, it

is a very important site because of the presence of lichen and mosses and its medieval and industrial history.

4.4 Reference was made to some of the research and development trials undertaken with various organisations on water treatment; some of the work detailed is now world leading technology. The level of innovation was highlighted and NRW needs to accept that there is a risk of undertaking work in this way; failure needs to be accepted alongside success.

4.5 NRW staff attend The International Mine Waters conference which, in 2019, is in Russia. Staff will also be visiting Sweden in 2019 to observe and learn.

4.6 Detail was given on the Mine Exchange, a two-day conference, which academia, consultants, Welsh Government etc attend every year. Reference was also made to the International Mine Waters Conference that is looking for a future event location.

ACTION: Board members to be invited to attend the Mine Exchange event in Aberystwyth in 2019 - Technical Specialist water and Contaminated Land to issue invite via Secretariat.

4.7 Board were interested in exploring the outcomes of the work and recovery of the ecology of the sites, and whether some of the material recovered could generate an income. The Technical Specialist Water and Contaminated Land gave details on some work already being trialled around income generation and how this could be explored further by the Commercial Director when appointed.

4.8 Board highlighted that there is a need to promote extensively the globally important work being undertaken in this area. Board supported the proposal to encourage the staging of The International Mine Waters conference in Wales.

5. Corporate Dashboard and Performance Management Report (NRW 1903-B10)

5.1 The Chief Executive referred to the report that included data to December 2018 and highlighted three new red indicators:

- incident response,
- river restoration
- impact of industry and waste sites

5.2 The Chief Executive noted that incident response was discussed in detail at the January 2019 Board. The failure to achieve the set targets with regards to river restoration was attributed to staff being diverted to deal with the fishing inquiry. It is proposed that the impact of industry and waste sites will be presented for discussion at the May 2019 Board meeting.

ACTION: Impact of industry and waste sites to be examined in detail at the May 2019 Board meeting

5.3 The Chief Executive confirmed that some progress is expected on other measures to bring them to amber/green by the end of the financial year. This would include Flood

Risk Capital programme, the Wales Coast Path and Promoting Outdoor Recreation. Some indicators are expected to carry forward into the next financial year.

5.4 Board noted concerns on the format of the report and highlighted that wording and categorisation / classification needed concentrated effort to achieve improvement in setting, achieving and recording performance management in future. Board emphasised that the business needed to deliver on outcomes and that going forward Organisational Design should not be used as an excuse for failing to reach agreed outputs/targets.

ACTION: *Finance, Planning and Performance Committee to consider scale of outputs and specific targets for 2020-21.*

6. Customer Programme – 6 Month Review (NRW 1903-B11)

6.1 The Customer Programme Manager set out how the strategy, programme and 13 projects within it had been initiated using direct customer feedback from both internal (NRW staff) and external customers. A key statistic was that only 27% of our customers believe we get it right first time. Improvements are being made, but it was acknowledged that there is a lot more to be done.

6.2 All 13 projects, and any new ones that come for consideration, must demonstrate how genuine customer involvement has been integrated into development, delivery and review so that demonstrable customer improvements are achieved. Projects must also demonstrate transition into NRW business as usual, to ensure sustainable and cost effective long-term integration as this programme is only set to run until March 2020.

6.3 Recent improvement work within the Customer Contact Centre was highlighted including greater connectivity within NRW and improvements to culture and ways of working which has already resulted in efficiency savings. The centre is transforming into the Customer Hub; developing team and customer experience through better involvement with the business and visiting and learning from others externally.

6.4 Web improvements is another key objective. An online Write guide has been developed by staff as a go to reference which covers standards for written correspondence. To support the rollout, training workshops will begin in May 2019; the initial 5 pilot sessions have been increased to 11 due to requests from the business.

6.5 Future work to highlight:

- Speech analytics to be introduced into the Customer Contact Centre.
- Development and networking pilot workshop on the 9th May 2019 in St Fagans for front-line engagement staff from across the business.
- Improvements to customer self-serve transactional services online.

Noted: Board Members are welcome to attend the Workshop on the 9th of May 2019 at St Fagans and are also asked to feed through any relevant comments/customer feedback they receive.

6.6 Board were concerned about the statistics on customer satisfaction, the next customer survey timeline and targets for improvement. The Customer Programme Manager confirmed that plans are being finalised with the Institute of Customer Service (ICS) to re-run a customer survey within this financial year. It was emphasised that each of the projects and the programme has measures and targets that are proportionate and distinguish between customer satisfaction of our service as opposed to their satisfaction with the outcome of our decisions.

ACTION: *Details of the ongoing measures and targets to be circulated - Customer Programme Manager to circulate before the 30th April 2019*

6.7 Board applauded the content of the Customer Strategy document and programme but emphasised that there was a need to keep the content of the document alive for staff by emphasising the benefits. Board were asked to submit any thoughts and ideas on how to achieve and maintain staff involvement to the Customer Programme Manager.

6.8 Board highlighted that recognition through some medium, of good results, ways of working and achievement by staff needs consideration going forward, Board were asked to give consideration on the mode of this recognition.

6.9 The Board noted and gave approval for the direction of travel.

ACTION: *Customer Programme to be reviewed by Board fully every six months, as well as periodically being reviewed by PaRC.*

7. Close of meeting

The Chair closed the meeting

The Chair welcomed questions and observations from the Public:

Topics covered were:

- Recommendations of the Institute of Welsh Affairs report on renewable energy was questioned and discussed. Assurance was given that NRW are committed to renewable energy and interested in community ownership. Discussions on any community renewable ideas or incentives would be welcomed. The Executive Director of North and Mid Wales Ops was highlighted as a key contact for this.
- Stakeholder event Wednesday 20th March 2019 – positive feedback was received for the event.
- It was highlighted that Board meeting information on the internet needs to better be managed with the correct dates and locations included and with papers being made available within the stated timescale.
- An email had been received around the current regulation regarding water abstraction, foul water discharge and protection from pollution. It was asked whether NRW considers the current regulation sufficient in light of the expanding intensive livestock industry across Wales and the warning of water shortages in the short-term future.

ACTION: *Executive Director of Evidence Policy and Permitting to reply fully and in detail to the query raised by e-mail on water abstraction foul water etc, as set out in the final point*

19-03-Action Log

Board Meetings								
Meeting Category	Meeting Date	Agenda Item	Para No	Action	Owner	Due	Status	Notes/Updates
Public	21/03/2019	2		Page 8 - Minutes January 2019 public meeting should be Pen y Cymoedd wind farm not Pen y Moelwyn	Secretariat	ASAP	Completed	
Public	21/03/2019	2		Public Board Meeting - Action no 5 - March 2019 - SONRR	Secretariat		Completed	Meeting held in April 2019 for Board Members. Recording circulated to all those who couldn't attend.
Public	21/03/2019	3	3.8	Board member to chair the Water Management Forum - Chair to discuss with Board Members and confirm	Chair		Completed	Prof Steve Ormerod will now Chair the Water Management Forum
Public	21/03/2019	5	5.2	Impact of industry and waste sites to be examined in detail at the May Board	Executive Director of Evidence, Policy and Permitting		Completed	Drill down on agenda for May Board.
Public	21/03/2019	5	5.4	Finance Planning and Performance Committee to consider scale of outputs and specific targets for 2020-21	Chair of FPPC		Completed	On the FPPC agenda for July 2019
Public	21/03/2019	6	6.6	Details of the ongoing measures and targets of projects to be circulated	Customer Programme Manager	30.04.19		

Public	21/03/2019	6	Customer programme to be reviewed by Board fully every six months as well as periodically by PaRC	Secretariat		Completed	Added to the Board forward look
Public	21/03/2019		E-mail received from member of the public re water extraction to be replied to in detail	Executive Director of Evidence, Policy and Permitting	ASAP	Completed	Response provided by Natalie Hall

Paper Title:	Welsh Language Annual Monitoring Report 2018/19
Paper Reference:	19-07-B11
Paper Sponsored By:	Prys Davies, Director of Corporate Strategy & Development
Paper Presented By:	Lyn Williams, Welsh Language Policy Advisor

Purpose of Paper:	Decision
Recommendation:	Board is asked to approve the Welsh Language Annual Report for 2018/19 in line with the requirements of our Standards

Impact:	<p>Looking at the <u>long term</u>: A Wales of vibrant culture and thriving Welsh Language.</p> <p>Involving a <u>diversity of the population</u>: Ensuring a language choice is given to the public, partners and our own staff, treating the Welsh and English language equally in our work.</p> <p>Working in a <u>collaborative way</u>: Ensuring we are able to provide a Welsh language service in all our workplaces.</p> <p><u>Preventing issues from occurring</u>: Providing a bilingual service is an example of good practice, allowing people to express their views in the language they feel most comfortable in speaking.</p>
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Issue

1. To approve our Annual Report, which we have a duty to produce and publish under our Welsh Language Standards policy and to update Board on the work which has taken place over the last financial year to implement our policy and improve our Welsh language services.
2. The language skills of our staff are slowly developing with more of our staff able to speak Welsh at Level 3 and 5 than previous years.

3. 30 roles advertised at Level 1 were filled with fluent Welsh speakers. This year we have advertised 19 more posts, compared to last year requiring a Welsh speaker as essential for the role.

Background

4. The Welsh Language (Wales) Measure 2011 established a legal framework to impose Welsh Language Standards on some public organisations, and NRW has a duty to comply. Our Welsh Language Standards became operational for our organisation on 25 January 2017.

Assessment

Welsh Language Annual Monitoring Report 2018/2019 (Annex 1)

5. We have a duty under the Welsh Language (Wales) Measure 2011 to produce and publish an Annual Monitoring Report on progress in implementing our Welsh Language Policy and publish the report no later than six months following the end of the financial year to which the report relates to.
6. The Record Keeping Standards require that we include in the report:
 - all complaints received with regards to the Welsh language;
 - the Welsh language skills of our staff;
 - the number of staff who attended training courses offered by us in Welsh;
 - the number of staff who were supported by us to develop their Welsh language skills; and
 - the number of new and vacant posts that were advertised as Welsh essential, desirable or no Welsh language skills required.
7. The report includes the work we have done in improving our Welsh language services for our customers.
8. Key Highlights for the 2018/2019 Report:
 - 8.1 Work has taken place to improve the Welsh language service for customers who contact Floodline UK which is shared with Scotland and England. From April 2019, callers will be asked which country they are calling from and, for those selecting Wales, callers will then be given a language choice. The previous service offered a language choice as a 5th option. From Summer 2019 this Welsh language service will be provided by our own 24/7 Incident Communication Centre providing a comparable service to that for English language callers.
 - 8.2 Welsh speakers are now identified in Outlook with “Dwi’n siarad Cymraeg” appearing when typing the person’s name in the “To” box. This will give staff a language choice in emailing one another and help increase and facilitate the use of Welsh internally.
 - 8.3 Welsh language was part of the considerations given in organising #TeamNRW day, held on 24 October 2018. The Welsh language formed a natural part of the day with

limited use of a simultaneous translator. We ensured that bilingual staff chaired and facilitated the day with opportunities for staff to attend Welsh medium workshops and presentations, with all materials for the day bilingual.

- 8.4 24.6% of our staff are fluent Welsh speakers and 302 members of staff were supported to develop their language skills throughout the year. Our statistics show that the language skills of our staff are developing. A monitoring exercise was carried out to gather information from our learners on how much Welsh they were using, how often and where they use the language, when did they begin to feel confident about using the language at work, what extra support provided helped them in developing their skills and what further could we do to support them. Key findings of the exercise from respondents were:-
- 85% were using their Welsh language skills at work
 - 88% were using their Welsh language skills to some extent outside work
 - Confidence in using the language began after 4 years of learning
 - Some felt that language training was not given the same priority as other workplace training, with other meetings taking priority
 - 45% were grateful of the support given by us and the opportunity to learn in work time.
 - 10 met up with a Mentor to have an informal chat in Welsh and 14 attended informal chat groups such as “Siop Siarad” at offices and felt that these sessions had helped give them confidence in using the language outside the classroom.
- 8.5 Raising awareness of our Standards and their requirements in the Managers Monthly Guide and asking Managers to discuss with staff and articles published on the intranet.
- 8.6 Welsh language and culture promoted and highlighted on our social media accounts drawing attention to a wide audience of St David’s Day, Welsh Language Music Day, Santes Dwynwen Day etc.
- 8.7 Monitoring exercise carried out to gather information on how well we comply with our Standards since their implementation in 2017. 108 Standards were monitored, with 10 actions identified which needed addressing. All actions were addressed and were in relation to our services to staff internally.
- 8.8 Six complaints were received, two directly to NRW which were resolved between ourselves and the customer and four to the Welsh Language Commissioner. Of those four, two were resolved and measures were put in place, one was terminated due to actions taken to resolve the matter and one is ongoing and under investigation.
- 8.9 Health and Safety work related courses were run through the medium of Welsh and one interview skills course.

Conclusion

9. The report shows that as a whole we are compliant with the requirements of our Standards.

10. We have been able to resolve the majority of complaints through action taken to ensure that the complainant received the Welsh language service they expected from us, thus resolving the issue.
11. Following publication of Welsh Language Commissioners Assurance Report, we took steps to address the challenges acknowledged in the report by carrying out steps to self regulate our compliance with the Standards and act upon those findings. Work has also started with our Customer Programme to understand our customers and how they use our services, ensuring that our services are bilingual and actively promoting them.
12. Guidance was in place to help Managers in assessing the language requirements of all roles in the Organisation Design programme to ensure that there are Welsh speakers in all our workplaces to ensure we comply with our legal duties under the Standards.
13. A mapping exercise will need to take place once the OD programme is completed to identify if there are any gaps in language capabilities of all teams and Directorates. Once this exercise is complete, we will have a better understanding on where we need to develop Welsh language capability, either through future recruitment or developing these skills through our training programme.
14. The work we are currently doing in developing the language skills of our staff at all levels is setting solid foundations to support the ambition of Welsh Government Strategy 2050 to increase the number of Welsh speakers to 1 million by 2050. Our current work priorities are in line with Welsh Government work programme 2017-21 which has identified three strategic themes; to increase the number of Welsh speakers, increasing the use of Welsh and creating favourable conditions, infrastructure and context to help attain the ambition where the Welsh language will thrive in the future.
15. Finally, as part of our work on organisational development and the Strategic Workforce Plan, we will want to develop a longer term strategy as to how we want to support the development of the Welsh Language in NRW.

Recommendation

16. Board is asked to approve Annex 1 - the Welsh Language Annual Report for 2018/2019 for publication.

Key Risks

17. Failure to produce a Welsh Language Annual Monitoring Report will be breaking our legal duty within our compliance notice.
18. Failure to provide a Welsh language service will result in some customers not wishing to communicate with us. This is especially important in our work with Dementia Friends which affects how well a bilingual person can communicate in their second language.

19. Risks of non-compliance can be found on page 19 of the Annual Report.

Financial Implications

20. Implementation of the Standards will continue from current budgets; there will be an additional cost in upgrading MyNRW to include Welsh language requirements which will need to be discussed with the supplier.

Equality impact assessment (EqIA)

21. An Equality Impact Assessment was carried out on the Welsh Language Standards as part of the development of the policy.

Index of Annexes

Annex 1 – Welsh Language Annual Monitoring Report 2018/2019



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Welsh Language Annual Report

Lyn Williams
Welsh Language Policy Advisor

Rev No

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Executive Summary

Welcome to the summary of our Annual Report for 2018-2019. The report focuses on the work we have done to improve our Welsh language services, in line with the requirements outlined in our Welsh Language Standards, over the reporting period.

We work with organisations, partners and members of the public from across the whole of Wales, respecting their identity and providing a service in their preferred language, be it Welsh or English. We have fluent Welsh speaking members of staff located at our offices and teams across the whole of Wales and support our staff who are developing their language skills through our Welsh language training programme.

In 2019 new NRW Board Members were appointed by Welsh Government Public Unit, one a fluent Welsh speaker and two who have learnt Welsh to a high standard. Our Chief Executive is also a Welsh learner who is continuing to develop her language skills around work commitments.

Work has continued this year on improving our flood warning services to the public, this year concentrating on the Floodline telephone service which is provided in partnership with Scotland and England. This improvement means that from Summer 2019 callers from Wales will be offered a Welsh language service much earlier in the process, with the Welsh medium calls being transferred to Welsh speakers in our own 24/7 Incident Communication Centre. This will provide a comparable service experienced by English language callers and an improvement to the Welsh language service previously provided.

An internal monitoring exercise has taken place to gather information on how well the Standards have been embedded since implementation, the findings of the audit have helped by indicating where additional work is required to help improve our Welsh language services and be fully compliant with our Standards for the public and our own staff.

Information was gathered from our Welsh learners to measure the progress of our Welsh language training programme since its launch in June 2014. This exercise has shown that our learners are steadily developing their language skills with more of our staff able to understand and use the Welsh language in their day to day work, working towards our vision of becoming a bilingual organisation in all our workplaces for the future. Steps have also been taken internally to identify more easily in our email outlook system who our Welsh speakers are, this has helped in facilitating more use of Welsh internally between staff.

This report will be published on our website and available at each of our offices upon request.

This report is available in English and Welsh; we can also provide this report in alternative formats on request.

Introduction

As a public organisation in Wales the standards came into force for NRW on 25th January 2017, under the Welsh Language (Wales) Measure 2011 and regulated by the Welsh Language Commissioner under Welsh Language Standards (No. 2) Regulations 2016.

Aim of the Standards are: -

- Provide a better and more consistent Welsh language service to Welsh speakers
- Make it clear to Welsh speakers what services they can expect in Welsh
- Make it clear to public organisations what their duties are in relation to the Welsh language
- Ensure that the Welsh language is treated no less favourably than the English language

Our compliance notice from the Welsh Language Commissioner lists 168 standards we are required to comply with and a compliance date for each one. This report demonstrates how we have implemented the standards and work we have done to improve our Welsh language services during the year in the following categories: -

Service Standards - the Welsh language services we provide to the public.

Policy Standards - ensuring that Welsh language forms a part of the decision-making process by carrying out Equality Impact Assessments to ensure that the decision has no adverse effect, but positive or increased effects on the opportunities to use the Welsh language.

Operational Standards - promoting and facilitating the Welsh language in our internal administration processes.

Record Keeping Standards - keeping records for compliance with the requirements of the standards in areas such as staff Welsh language skills, training, complaints and recruitment.

This Annual Report is required to be published by 30th September of each year in compliance with the requirements of the Standards, detailing how NRW has complied with them over the reporting year of 2018 to 2019.

Implementing Standards

A policy and guidance are in place to help all our staff work bilingually which can be found on the Welsh language page of the intranet.

As a minimum we expect staff to: -

- Answer the telephone bilingually and have a bilingual answerphone message.
- Use bilingual out of office messages.
- Meet and greet customers bilingually.
- Self-assess and record their language skill in MyNRW.
- Proactively ask customers their language preference in dealing with us.
- Send correspondence bilingually unless aware of language preference of recipient.

Work has continued over the last year to raise awareness internally of the requirements of the Standards and improve our Welsh language services to the public and our own staff.

Raising awareness of Standards internally

Work continues internally, at regular intervals, on raising awareness of the Standards drawing attention to the importance of working bilingually, and the requirements of the standards, highlighting any issues or complaints recently received. Guidance are in place to help all our staff work bilingually whatever their Welsh language skills with our internal Translation Team to help arrange translations and proof-read work as required.

All new staff continue to receive an email from the Welsh Language Team with information on the Standards and guidance in place to help them work bilingually. In future new staff with no understanding of Welsh will receive a NRW mouse mat with basic Welsh language greetings which includes phonetic pronunciations to help show basic linguistic courtesy when answering the telephone and writing emails.

New members of staff are also invited to a one-day Welsh language awareness course. This focuses on the history, culture, language and requirements of our Standards. Feedback from those who attended the courses over the last year have been positive, some found the day inspirational and have started learning the language.

Managers Monthly internal communication has helped in getting key messages about the Standards to staff across the organisation, raising awareness of any issues in a timely manner, ensuring that staff know what is required and where to get advice and help.

The Welsh Language Policy Advisor attended team meetings giving presentations on the Standards, why they are in place, answering questions and queries from staff. These face to face sessions have helped gain a better understanding of our legal duties and how important being proactive in offering a language choice is in building good customer relations, to customers and our own staff.

Improving our Welsh language services

Improving our Flood Warning Service

Over the past two years, we have been improving our service to make it easier for Welsh language customers to register for flood warnings and receive more timely and helpful flood information. We are currently focussing on our Floodline telephone service which is provided in partnership with colleagues in Scotland and England.

Floodline enables callers to listen to recorded information on flood warnings in force along with advice on how to respond to flooding. Currently, this information is available in English and Welsh, although the take up of the service in Welsh is low, i.e. 3.5% of the 2100 Wales callers since April 2017.

Callers can also choose to speak to a Call Agent to report flooding or register for our free flood warning service. While English speaking Call Agents are available at any time, Welsh speaking Call Agents are available during daytime hours, Monday to Friday only. The take up of this element of the service is very low, i.e. 0.7% of the 1650 Wales callers to Floodline Call Agents received since April 2017.

We want to encourage callers to Floodline to make greater use of the Welsh language services we provide. To support this, we are making the following improvements from April 2019.

Firstly, we are about to change the Floodline service so that the Welsh language is offered much earlier to callers. Currently, because the service is shared with Scotland and England, Welsh language services are offered under option 5 of the telephone menu. From April 2019, callers will be asked at the start of the call to identify which country they are calling from. Once they have selected Wales from the menu, callers will be asked to choose which language they wish to proceed in. This will ensure that Welsh language is offered to Wales callers as early as possible in their call.

Secondly, from Summer 2019, a caller that wishes to speak to a Call Agent in Welsh will be connected to a Welsh-speaking Operator in NRW's 24/7 Incident Communication Centre. This means that we will provide a comparable service to that experienced by English-language callers.

These two changes will greatly improve the ease of access and standard of service we provide to our Welsh language customers. The introduction of more detailed monthly reporting from the Floodline service will allow us to follow the anticipated increased take-up of these services.

Branding

The Branding Team have been working on ensuring that Microsoft templates for staff use are bilingual, this includes Power Point presentation templates to ensure that the Welsh language is included in presentations.

A new improved bilingual corporate e-mail signature was issued for all staff to use to make it clearer to those we deal with that we welcome correspondence in Welsh as follows: -

“Correspondence in Welsh is welcomed, and we will respond in Welsh without it leading to a delay”

ICT – Identifying our Welsh speakers in Outlook

Our ICT Pencampwr has been working on a solution to make it easier for staff to identify who our Welsh speakers are. “Dwi'n Siarad Cymraeg” (I speak Welsh) will appear when typing a person's name in the “To” box in Outlook. This will help staff in deciding which language to email each other and will appear for all staff who have self-assessed themselves as fluent Welsh speakers. This will help increase the use of the Welsh internally in our day to day work. This action has been welcomed by Welsh speakers who now know at a click of a button who they can communicate with in Welsh internally.

In the near future we will be asking our Welsh learners if they wish to have “Dwi'n Dysgu Cymraeg” (I'm learning Welsh) in Outlook to help build their confidence in using their Welsh language skills for work purposes.

Launch of new ICT

Windows 10 software was rolled out to all staff during the year, this gives staff the choice

of working in either Welsh or English as they wish. The software also provides a spellchecker facility in Welsh to help our fluent Welsh speakers and learners in using their written Welsh in work.

#TeamNRW Day

On 24 October 2018 all staff were invited to our first #TeamNRW Day at Aberystwyth from across the whole organisation. The Welsh Language Policy Advisor was involved with the Communications Team in ensuring that Welsh language formed a natural part of the day with limited use of a simultaneous translator. Having our own bilingual staff chairing and facilitating the day. Staff were given the choice of attending Welsh medium workshops and presentations and all materials for the day were produced bilingually. The day was very successful with staff commenting and appreciating the thought given to the language in arrangement, resulting in the day having a natural bilingual atmosphere.

New Welsh language resources for learners

The Welsh Language Co-ordinator and the Branding team created a mouse mat for staff who have no Welsh language skills and beginners to help them in answering the telephone bilingually, the mats include how to pronounce the greetings phonetically.



Two mobile phone apps 'App Treiglo' (to help check Welsh mutations) and 'App Sglein' (helps learners and Welsh speakers practice written Welsh) were made available to staff on their work mobile phones and tablets, new mobile phones have now been rolled out and we are currently in the process of getting permission to install these apps on the new work phones.

Grŵp Pencampwyr

We have a Welsh Language Monitoring Group (Grŵp Pencampwyr) in place to oversee, promote and monitor the Standards within each Directorate. A representative from each Directorate sits on the group who raises awareness of the policy within their own Directorate. Group is Chaired by Executive Director Operations North and Mid Wales; any risks of non-compliance are highlighted at meetings. The group meet up to four times a

year to discuss requirements, any new initiatives and projects and discuss any issues, complaints received from each Directorate.

The Pencampwyr are involved in facilitating the use of the language internally and over the last year have been involved in several initiatives as follows: -

- ICT translate all their information for staff themselves
- Helping Trade Unions with translating staff information
- Procurement translating notices themselves for Sell to Wales site
- Ensuring Welsh speaker at each Procurement supplier event
- Welsh medium Well-being courses arranged
- Raising awareness of the need for all staff presentations to be bilingual
- Power Point templates bilingual to ensure Welsh is included
- New staff ID cards will include “Dwi’n siarad Cymraeg or “Dwi’n dysgu Cymraeg”

Website, Apps, Social Media

Our official corporate website is bilingual with our website publishers ensuring documents are published in line with requirements of our Translation Standards.

Users are given a language choice initially on the website, and able to change their language preference on each page.

Number of users who accessed our website in total for 2018/19 were = 3,496,848

Number of users who accessed our website in Welsh for 2018/19 were = 38,846 (1.11 %)

Facebook

All our Facebook pages are combined bilingual pages; therefore, we do not have a breakdown of followers to Welsh / English accounts.

The main account for Cyfoeth Natural Cymru / Natural Resources Wales on Facebook has 8,077* followers.

- Coed y Brenin: 10,365 followers
- Garwnant: 4,172 followers
- Bwlch Nant yr Arian: 8,434 followers
- North Wales National Nature Reserves (formerly Cadair Idris): 452 followers
- Ynys Las: 1,784 followers
- Merthyr Mawr Warren: 877 followers
- Wales Coast Path: 16,347 followers
- Welsh Raised Bog – 160 followers ***New account***
- Flood Awareness Wales – 134 followers
- MTB Ranger Coed y Brenin & Gwydir – 4986 followers
- MTB Ranger South Wales – 4,511 followers
- Oxwich National Nature Reserve – 370 followers
- Skomer Marine Conservation Zone – 416 followers

The Pages are managed by individual teams, and the Communications team provide guidance and reminders on the need to translate all posts.

Twitter

We have several accounts on Twitter, which can be followed on the [Twitter list of accounts for Natural Resources Wales](#).

Bilingual Team accounts

@NatResWales (central account) – 14,700 followers
 @welshraisedbog – 469 followers
 @DyfiWardensNRW – 346 followers
 @CoedyBreninFP – 2,872 followers
 @Garwnant_Forest – 329 followers
 @BNYArian – 888 followers
 @WalesCoastPath – 24,100 followers
 @GeoscienceNRW – 27 followers ***New account***

Bilingual / Welsh #TîmCyfoeth Accounts

@WardenCadair – 637 followers
 @GavinBownNRW – 150 followers
 @SianWilliamsNRW – 695 followers
 @CallumStoneNRW – 194 ***New account***

English / Dysgu Cymraeg

@MartynEvansNRW - 424 followers
 @JohnHoggNRW – 154 followers
 @LajlaCashNRW – 82 followers ***not currently active***
 @BenWilsNRW – 443 followers
 @SteveMorganNRW – 326 followers
 @MTBRangersouth – 792 followers
 @NadiaDL_NRW – 465 followers
 @SWilliamsNRW – 63 followers ***New account***
 @SarahWoodNRW – 222 followers ***New account***

Director / Chair / CEO level

@GarethOSheaNRW – 200 followers

Instagram

[@nrwlaboratory](#) – 40 followers ***New account***

*Figures correct as on 4 April 2019.

We currently have more staff Tweeting in English than in Welsh, however, we are keen to develop our network of staff using social media. To develop our use of Welsh online we will:

- Encourage more Welsh language staff to Tweet as part of their official business
- Encourage all our staff to make use of #TîmCyfoeth and #yagym hashtags to help encourage the use of Welsh on social media, and take part in campaigns such as #ShwmaSutMae
- Share more Welsh content across our network of accounts
- Ensure that all Director / Chair / CEO level account make effort to include Welsh within accounts wherever possible.

Guidance is available from our Digital Communication Team for staff on the use of Social Media.

Highlight and Promote Welsh Language and Culture

Whenever possible we promote the language and culture on our social media accounts and intranet. Over the last year the following have promoted: -

- Publication of Welsh language Annual Report for 2017/18 highlighted on social media Twitter and Facebook in September 2018.
- Encourage people to start every conversation with a “Sut mae or a Shwmae” on National Shwmae Day – highlighted on Yammer and Twitter.
- Highlight Welsh Language Music Day to celebrate all forms of Welsh music on Yammer.
- Santes Dwynwen Day shared on Facebook and Twitter which reached an audience of 217,000, a positive result for promoting Welsh heritage, the PlaceTales app, and NRW site and facilities at Newborough. This was a higher than average sharing of our posts on social media.
- St David’s Day promoted on Social media, internet.
- Teli Môn (new Welsh TV channel for people living on Anglesey) promoted on Yammer.
- Diwrnod Crempog/Pancake day – highlighted on Yammer.

Welsh Language Commissioners Assurance Report 2017-18

Each year the Welsh Language Commissioner publishes an Assurance Report with information gathered from the monitoring work the Commissioner carries out as part of her duties in regulating the Standards. The report published in October 2018 “*A Measure of Success – The Welsh Language Commissioners Assurance Report 2017-18*” findings show: -

- Welsh language services are improving across Wales as a whole, but to build up trust with users, Welsh language services need to be available at all times bringing consistency with English language services.
- Organisations need to proactively promote and encourage the use of Welsh language services and make them easy to use.
- Organisations need to give strategic detailed considerations to increasing the use of Welsh in policy making decisions including in internal operations.

The report acknowledges the main challenges for public organisations are: -

- Developing provision and self-regulatory arrangements to ensure all services are available in Welsh of equal quality to English language services.
- Understand our service users and the decisions they make in using our services and take steps to promote and facilitate Welsh language services to increase their usage.
- Giving detailed strategic consideration to increase opportunities to use Welsh language in all decisions including use of language internally.

Actions taken to address the challenges acknowledged in Assurance Report: -

- Steps taken to monitor our compliance with the Standards and we intend to build upon this work by developing our own self-regulating arrangements with various teams.
- People Support services include Welsh speakers, ensure they have Welsh speaking staff to discuss personnel matters and receive written communication in Welsh with our staff if they so wish.
- ICT service desk provides a language choice to staff when discussing issues as they arise. Over the last year the service desk team have dealt with 1415 Welsh medium calls, this is 9% of the calls taken by the team. Due to the service desk being proactive in offering a language choice, communicating it well internally, and staff knowing that a Welsh service is readily available the uptake is higher than expected.
- Decision taken to bring the Welsh language Floodline service in-house from Summer 2019, ensuring consistency with the English service provided.
- NRW website makes it clear to users that a Welsh language service is available on each page.

Natural Resources Wales' role in Welsh Language Commissioner's Assurance Report

As part of the Commissioners work in gathering evidence for the Assurance Report we were asked if a group of our staff would participate in a group discussion on our compliance with our Operational Standards (94-140) which relate to our internal procedures. It was a lively discussion and several good practices which we have implemented were shared with the Commissioner's staff: -

- All staff/large group staff emails are sent bilingually
- Cysill/Cysgeir are available to all staff
- Duolingo Ap available on work telephones – helps learners in practising their Welsh language skills when convenient to them
- Ap Treiglo available on staff mobile phones – help staff with Welsh mutations etc
- Ap Sglein available on staff mobile phones – helps with understanding grammar rules in Welsh
- Windows 10 interface available in Welsh if desired
- ICT translating their own messages for staff
- ICT giving staff a language choice to discuss issues
- People Services offer a Welsh language service
- Staff can receive correspondence addressed to them personally in Welsh, English or bilingual
- Policies and guidance for all staff available in Welsh
- Intranet bilingual
- Welsh language training page on intranet with useful information to help learners including information on the history and culture of Wales
- Welsh Language Training programme open to all staff who wish to develop their language skills for work purposes.

The above information will be shared as good practice by the Commissioner with other organisations.

Findings of Welsh Language Commissioner's monitoring of Natural Resources Wales' Welsh language services

Following publication of the report a meeting was held between Natural Resources Wales and Welsh Language Commissioners Officer where the findings during the monitoring of our organisation for inclusion in the Assurance Report was discussed. Overall our organisation performed very well as follows: -

- All email enquires sent in Welsh were responded to in Welsh within one day
- All Welsh Facebook enquiries were responded in Welsh on that same day
- All telephone calls made were greeted in Welsh with the caller being made aware that a Welsh language service was available the caller received a Welsh language throughout the call
- Automated messages at our Customer Care Centre were bilingual
- An event visited at Coed y Brenin Visitor Centre where all public material displayed were available in Welsh including all posters and advertising material.
- Forms and official notices monitored on our website were found to be available in Welsh on our website
- Organisations corporate identity was available in Welsh
- Online app monitored actively offered a Welsh language service

The monitoring work by the Welsh Language Commissioner highlighted some areas where improvements were required by our organisation as follows: -

- No statement on emails or Facebook received that persons were welcome to contact our organisation in Welsh
- Information on our website regarding Board Meetings did not include the statement that people were welcome to contribute in Welsh at public meetings.
- Not all information on our Flood Alert pages were available in Welsh

Areas of the business where improvements were required were contacted and action taken to ensure compliance in future.

Internal Monitoring of Compliance with Standards

This year we carried out a monitoring exercise to gather information on how well we comply with our standards since their implementation in January 2017. The findings of this exercise have given us a baseline on how well our standards have been embedded. Teams were asked to be honest in their response, enabling us to concentrate on areas that need further guidance/advice to help attain compliance and improve our services for the future.

The monitoring exercise concentrated on the services we provide to the public and to our own staff for the following teams: - Branding, Customer Care Centre, External Funding, Digital Communications, People Policies, Procurement, Facilities, Recreation, Recruitment, Translations and Learning and Development.

The monitoring exercise identified some Standards which required teams to carry out additional work to ensure full compliance. Out of the 108 Standards monitored, 10 actions were identified which needed addressing and can be found in **Appendix 1** of this report. All Actions required have been discussed with the areas of the business concerned and

the work identified has started within the business. All identified actions are achievable for our organisation and are in relation to our Operational standards which are our services to our own staff internally.

Compliance with Record Keeping Standards

Over the last year Organisation Design work has continued and should be completed during financial year 2019/20, with a new structure ensuring Natural Resources Wales is in a better position to deliver its vision: being proud to be leading the way to a better future for Wales by managing the environment and natural resources sustainably. Welsh language considerations have formed part of the process with guidance in place for managers to determine the language skills required for roles, ensuring that proposed changes do not affect our ability to provide a bilingual service to the public in all our workplaces.

The standards require that we produce a Welsh Language Annual report for each financial year, published by end of each September and publicise that the report has been published. Our 2017/18 report was published in September 2018 and highlighted on our Facebook, Twitter and Intranet with a link inviting people to read the report.

The Record Keeping Standards require that include the information below in the Annual Report: -

Number of complaints received and how they were dealt with

Over this reporting period six complaints have been received regarding our Welsh language service. Three complaints have come directly to ourselves and three directly to the Welsh Language Commissioner. The complaints which came directly to ourselves were resolved in discussion with the complainant, ensuring that they did receive the Welsh language service they expected. The Commissioner decided to investigate two of the complaints received directly, one the Commissioner terminated due to actions we took to resolve the matter, one is still awaiting outcome of the Commissioners investigation process.

The number of complaints received this year have decreased and we have been able to resolve more issues directly with the complainant.

We appreciate when people contact us when they are unhappy with any service received from us, this helps us in improving them for the future. More information on each of the complaints received, the outcome and any further action taken can be found in [Appendix 2](#) of this report.

Steps taken to ensure compliance with policy making Standards

For each new or amended policy and project, staff are required to complete an assessment to maintain and protect equality and diversity with Welsh language considerations included in the assessment tool, according to legislations in place. These considerations have been written into the equality impact assessment, and records how the decision can:

- have positive effects on opportunities to use Welsh;
- have no detrimental effects on opportunities to use Welsh; and
- ensure that the Welsh language is treated no less favourably than the English language.

Between April 2018 and March 2019 seven impact assessments were carried out and signed by Policy/Project Lead, Leadership Team member, Equalities Senior Advisor and Welsh Language Policy Advisor.

Welsh language skills of all employees at end of each financial year

All staff have been asked to self-assess their Welsh language skills and record the findings in our central HR and Finance system MyNRW. To date 90.4% (1930) of our staff have completed this task. Not all staff have access to the MyNRW system, recent updates to the system have been made allowing Managers to record language skills on their behalf. We will continue to work with Managers to get a 100% completion rate. This will help our organisation being able to fully comply with Standard 145 and be able to provide more accurate figures reflecting the true Welsh language skills of our organisation in reports.

The language skills of our staff are slowly developing with our stats showing more of our staff are able to speak Welsh at Level 3 and 5 than previous years. Our record of the Welsh language skills of our staff can be found in [Appendix 3](#) of this report.

Our Induction Checklist for new starters require Managers to ensure that new staff are aware of our Welsh Language Standards and guidance, our Welsh Language Training programme and to ensure that new staff self-assess their Welsh language skills, recording the findings in MyNRW system. Managers and staff sign and date each activity on the induction list as they are completed.

The language skills of staff able to discuss some work matters confidently (Level 3) have increased over the last financial year by 1.1% and our fluent Welsh speakers in both spoken and written Welsh have increased by 0.2%.

Over the last year 113 members of staff have left the organisation, 21(19%) of those were fluent Welsh speakers. 428 (24.6%) of our staff are fluent Welsh speakers, of those who are fluent the majority 128 (29.9%) are in the 50 – 65 age-group. We have in the last year through external recruitment been able to attract fluent Welsh speakers into the organisation and kept our percentage of Welsh speakers at 24.6%. This has been achieved through discussions taking place between Recruiting Managers and the Welsh Language Policy Advisor in assessing appropriate language levels for each new or vacant post. Taking into consideration the requirements and location of role, capacity of Welsh speakers within the immediate team in which the role will be based, as per requirement of Standard 132. In any future workforce planning programmes that take place there will be a need to include Welsh language considerations to ensure that we have sufficient numbers of Welsh speakers in the right roles in all our workplaces to deliver a bilingual service, in line with our legal duties and our vision of becoming a naturally bilingual organisation for the future.

More information on the Welsh language age profile of our staff can be found in [Appendix 3](#) of this report.

Number and percentage of staff who attended training courses provided in Welsh

14 members of staff attended courses which were run through the medium of Welsh. 11 of the courses were Health and Safety at work related and were arranged by Coed y Mynydd District: -

- Strimmer Update – 2 attended the course
- Strimmer Use – 2 attended the course
- Strimmer/Brush cutter course – 1 attended
- Chainsaw update course – 1 attended
- Driving with a trailer course – 1 attended
- Woodchipper use course – 1 attended
- Driving an ATV course – 2 attended
- Chainsaw assessment course – 1 attended

*we are unable to give a percentage of the total staff who attended as these are courses run by an external provider with others in attendance.

One Interview skills course through the medium of Welsh was arranged, 8 registered with 3 attending on the day (100% of those who participated on the day received the training through the medium of Welsh)

Well-being courses run through the medium of Welsh have been organised for May/June 2019.

Welsh language skills requirement for each new or vacant post advertised during the year, with Welsh language skills categorises as follows: -

All new and vacant posts advertised are firstly assessed by the recruiting manager then agreed by the Welsh Language Policy Advisor, information is noted on a spreadsheet of the language level agreed for the post, team capacity of Welsh speakers within each team and whether the language skills are essential, desirable or need to be learnt for the post. All posts are advertised including a Welsh language ALTE level from Level 1 to Level 5 whichever is appropriate for the role, taking into consideration the requirements/nature of the role, area based and Welsh language capacity of the team to deliver a bilingual service.

Number of posts advertised as essential during this reporting period were as follows: -

Essential	Description of language level required	Number Advertised
Level 5	Fluency in both spoken and written Welsh	3
Level 4	Fluency in spoken Welsh	36
Level 3	The ability to communicate with confidence in Welsh in some work situations	21
Level 1	The ability to use basic Welsh conversational phrases (e.g. "bore da" – "good morning" and to pronounce Welsh place names correctly	339
Desirable		

Level 4	Fluency in spoken Welsh	8
Level 3	The ability to communicate with confidence in Welsh in some work situations	39
Welsh to be Learnt		
Level 4	Fluent Welsh speaker	2
Level 3	The ability to communicate with confidence in Welsh in some work situations	10

Of the above 458 posts advertised 327 were temporary roles for 100 weeks or less.

30 roles advertised at Level 1 were filled with fluent Welsh speakers. This year we have advertised 19 more posts as requiring a Welsh speaker as essential than last year.

All posts advertised at Level 1 are advertised as essential as this is the minimum language level required of all our staff within the organisation to show linguistic courtesy.

Welsh Language Training Programme

Welsh Language Awareness courses

Two Welsh Language Awareness courses were arranged with sixteen members of staff attending. The course concentrated on the language, its history and Welsh culture, explaining our duties in operating the standards as a public organisation and how the language can be used in the workplace. Feedback from staff who attended the course was positive with all responding to say they enjoyed the day and that it was interactive and well designed, helping the attendees have a better understanding of Wales, its past, present and future as well as public sector expectations. The course also inspired a number of staff who attended to start learning the language.

Welsh Language Training Programme

This year has seen the programme support 302 members of staff to learn Welsh at various levels this is an increase of 32 learners from last year. 30 members of staff sat and passed exams in June 2018 with more expected to sit exams in June this year. Staff are given study leave in line with our policies prior to the exam and to sit the exam itself. Evaluation forms were sent to all learners asking for feedback of their training course, no negative comments were received, with a high percentage of staff appreciating the opportunity and support given by the organisation to develop their language skills during working hours.

We appreciate that learning a language is a long-term and personal commitment. To support our staff on their journey to become fluent Welsh speakers in the future, we have organised additional courses across the organisation to help build confidence in using the language in a workplace environment, these have been designed around the work and terminology of NRW. Revision groups have also been arranged to support our staff sitting exams. One Tutor took her class on a Principality Stadium tour, enabling them to hear the language spoken and use the language informally in a real-life informal situation. These additional courses have been developed by our Welsh Language Training Co-ordinator in discussion with Tutors ensuring courses meet our learning requirements.

We have also taken advantage of the week long residential courses designed and offered by The National Centre for Learning Welsh funded by Welsh Government, at no cost to us in support of the Welsh Language Strategy Cymraeg 2050 – A Million Welsh Speakers and the Welsh Language (Wales) Measure 2011 which puts legal duties on public organisations to provide a Welsh language service. Attending a week’s residential course gives learners the opportunity to immerse themselves in the language away from the workplace and home environment. Feedback from those who attend the courses are very positive, acknowledging that their understanding and use of the language on a more regular basis has helped build their confidence in speaking Welsh.

A 10 hour on-line Work Welsh Welcome course designed by The National Centre for Learning Welsh which helps staff with no Welsh language skills be able to meet and greet, answer the telephone bilingually, showing linguistic courtesy, which is the minimum language level required of all staff within the organisation. The course can be completed anytime within a three-month period at the learners own convenience, and able to revise content already completed. 99 have registered with 14 completing the course. The completion rate for this course is very low and this is something that we need to address and understand why, to ensure that all our staff can show basic linguistic courtesy within the organisation.

More detailed information on the Welsh Language Training courses arranged over the last year and number of staff who have attended can be found in [Appendix 4](#) of this report.

Monitoring effectiveness of our training programme and progress of our learners

Our Welsh Language Training programme was launched in 2014 and opened to all staff who wished to develop their Welsh language skills for work purposes. This programme has been successful from the start, this year we decided to evaluate the programme by sending out an evaluation form to our learners to gather information on how much Welsh our learners were using, how often and where, when did they begin to feel confident enough to start using their Welsh language skills at work, did having a mentor or attending a “Siop Siarad” help and what else we could do to support them with their learning.

Analysis of returned evaluation forms found: -

- 63% had been learning over 5 years
- 85% were using their Welsh language skills at work
- 88% were using their Welsh language skills to some extent outside work
- Confidence in using Welsh language skills informally begins after 4 years
- 10 had a Mentor
- 14 attended a “Siop Siarad” for an informal chat with other learners and Welsh speakers
- 45% were grateful for being given the opportunity to learn
- Some felt that Welsh language training was not given the same priority as other workplace training, having to attend meetings instead of Welsh classes took priority for some teams
- 3 responded to say they have not increased the use of Welsh in or outside of work

Following the evaluation responses, we have/intend to take the following action: -

- Yammer group has been set up for learners to share experiences, help one another with homework, or just to informally practice their written skills.
- Mentoring Scheme will be re-launched and amended to try and attract more Mentors and Mentees using our skype facilities
- Set up informal “Siop Siarad” chat sessions at offices where there are a cluster of learners
- Looking to create a network at offices to help learners with homework

Residential courses funded by the National Centre for Welsh Learning have been circulated to all learners by email and more widely to all staff on the intranet

Implementing Welsh Language Standards Policy

Welsh Language Standards Policy and guidance are in place and available to all staff on the intranet. Both the policy and guidance have been highlighted on several occasions in publications published on the intranet, in the Managers’ Monthly requesting that Managers discuss these requirements with their staff at team meetings.

Work and measures in place to help all staff work bilingually, comply and implement the Standards can be found in **Appendix 5** of this report.

Risk of non-compliance

Failure to provide a Welsh language service will result in some customers not wishing to communicate with us. This is especially important in our work with Dementia Friends which affects how well a bilingual person can communicate in their second language.

Following our internal monitoring audit of how well the Standards have been implemented some of the risks of non-compliance are mostly internal facing and ones that we are able to address to ensure compliance.

Our current statistics show that 24.6% of our staff are fluent Welsh speakers, a high number of fluent Welsh speakers are in roles that do not require them to deal with customers. We continue with our training programme to develop the language skills of our workforce to ensure that there are Welsh speakers in each team across the whole organisation.

Following completion of Organisation Design there will be a need to map the language skills of each team to ensure that there are sufficient number of fluent Welsh speakers within each team, looking at nature and location of roles ensuring that the team are able to deliver services bilingually.

Due to Organisational Design work taking place throughout the business, a high number of vacancies have been advertised as fixed term appointments of 100 weeks, with majority of these roles needing to be filled as a matter of urgency for business continuity reasons. This can impact on the Welsh language needs assessed for these posts, due to the length of contract. Unless the post holder is dealing with the public on a daily/regular basis, roles are advertised at Level 1 and the Welsh language skills of the immediate/wider team are called upon to deal with enquiries relating to the vacancy in the short term. This is in line with our Staffing and Recruitment guidance but can impact on team capacity Welsh language ability.

Discussions have continued to take place with the Environment Agency who issue fishing licences to customers in Wales on our behalf. Customers can buy licences at local post offices, they can also be bought through the Environment Agency on the .Gov.Uk website. This website is in English only and does not allow customers to buy licences through the medium of Welsh. Customers are also unable to buy a licence via a telephone call to the Environment Agency. An agreement was nearly in place where by customers who rang the Environment Agency wishing to purchase a licence in Welsh, the call would be transferred to our own Customer Care Centre staff to deal with. However, the introduction of new GDPR rules and regulations this was not possible. We continue to work with the Environment Agency asking for the .Gov.Uk portal to be translated allowing online purchases through the medium of Welsh.

Customers who live in Wales do receive a bilingual fishing licence.

Standard 100, requires that staff can record annual leave, absences and flexible working hours in Welsh. Currently MyNRW system does not allow for recording information in Welsh. Discussions have taken place for this requirement to be considered in future upgrades to the system.

Conclusion

Over the last year we have continued to improve our Welsh language service for the public and our own staff, doing our best to facilitate the use of the language in all areas of our business.

Feedback from our customers help us in ensuring that we provide the service expected and a more consistent equal service in both Welsh and English.

As a public organisation we have important messages we wish to share and to do this effectively we need to do so bilingually, ensuring our messages are clearly communicated and understood by all members of the public, partners and communities we serve.

The number of our staff able to work bilingually is steadily increasing with staff being supported to develop their language skills in work time. Through recruitment we have also attracted fluent Welsh speakers into the organisation helping fulfil our vision of becoming a naturally bilingual organisation for the future.

The work we are currently doing in developing the language skills of our staff at all levels is setting solid foundations to support the ambition of Welsh Government Strategy 2050 in increasing the number of Welsh speakers to 1 million by 2050. Our current work priorities are in line with Welsh Government work programme 2017-21 which has identified three strategic themes.

Our work contributes to the three strategic themes as follows:-

Increase the number of Welsh speakers – continue to develop the language skills of our staff through our Welsh language training programme, providing where possible learning opportunities in recruitment procedures to attract right skills in the right places.

Increase the use of Welsh – make working bilingually a normal part of how we work and provide more opportunities to use the language with those we deal with

in all our workplaces.

Creating favourable conditions – through our Customer Focus programme gain a better understanding of the needs of our customers and the different circumstances that exist in different parts of Wales.

Appendix 1

Action Plan – Internal monitoring of compliance with Standards 2018/2019

Standard	Requirement	Comments from business / Action to be taken
Branding		
7	<p>Does the letterhead template include the following statement?</p> <p>Croesewir gohebiaeth yn Gymraeg a byddwn yn ymateb yn Gymraeg, heb i hynny arwain at oedi</p> <p>Correspondence in Welsh is welcomed, and we will respond in Welsh without it leading to a delay</p>	<p>Comment from business - The corporate email signature includes this statement.</p> <p>Action – Statement to be included on corporate letterhead templates available for staff use on the intranet.</p>
Facilities		
94	<p>Are all policies relating to Facilities available in Welsh and English?</p> <p>Are all staff guidance relating to Facilities available in Welsh?</p>	<p>Comment - Not all policies and procedures are available bilingually.</p> <p>Action - Facilities Intranet pages need to be reviewed to ensure all pages and information including policies and guidance are available to staff in Welsh.</p>
94	<p>Are Facilities emails sent to all or large groups of staff bilingual with the Welsh text above the English?</p>	<p>Comment - Facilities staff are instructed to send out all building notes in both Welsh and English. In the case of an emergency or H&S risk <u>only</u>, notes to a specific buildings or group are sent English only.</p> <p>Action - Team Leaders to remind their staff of the need to send out internal emails to all staff bilingually. Welsh Language Policy Advisor to attend team meeting to discuss requirements of Standards with all Facilities staff.</p>
People Policies		

111	If a complaint is received from a member of staff in Welsh is the employee offered (a) The meeting conducted without the assistance of a simultaneous translation service?	Comment - All policies and procedures available in Welsh. Staff offered language choice for conducting meeting, this is not included in the complaints guidance for staff. Action - Statement needs to be included in the complaints/disciplinary policies and procedures as follows:- Staff are welcome to use the Welsh language in meetings, which will be held without the use of a simultaneous translator.
112 112a	Do policies state that staff may respond in Welsh to allegations in disciplinary process made against them?	Comment – Policies do not include this statement. Action - Statement needs to be included in policies and procedures as follows:- Staff are welcome to use the Welsh language in the disciplinary process.
Recreation		
60	Are all reception areas at our Visitor Centres able to provide a Welsh language service?	Comment - Not all staff are able to speak Welsh -Garwnant. All visitors are welcomed bilingually. Action - A course to be arranged for public facing staff working at the Centre to ensure they can understand and respond to simple enquiries in Welsh.
64	Do Welsh speaking staff working in reception areas wear “Cymraeg” badge or lanyard	Comment - All visitors are welcomed bilingually but do not wear a badge or lanyard at Bwlch Nant yr Arian. Action - All Welsh speaking staff to be given a “Cymraeg” badge or lanyard to wear at Bwlch Nant yr Arian.
Digital Comms		
117	Is the text of each page on NRW intranet available in Welsh?	Comment - Some pages have been identified as not being bilingual. Action - Work taking place with page owners to have work translated and page fully functional in Welsh.
Training		

<p>124, 125,129 and 146</p>	<p>Is training provided in Welsh in the following areas:-</p> <ul style="list-style-type: none"> (a) Recruitment and interviewing (b) Performance Management (c) Complaints and disciplinary procedures (d) Induction (e) Dealing with the Public (f) Health and Safety <p>Is training provided on using Welsh effectively in the following areas:-</p> <ul style="list-style-type: none"> (a) Meetings (b) Interviews (c) Complaints and disciplinary procedures <p>Is Information provided to new employees on raising their awareness of the Welsh Language?</p> <p>Is there a record kept for each financial year of?-</p> <ul style="list-style-type: none"> (a) Number of staff who attended training courses provided in Welsh? <p>The percentage of the total number of staff who attended the Welsh course?</p>	<p>Comment -One training in interviewing skills in Welsh has been arranged. No other requests have been received. 14 members of Coed y Mynydd staff attended individual Health and Safety courses run through the medium of Welsh.</p> <p>Action - Ensure Welsh language requirements are written into training frameworks. Look at ways to actively promote Welsh medium training courses. Update the Training page on the intranet to include availability training through the medium of Welsh.</p>
<p>126</p>	<p>Are opportunities provided during working hours for employees to receive?-</p> <p>Using Welsh language in role as a Manager</p> <p>Understanding how Welsh language can be used in the workplace</p>	<p>Comment - Not currently provided</p> <p>Action - Looking at opportunities to provide these courses in the future and promote their availability more widely.</p>

Appendix 2

Complaints received during 2018/2019 reporting year

Nature of complaint	Outcome	Any Further Action
<p>Welsh Language Commissioner received a complaint from a member of the public that it was not possible to search for “Llwybr Arfordir Cymru” on Instagram only through searching “Wales Coast Path”. Having the username in English did not allow users to tag photos using the Welsh name. The person and the Commissioner believed that the Welsh language was treated less favourably than the English in this instance and we were asked to change the username.</p>	<p>The username #Llwybr Arfordir Cymru was inserted into the biography with #Wales Coast Path, allowing people to search for and follow two hashtags in both Welsh and English.</p>	<p>Other Wales Coastal Path social media accounts have been amended to have the title “Llwybr Arfordir Cymru/Wales Coast Path and have bilingual biographies.</p> <p>The one remaining issue is outside NRW control due to the 30-character limitation for Instagram account names and “handles”, which means it is not possible to have a single account with a bilingual Welsh/English title. The URL is also in English only.</p>
<p>Letter received from the Welsh Language Commissioner following a complaint from a member of the public informing them that the parking meter at our Bwlch Nant yr Arian Visitor Centre was displaying text in English only.</p>	<p>The machine in question was newly installed with the first screen showing a British flag and required the user to press an additional button to provide a Welsh or English language choice. The machine was taken out of service and the screens updated to proactively offer a language choice on the first screen. Machine was checked by Visitor Centre staff before being put back into service.</p>	<p>The Welsh Language Commissioner decided to investigate a possible failure to comply with our Welsh language standards. Following actions taken to rectify the matter, the Commissioner decided to terminate the investigation.</p>
<p>Complaint received via an Assembly Minister’s office on the standard of the Welsh language in response to an email sent to our Enquiries email address by a member of the public who was drawing our</p>	<p>A Leadership Group member contacted the person in question directly and apologised for the response received, ensuring that the incorrect spelling was corrected on our website. Apologies</p>	<p>In discussions with the Customer Care Centre Manager a Gloywi laith course was arranged to support and help our staff in developing their Welsh written skills when responding to Welsh</p>

attention to a Welsh place name which was mis-spelt on our website. The person questioned our commitment to our Welsh Language Standards.	were also passed onto the person on the standard of the written Welsh in the email response received from our organisation.	enquiries. The Leadership Group member contacted the person in question again to inform them of the further action we had taken in organising training for our staff.
Welsh Language Commissioner received a complaint from a person regarding a Waste Transfer Note/Duty of care documents received from a private waste transfer company not being available in Welsh. Templates for these documents are found on the .Gov website.	We confirmed our duties as regulators of the Hazardous Waste (England and Wales) Regulations 2005 and confirmed in our response to the Commissioner that we were not responsible for the templates hosted on the .Gov website. It was explained that templates for the forms can be found in the Regulations, but private companies are not obliged to use these and can create their own in line with requirements.	No further action was taken
Welsh Language Commissioner received a complaint from a person via Twitter that they were unable to receive a Welsh language service at Bwlch Nant yr Arian on 2 nd January 2019.	A response was sent to the Commissioner explaining that on the day in question the Welsh speaker who was rostered to work was unwell and unable to work. A Welsh learner had answered the telephone bilingually and when the caller spoke Welsh explained that they were a learner and not a fluent Welsh speaker, the caller asked to speak to a Welsh speaker and when given an explanation the caller continued the conversation in English. The response confirmed that there were three fluent Welsh speakers working at the Centre.	The Commissioner has decided to investigate the matter and we are still waiting the decision in relation to the investigation. In our response to the investigation we have confirmed that the recently vacated Team Leader role at the Centre has been filled by a fluent Welsh speaker. Two new members of seasonal staff working as shop/visitor centre assistants are also fluent Welsh speakers. This brings the total of Welsh speakers to 6. Two further vacancies have been advertised and we are hoping to attract fluent Welsh speakers to the posts.
Correspondence was received from Brecon National Park about the use of the Welsh language on a	A response was sent to the National Park thanking them for drawing our attention to the matter and	The pages on the Days Out pages are being updated as some of the information included on the page was

<p>page on our “Days Out” area of website. They do not agree with our use of capital letters when explaining to non-Welsh speakers the meaning of a name implying that there is an equivalent English name to the original Welsh standard name or our use of capitals when naming rivers e.g. River Teifi which implies that this is the correct standard name instead of Afon Teifi river which is the Welsh standard name.</p>	<p>confirming that the webpage had been corrected.</p>	<p>inherited from FCW. Guidance are being drafted to ensure that standard Welsh names only are used and how best to Include the full Welsh language name with the English definition/generic term given if it is necessary to explain what the feature is.</p> <p>The work we are doing to improve these pages and others on our website was explained to the National Park.</p>
<p>Complaints received from staff</p>	<p>We have continued to receive complaints from staff who receive emails intended for all staff or a large group of staff in English only. All staff presentations via skype in English only with no provision for a Welsh medium presentation</p>	<p>All these matters are raised with the teams concerned drawing attention to our internal language policy. Due to the Change Programme taking place several presentations have taken place, whenever possible these have been done bilingually.</p>

Appendix 3

Welsh Language Skills of Staff at 2 April 2019

No return completed	No Welsh Language Skills	Able to pronounce Basic Welsh phrases and names Level 1	Able to Construct basic Welsh sentences Level 2	Able to discuss some work matters confidently Level 3	Fluency in spoken Welsh Level 4	Fluency in spoken and written Welsh Level 5
185	62	735	388	132	193	235
9.6%	3.6%	42.1%	22.2%	7.6%	11.1%	13.5%

Welsh Language Skills of Staff who have Self Assessed their Skills April 2018

No return completed	No Welsh Language Skills	Able to pronounce Basic Welsh phrases and names Level 1	Able to Construct basic Welsh sentences Level 2	Able to discuss some work matters confidently Level 3	Fluency in spoken Welsh Level 4	Fluency in spoken and written Welsh Level 5
165	71	738	394	112	193	229
8.7%	4.1%	42.5%	22.7%	6.4%	11.1%	13.2%

Welsh Language Skills of Staff who have Self Assessed their Skills April 2017

No return completed	No Welsh Language Skills	Able to pronounce Basic Welsh phrases and names Level 1	Able to Construct basic Welsh sentences Level 2	Able to discuss some work matters confidently Level 3	Fluency in spoken Welsh Level 4	Fluency in spoken and written Welsh Level 5
202	73	705	363	103	182	219
10.9%	4.4%	42.9%	22.1%	6.3%	11.1%	13.3%

Welsh Language Skills of each Directorate at 2 April 2019

Welsh language ability	No return completed	No Welsh language skills	Able to pronounce basic Welsh phrases and names Level 1	Able to construct basic Welsh sentences Level 2	Able to discuss some work matters confidently Level 3	Fluency in spoken Welsh Level 4	Fluency in spoken and written Welsh Level 5
	185	62	735	388	132	193	235
	9.6%	3.6%	42.1%	22.32%	7.6%	11.1%	13.5%
CEO	1				1		
FCS	16	10	98	47	13	27	31
GOV	1	2	4	4	3	1	1
COM	3	1	6	6	2	3	20
EPP	30	7	201	102	41	33	37
OPSN	70	8	170	112	48	88	105
OPSS	63	33	251	114	24	39	40
TRANS	1	1	5	3		2	1

Average Age Profile of Welsh Speakers at 2 April 2019

Age Profile	No return Completed	No Welsh language skills	Able to pronounce basic Welsh phrases and names Level 1	Able to construct basic Welsh sentences Level 2	Able to discuss some work matters confidently Level 3	Fluency in spoken Welsh Level 4	Fluency in spoken and written Welsh Level 5
< 21	7		1	1			2
22>29	38	4	37	15	3	22	39
30>39	48	10	165	95	38	49	62
40>49	37	15	256	146	40	66	60
50>59	41	24	232	106	44	39	56
60+	14	9	44	25	7	17	16
	185	62	735	388	132	193	235

Appendix 4

Welsh Language Training

11 in-house weekly Welsh training courses have been run with a Tutor coming into our offices. These courses have a lower drop-out rate than courses attended externally, attendance is also higher and more consistent than external attended courses due to the convenience of location, travel etc.

The courses follow the education academic year beginning in September and finishing end of June each year.

Weekly In-house training

10 members of staff attend Foundation/Sylfaen 1
 49 members of staff attend Intermediate/Canolradd 1
 6 members of staff attend Intermediate/Canolradd 2
 6 Members of staff attend Advanced/Uwch 1
 7 Members of staff attend Advanced/Uwch 2

Weekly courses attended externally

16 members of staff attended Entry/Mynediad 1
 5 members of staff attended Entry/Mynediad 1+2
 5 members of staff attended Entry/Mynediad 2
 10 members of staff attended Foundation/Sylfaen 1
 3 members of staff attended Foundation/Sylfaen 1+2
 3 members of staff attended Foundation/Sylfaen 2
 7 members of staff attended Intermediate /Canolradd 1
 6 members of staff attended Intermediate/Canolradd 2
 8 members of staff attended Higher/Uwch 1
 11 members of staff attended Higher/Uwch 2
 3 members of staff attended Master/Meistroli
 1 member of staff attended Proficiency/Hyfedredd

Following the success of those following the online course at this first step in developing their Welsh language skills, we will in the future be look at more ways in which we can use online training, this will enable more staff to be able to develop their skills on a more regular basis at a pace that they can control and participate as and when within the week, rather than attending the more formal weekly classroom for two hours.

1 member of staff received tuition on a 1:1 basis to fit around work commitments with a Tutor who can work flexibly.

Residential courses run by National Centre for Learning Welsh

21 members of staff attended a five-day residential course at the Nant Gwrtheyrn language centre at Canolradd and Uwch levels.

Online “Welcome Work Welsh” course (10-hour on-line course)

Lyn Williams 26/06/2019

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99 have registered to complete online course developed by National Centre for Learning Welsh. This course helps in enabling staff to meet and greet, answer the telephone bilingually, showing linguistic courtesy.

Online Welcome Back Work Welsh course

14 people enrolled for the course, 1 person completed

Canolfan Bedwyr – Bangor University courses

7 attended 'Welsh on the computer' course

4 attended 'Develop your Welsh Language' course

2 attended 'Clear Welsh' course

Intensive Work Welsh

20 members of staff attended this entry level course at Tŷ Cambria and Maes y Ffynnon offices

Ysgol Galan/Pasg/Haf (New Year/Easter/Summer School)

23 attended these courses at various levels and location across Wales

Gloywi Iaith (written skills)

11 attended this course which was developed for our Customer Care Centre team to help them in responding to Welsh written enquiries. This course was for two hours a week for seven weeks.

Welsh Language Awareness Course

16 members of staff attended courses run at Tŷ Cambria Office, Cardiff and Maes y Ffynnon Office, Bangor.

Principality Stadium Visit - Welsh Learners

8 members of staff attended a tour of the stadium with their Tutor to practice using Welsh language skills.

Additional Resources for Welsh speakers and Learners

Cysgliad (Welsh Grammar/Spellcheck and Dictionary software)

A 12-month licence is in place for the use of the above software by all staff on their NRW laptops and desktops, in line with the requirement of Standard 116.

Apps

Ap Treiglo - The aim of this app is to help Welsh speakers and learners to check mutations. The search element of the app only includes those words that will cause the immediate word that follows to mutate.

Ap Sglein - This is an app version of the SGLEIN ON LEIN website. The website and app have been created for learners studying Welsh as a first language at KS5 / A level.

Appendix 5

Below are the measures that have been put in place to ensure compliance with our Welsh Language Standards Policy

Action taken to comply with Service Delivery Standards (1 – 83)

- Guidance in place for dealing with Welsh medium correspondence, telephone calls, arranging meetings, assessing translation requirements, recruitment, reception desks, signage and internal communication and found on the intranet.
- Guidance on Welsh language considerations for social media are in place with the Communication team.
- Welsh language considerations to be included in third party contracts are available on the procurement guidance pages on the intranet.
- Welsh language considerations have been written into the Grant guidance.
- Interface and each page on the website is available in Welsh.
- All public documentation, adverts, notices, signage and promotion material are produced bilingually with the Welsh text to the left or above the English.
- Signs are displayed at each of our public reception desks stating that the use of Welsh is welcomed, with Welsh speaking reception staff wearing “Cymraeg” badges or lanyards to identify themselves as Welsh speakers.
- Welsh speaking staff are asked to wear a “Cymraeg” lanyard or badge to identify themselves as Welsh speakers. Welsh learners are given the choice of wearing a “Dysgwr Cymraeg” lanyard or badge.
- Language preference of customers we deal with on a regular basis is captured in our WIRS computer software for future reference.
- Welcome Work Welsh courses have been arranged to help all our staff be able to meet, greet and answer the telephone bilingually to show linguistic courtesy.
- Bilingual letterhead, agenda, report, meeting notes and presentation templates are available on the intranet for staff to use.
- All our Facebook pages are combined bilingual pages.
- Corporate Twitter accounts are bilingual.
- Self-serve parking meters at our car parks offer a language choice.
- Welsh medium training courses available to staff can be found on the Learning and Development page on the intranet.
- The organisation adopted a bilingual identity from vesting day.
- Internal Translation Team in place to carry out and arrange translation requirements for organisation.

Action taken to comply with Policy Standards (84 – 93)

- For each new or amended policy in place staff are required to complete an assessment of the impact on equality which includes Welsh language considerations. These considerations have been written into the equality impact assessment, and records what/ if any effect the policy will have on the ability to use the Welsh language and not treating the Welsh language less favourably than the

English language. These are signed by both the Senior EDI Advisor and Welsh Language Policy Advisor.

Action taken to comply with Operational Standards (94 – 140)

- All new and existing staff are asked their language preference for receiving paper correspondence relating to their employment addressed to them personally.
- All our people policies, procedures and guidance are available to staff on the intranet in Welsh and English.
- Policies allow staff to make complaints and raise issues in Welsh, including face to face meetings relating to the complaint.
- Windows 10 software used by all staff is available in Welsh.
- Cysgliad/Cysill Welsh spell/grammar check is available for all staff to use.
- Intranet bilingual.
- Dedicated Welsh language policy page on intranet with Standards policy and guidance to help all staff work bilingually and self-assessing Welsh language skills, recording the information in central MyNRW system.
- Dedicated Welsh language training page hosting the Welsh language training programme guidance, how to book training, learning resources to help learners develop their language skills, mentoring scheme, free apps for learners, useful Welsh words and phrases, history of Welsh language and culture.
- Welsh Language Training programme in place giving all staff the opportunity to develop their language skills for work purposes.
- Corporate bilingual signature available for all staff to use.
- All new and vacant posts are assessed for Welsh language skill requirement and recorded for audit purposes by Welsh Language Commissioner.
- Text on signage is proof-read by our Translation Team.
- Internal language policy in place facilitating the use of the Welsh language internally, the policy includes:-
 - The need for all staff to assess their Welsh language skills.
 - For staff to indicate their language preference in receiving correspondence addressed to them personally.
 - That Performance Management and Training plans are available bilingually for staff to complete in their language of preference.
 - Items sent to all staff or a large group of staff should be bilingual.
 - Staff are encouraged to use their written Welsh language skills when sending correspondence internally.
 - Encourage the use of Welsh in internal meetings.
 - Which training courses staff can request in Welsh.
 - That staff are welcome to make a complaint in Welsh and can respond in Welsh to allegations made against them in the internal disciplinary process.

Action taken to comply with Record Keeping Standards and Supplementary Standards (141 – 168)

- All complaints received in relation to the Welsh language are recorded and reported in our Annual Report. A complaints procedure is in place which explains how all complaints received by our organisation are dealt with, the procedure is published on our website. Staff dealing with complaints complete an online Civil Service training module.
- Welsh Language Standards policy is published on the intranet and website noting each Standard we are required to comply with and explaining how we intend to comply with each one. Policy is available upon request at each of our offices.
- The Executive Director of Finance and Corporate Services has overall responsibility for the Welsh Language Standards policy.
- The Corporate Plan explains how the Business Plan links to our Corporate Plan and details what we will achieve to help strengthen our bilingual capacity, improve our services to customers and our relationships with stakeholders and partners by providing a service in their preferred language. Our Welsh Language Training programme is in place to ensure we have a capacity of Welsh speakers for the future.
- Awareness of the Standards are published on a regular basis on the intranet and Managers Monthly, where Managers are asked to discuss requirements with their teams.
- As part of the induction process with new staff, Managers are required to discuss the requirements of the Standards along with other corporate policies and procedures. The induction checklist is signed by both employee and manager and kept on file.
- Monitoring compliance of Standards is carried out by Welsh Language Policy Advisor, any risks highlighted to ET, Managers and Grŵp Pencampwyr.
- For each new policy or project an Equality Impact Assessment tool is used to assess the positive or adverse effects it would have on opportunities to use the Welsh language, information is recorded for auditing purposes.
- All staff are asked to self-assess their Welsh language skills and record the findings in our central MyNRW system. Staff who have not yet carried out this action are sent an email reminding them that this action is yet to be completed. Line Managers are also asked to ensure staff complete this action.
- Welsh medium training courses are arranged upon request from a group of staff.
- Welsh language skill assessment for each new or vacant post is agreed by Recruiting Manager and Welsh Language Policy Advisor, bearing in mind nature, location of post and team capacity of Welsh speakers within the team, whether the Welsh language skills are essential, desirable or need to be learnt for each post. Information is recorded for audit and recording purposes.
- Welsh Language Annual Report records how the standards have been implemented, any improvements made to our Welsh language services and how we have complied with our Standards for each financial year. The report is published in September of each year and highlighted on our social media, website and intranet and available at each of our offices open to the public upon request. The draft report is presented before People and Remuneration Committee and Executive Team before final approval by our Management Board and then published in line with the requirements of the Standards.

- Information is provided to the Welsh Language Commissioner as and when requested.



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Board Paper

Paper Title:	Performance Report 2018/19 - Quarter four report
Paper Reference:	19-07-12
Paper Sponsored By:	Clare Pillman
Paper Presented By:	Executive Team

Purpose of Paper:	Scrutiny / Decision
Recommendation:	<p>The Board is requested to scrutinise and agree the performance report for quarter four, prior to its submission to Welsh Government and specifically consider:</p> <ul style="list-style-type: none"> • The adequacy of the supporting explanation for each measure and how recent legislation has changed how we work • The action taken and planned

Impact:	<p>How does this paper help NRW achieve the Well-Being of Future Generations Act principles in terms of:</p> <p>Preventing issues from occurring: Effective performance management is a key tool in understanding the work of NRW. It allows us to take preventative steps if performance and delivery is not where it should be.</p>
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Issue

1. The 2018/19 quarter four round of corporate performance reporting, for 1 April 2018 to 31 March 2019, has now been completed. This gives our year end position. The performance report has been prepared for Board scrutiny prior to submission to Welsh Government. Performance reporting takes place every three months – a change from last year (when we reported every four months)

Background

2. The corporate performance report is one of the Board’s principal ways of scrutinising our delivery and supporting strategic planning.
3. The performance report (annex 1) was developed as part of the process to prepare the 2018/19 Business Plan and the Corporate Plan to 2022 with the Board, the Executive Team and the Planning & Performance sub group of the Board. It consists of:

- A dashboard providing a single page overview of performance highlights against the Business Plan 2018/19.
 - Text for each dashboard target focussing on why each activity is important, what we have achieved and what we are going to do next.
 - Text explaining how, the Environment (Wales) Act and Wellbeing of Future Generations (Wales) Act have changed how we work.
4. This is the final report for current Business Plan (2018/19). It is also the end of the first year of reporting related to our new Corporate Plan to 2022.

Assessment

5. Our performance at year end of the Business Plan (2018/19) is shown below.

	Quarter One 1 April 2018 to 30 June 2018	Quarter Two 1 April 2018 to 30 September 2018	Quarter Three 1 April 2018 to 31 December 2018	Quarter Four 1 April 2018 to 31 March 2019
'Green'	24	21	14	15
'Amber/Green'	0	1	4	0
'Amber'	3	8	9	10
'Red/Amber'	2	2	2	3
'Red'	0	1	4	4
Narrative only High Public Interest Sites	1	1	1	1
On hold			1	2
Total	35	35	35	35

6. The Board is requested to scrutinise the performance report for quarter four of 2018/19.
7. In the next section we outline red and amber scores by Well-being Objective along with a selection of green measures, the page number to the Dashboard is also provided.

Champion the Welsh Environment and the sustainable use of natural resources

8. Green – Deliver the Carbon Positive Enabling Plan and reduce our carbon footprint. Page 4.

The draft enabling plan and actions were completed and will now be taken to ET and the Board. A number of carbon mitigation projects were delivered in this quarter, including: six peatland projects on NRW's estate, initiatives to promote active and low carbon travel including a pool electric bike and new showers, along with securing a Welsh Government Invest to Save Bid to install solar PV panels, LED lighting and biomass boilers.

Of the six measures under this Well-being Objective four were reported green in quarter four, including our carbon footprint measure, and two are on hold. Quality of our Evidence Base, is hold as we establish a new Evidence Advisory Committee. Develop a Shared 2050 Vision for Wales's Natural Environment was also put on hold in quarter four, progress had been made in previous quarters however we decided to hold off further work on this until the planned recruitment of a new Director of Corporate Strategy and Development, who will lead this work, has been completed.

Ensure land and water use in Wales is managed sustainably and in an integrated way

9. Red/Amber – Implement River Basin Management Plans (RBMP). Page 8.

Resource pressures have impacted on the delivery of this measure. Staff re-directed to support the un-planned Local Inquiry into Catch and Release Byelaws has had a measurable impact. Progress has been made with the publication of the Interim Cycle 2 Classifications for Surface Waters and the majority of national measures, 86%, now made operational.

Going into next year we will be assessing the data to understand the size and scope of the investigations programme. In addition to improve this measure we are looking to develop clearer integrated delivery programmes, securing resources and funding through business planning, as well as seeking partnerships so we can deliver this work through and with others and commit to meet the 2019/20 programme of work

10. Amber - 850,000m³ sustainably managed timber offered to market. Page 9.

The target of timber offered to market was 850,000m³, made up of 700,000m³ via e-sales and another 150,000m³ through "Standing Sales +" contracts. The end of year figure for total volume dispatched to market was 796,000m³, a shortfall of 54,000m³ against planned to be offered. Hence the amber score. Challenges in meeting the target included: end of year out turn is subject to market conditions through the year (hence a difference between offered and dispatched) and no longer offering new 'Standing Sales +' contracts. We now plan to develop a more comprehensive range of timber sales indices in addition to volumes offered to market.

11. Red – Land restocking for sustainable forest management. Page 10.

At year end this measure is reported red as we missed the target to restock 1800 hectares coming in at 1035 hectares. Several factors contributed to this: weather conditions in the previous year impacted this year's programme as we were in a catch-up situation. Issues were compounded further by a UK wide shortage of seedlings (following a poor growing season in 2018) and increased demand across the sector for young plants. This meant, at times, there has been insufficient plants to meet our restocking programme.

Going into 2019/20 we have put in place procurement frameworks that will assist in securing ground preparation and planting contractors without delay. If weather

conditions are not too dry, we will look at starting re-stocking over the summer rather than the normal October start date. However, our biggest concern is the anticipated continuation of UK plant shortages from nurseries. This has the potential to impact the achievement of our re-stocking programmes, land bank target and woodland creation objectives not just next year but also into 2021/22 and 2022/23.

12. Green – Permitting Process - % on time and develop for quality. Page 12

At the end of the year we processed 1078 applications in total, 96% of these within required deadlines. In addition, the permitting service continuously seeks to improve permitting processes to enhance customer experience and tackle inefficiencies. Through the year the service as initiated 10 continuous improvement projects including implementing a streamlined process for evaluating lower impact bat applications.

13. Red/Amber - Reservoir programme. Page 14.

This measure seeks to ensure 100% of NRW reservoirs are compliant with the Reservoirs Act. By year end this stood at 74%, therefore reported as Red/Amber. This measure was the subject of a Board deep dive in March 2019 to provide assurance on our plans and work programme to address this issue. We have a clear and focussed work programme in place and have recruited experienced staff to work on this. Part of the cause of this is a change in legislation in 2016 that brought in additional reservoirs into regulation for the first time, this created a “hump” of work that we are now tackling. Funding for this work relies on yearly bids to Welsh Government that can make our long term planning difficult. We are fully aware that to meet the 100% target will be challenging and will take time to achieve but are expecting improved levels of compliance in 2019/20.

Improve the resilience and quality of our ecosystems

14. Amber – Implementing ‘Vital Nature’. Page 15.

Following the successful launch of Vital Nature in quarter one of this year progress has been made on important elements within his measure, however it is scored as amber at year end as we did not complete the proposed review of opportunities for habitat restoration and creation across our activities. This work will continue into 2019/20, it will be supported by additional funding that we have allocated for both national and local projects focussed on increasing ecological resilience.

15. Green – Build ecosystem resilience by improving the conservation status of the features on protected sites working with partners. Page 16.

We completed the annual work programme of actions to improve the conservation status of features on protected sites. We also submitted a EU LIFE bid for funding restoration works on the River Dee.

16. Red - River restoration plans. Page 17.

This remained red at year end and we have not scored this measure for quarter 4. This was due to the significant re-direction of resources in this work area to provide input into a Local Inquiry into Catch and Release Byelaws. This inquiry was not anticipated when the work programme was set at the beginning of 2018/19. At year end a total of five plans have been commissioned. Moving into next year the programme of plans will be rolled over with the expectation to complete nine plans by the end of quarter 2 and agreeing priorities for four more. As a result of this work practical actions are being taken including the proposed delivery of five fish easements in South West Operations identified directly in the Tywi restoration plan.

17. Red - Monitoring and addressing tree and plant health. Page 18.

This is an activity measure and is based on the turnaround time of issuing Statutory Plant Health Notices. These notices are a legal requirement and are an important tool in tackling the spread of *P ramorum* which is recognised as the most serious tree disease to have affected the forests of Wales. Progress of the disease has been rapid and wide spread.

Due to the volume of work as the disease spread and a re-assessment of suspected sites from a 2018 summer survey we have not been able to meet the target turnaround time of 90% within 30 days of disease notification, coming in at 35% in 30 days. Going into next year, it is now clear that the performance target is out of sync with volume of work created by the spread of *P ramorum* it is therefore proposed to revise the determination time targets to make them more realistic, in addition the future measure will also seek to be more outcome based with an assessment of compliance as well as timescales.

Reduce the risk to people and communities from environmental hazards like flooding and pollution

18. Red/Amber – Incident Response. Page 19.

Performance under this measure has improved each quarter but still remains below target, hence scored Red/Amber. To provide assurance to the Board on this work area a deep dive was undertaken with the Board in January. The target in this measure relates to the time taken to assess, respond and close incidents. Additional scrutiny of the situation has shown that the majority of incidents are being dealt with within our required standards and this remains a system reporting issue.

More work is planned on system changes to make reporting easier and also to re-enforce the requirement to update systems promptly, this will be undertaken through direct support and training for staff.

19. Amber - Flood Asset Condition. Page 20.

Repairing flood assets is vital in protecting lives and properties from flooding. By year end the target of maintaining 99% of flood risk assets in high risk locations at target operating condition came in at 97.7%, hence scoring as amber. The work programme at the start of the year was to complete 52 fixes needed to achieve the target level. However, in year storms such as Callum and Gareth increased the number of repairs required and diverted our resources from maintenance to incident response. By the end of the year we actually completed 55 fixes but still had 44 outstanding fixes, as a result of storm events, that need to be completed to meet the 99% target.

Going into 2019/20 we will be addressing assets on a prioritised basis. However, our revenue maintenance funding remains insufficient to do all the identified preventative maintenance work. We have a project to improve our asset management system with the intention that this that this will deliver a more comprehensive and streamlined delivery of the annual programme. We are also looking to improve our risk-based model to support the allocation of finite resources more effectively.

20. Green – Flood Risk Management Capital Programme. Page 21.

Through the construction of flood management schemes, we exceeded the target of reducing the flood risk at least 500 properties achieving, by year end, the protection of 591 properties. Going into 2019/20 we have received our funding allocation from Welsh Government for the capital programme. This is likely to deliver fewer than 500 protected properties due to a reduced number of projects being delivered within the year, we will therefore need to be cognisant of this as we review performance in 2019/20.

21. Amber - Tackling environmental crime. Page 22.

The quarter 4 and year end position is amber, this was scored due to the decision to delay the establishment of a baseline measure for time taken to complete investigations as we have the opportunity to integrate it into a wider set of regulatory measures to be developed during 2019/20. A wide range of process improvement work has taken place within enforcement this year to develop our enforcement capability and capacity further. This has included processes to ensure consistent understanding of enforcement priorities to allow effect resource allocation and support for complex enforcement investigations. As well as commissioning and piloting a new training package.

Going into next year reducing the time taken for investigation will remain a key priority, along with further staff training. We will also be contributing to the development and on-going involvement of a UK wide Joint Unit for Waste Crime, this will significantly improve our ability to deal with the most serious waste crime as we work together in partnership with other UK agencies.

22. Red – Impact of industry and waste sites. Page 23.

We have seen an increase in poorly performing sites this year hence the scoring of this measure as red. Reviewing trends and underlying causes we believe some of this increase is a result of more effective and thorough auditing by our officers – more in-depth inspections will inevitably lead to more issues being identified. We have also recorded isolated incidents at previously good performing sites that has contributed to this higher figure being recorded.

This measure was also subject of a Board deep dive in May 2019, informing them of the range of regulatory work we undertake and the tools we have to ensure compliance. We have seen an improvement in Environmental Management Systems in place at regulated sites, that should prevent future non-compliance. Work will continue to improve this measure into next year and have already seen positive progress with work to bring sites back into compliance with significant investment in abatement technology at several sites.

Help people live healthier and more fulfilled lives

23. Amber - Develop joint measures with Sport Wales and Public Health Wales. Page 24

Progress was made during the year in working together with Sport Wales and Public Health Wales. This included the development of priority areas for action as well as linking this work to Welsh Government's Obesity Strategy. The original programme, and this measure, set an external launch date of this work in quarter four. However, the joint Management Group overseeing this work decided more time was needed to get the launch right, ensure tie in with the Obesity Strategy and setting a clearer long-term vision of this partnership. Hence the target to launch in quarter four was delayed, with an anticipated event taking place later in 2019/20.

24. Green – Development and launch of our placement scheme. Page 25.

The purpose of our revised placement scheme was to offer a range of opportunities to the public, students and school children to come and work with us. This can support our work and give people the opportunity to gain valuable skills and share expertise. It will strengthen community engagement and skills in this sector. The scheme was launched in Q4 and is open to apprentices, higher education placements, work placements, student work experience, researchers and volunteers.

25. Amber – Promoting outdoor recreation. Page 26.

This is reported amber at year end due to not increasing our social media reach and the new Wales Coastal Path website experiencing functionality issues. Progress was made on a wide range of other fronts from a refresh of our branding guidelines, new promotional materials, including refreshed interpretation boards at seven key locations and the development of a Wales Coastal Path mobile phone application with augmented reality.

To move this measure back to green into 2019/20 the website has had additional ICT support, it is live, and work is continuing with ICT to complete final tests. To increase social media reach we are planning a major push on promoting a walking festival, launch of the mobile phone application and new materials covering suggested itineraries and short walk suggestions.

26. Green – Air Quality Action. Page 27.

This has been reported green with good performance in this area. Through our regulatory work we ensured all air quality non-conformance with permit conditions resulted in follow up corrective action plans by operators and two sites have been issued enforcement notices.

We have also been working in partnership with Cardiff Council targeting 20 schools with air quality monitoring equipment, at a national level we are part of the All Wales Air Quality in Schools initiative.

Promote successful and responsible business using natural resources without damaging them

27. All the three measures under this Well-being Objective came in green at year end.

This included achieving targets for commercial income, page 28, sustainable energy developments, wind and small-scale hydropower, page 29, and our turnaround time and effectiveness scores of our planning advice service, page 30.

Develop NRW into an excellent organisation delivering first class customer service

28. Green - Embedding Sustainable Management of Natural Resources through training, guidance and streamlining processes. Page 31

To help us meet the core purpose of NRW, the sustainable management of natural resources, we have implemented a two-day training programme covering around 1400 staff (out of around 2000). The purpose of this training is to raise the skill levels of our staff enabling them to consider and apply the principals of the sustainable management of natural resources in their work. The next stage is to develop formal accreditation for our staff to further enhance and recognise the importance of SMNR skills and knowledge.

Another important aspect of this measure was to develop an approach on how we will review core work areas as required by the Statutory Guidance to the Environment Act to embed SMNR ways of working into policies and guidance. This has now been developed and we have five priority areas to progress.

29. Amber – Implement Organisational Design. Page 32.

After reviewing the programme timetable, the implementation date for the new structures was pushed back from 1 April 2019 to 1 July 2019. Hence the reporting of this as amber.

The final stage of competitively filling any vacant posts was streamlined and we are on track to implement the new structures and formation of new teams on the 1 July 2019. We anticipate some final recruitment for a selection of posts after July and we are proposing to conclude the formal staff recruitment through the Change Programme by the end of September 2019. We will then start to increase the work on organisational development, focussing on improving skills and workforce planning.

30. Amber - Independent Review of Timber Contracting – Page 34

Grant Thornton completed their review and presented their final report in February 2019. Work then focussed on developing the associated action plan. Project resources were allocated and governance structures set up, including an oversight group of NRW's Chair and other Board Members. Due to the range of actions required the project timeline was extended to the end of September 2019.

The project status at the end of March was amber as, although good progress was being made on specific actions, some workstreams were finalising plans, new matters were still being identified and also in recognition of the overall scale of the task. The plan will continue to be progressed to include the publication of remaining new processes and policies and the associated training of staff and engagement with the Timber Trade to ensure complete understanding and compliance. An external validation review will be undertaken in Q1 of 2019/20 to ensure the project is on track to meet the recommendations. Updates on progress will be provided to the project board, oversight group, Directors, ARAC and the NRW Board.

31. Amber - Improve our organisation. Page 35.

This has been scored as an amber as the focus has been on supporting staff through organisational design changes. This has been significant and has included 138 training events covering 875 staff and 103 managers on applications and interview preparation. The team have also provided one to one coaching and support to impacted staff. Because of this there has been no or limited progress on sharing and creating local actions from the People Survey and development of the strategic workforce plan. Where we can, we have progressed with our induction programme and developing leadership for ET and LT.

Developing our staff quite rightly will be an on-going process and the completion of Organisational Design will enable us to focus more fully on this into next year and beyond. Leadership development will continue, we will work with managers to embed our values and associated behaviours as well as beginning work on our strategic workforce plan.

32. There is no doubt that the inevitable disruption caused by major organisational re-structuring has had an impact on NRW's performance this year and on the measures we have reported.

33. Amber – Wellbeing Health and Safety. Page 36.

This is reported amber due to the five lost time incidents reported by year end. Our ambition is to have no lost time (LTI) and no RIDDOR incidents occurring to our staff, however based on previous performance we have set a ceiling of eight LTIs as a means of measuring this target. During the financial year, we had five LTIs, two of which subsequently became RIDDOR reportable (over 7-day injury and diving-related incident).

To continue to improve our Well-being, Health and Safety performance we have published a three-year strategy devised to engage staff, improve our processes and systems to achieve a safer and healthier work environment for all. In recognition of the efforts we are making we successfully achieved silver Corporate Health Standard in March 2019. This was particularly welcome as our original aspiration was for the first level of the standard, bronze award, and then to move up the levels over time. However, the review team recognised the work we had completed and awarded us silver accreditation.

34. The Chief Executive will provide a verbal summary of achievement at the Board meeting and members of Executive Team will be available to answer questions.

Recommendation

35. The Board is requested to scrutinise and agree the performance report for quarter four, prior to its submission to Welsh Government.

Key Risks

36. If the performance information provided does not accurately reflect progress towards Business/Corporate Plan Objectives, then the Board will be unable to fulfil their role to scrutinise NRW's delivery.

Next steps

37. The performance report will be submitted to the Minister of Environment, Energy and Rural Affairs and it will be published on the Natural Resources Wales website.

Financial Implications

38. There are no significant financial implications in providing the performance report.

Equality impact assessment (EqIA)

39. An equality impact assessment was carried out on the 2018/19 Business Plan.

Index of Annex

Annex A - 2018/19 Business Plan dashboard

2018/19 Business Plan Dashboard

Champion the Welsh environment & the sustainable use of natural resources (SMNR)

	Units	2016/17	2017/18	2018/19			
				Q1	>Q2	>Q3	>Q4
Page 2	Working with others to develop a shared 2050 vision for Wales' natural environment	Y/N		See detail	Green	Green	On hold
Page 3	Working with others to develop our Area Statements	milestones	Green	Green	Green	Amber	Green
Page 4	Deliver the Carbon Positive Enabling Plan and reduce our carbon footprint	mixed	Green	Green	Green	Amber/Green	Green
Page 5	Quality of our evidence base	Y/N		See detail	Green	On hold	On hold
Page 6	Collaborative working through projects	Y/N	Amber	See detail	Green	Green	Green
Page 7	Collaborative working through our SMNR funding and other support to external organisations	milestones	Green	Green	Green	Green	Green

Ensure land and water use in Wales is managed sustainably and in an integrated way

	Units	2016/17	2017/18	2018/19				
				Q1	>Q2	>Q3	>Q4	
Page 8	Implement river basin management plans	Y/N		Green, Y	Amber	Red / Amber	Red / Amber	
Page 9	Sustainably managed timber to market (incl. long term timber contracts)	m3	Green, 880,600m3	Green, 743,737m3	Green, 252,000m3	Green, 443,000m3	Amber/Green, 611,000m3	Amber, 769,000m3
Page 10	Land is restocked for sustainable forest management (including PAWS and timber production) [MP]	ha		Amber	Green, 556.7	Green, 556.7	Amber, 731.4	Red, 1035.1
Page 11	Retain forest certification against UKWAS	Y/N		Green, Y	Green, Y	Green, Y	Green, Y	
Page 12	Permitting process (% on time, and develop for quality)	%	Green, 96%	Green, 96%	Green, 94%	Green	Green, 96%	
Page 13	High public interest sites (long-term development) [MP]	N/A		See detail	See detail	See detail	See detail	
Page 14	Reservoir programme	%		Red/Amber, 79%	Red/Amber, 79%	Red/Amber, 82%	Red/Amber, 74%	

Improve resilience and quality of ecosystems

	Units	2016/17	2017/18	2018/19			
				Q1	>Q2	>Q3	>Q4
Page 15	Implementing 'Vital nature' - Restoring, creating and improving habitat and enhancing biodiversity	milestones	Green	Green	Amber	Amber	Amber
Page 16	Build ecosystem resilience by improving the conservation status of the features on protected sites working with our partners [MP]	actions %	Red, 67%	Green, 24%	Green, 34%	Amber/Green, 49%	Green, 87%
Page 17	River restoration plans and fisheries connectivity and habitat	# plans		Green, 4	See detail	Red, 5	Red
Page 18	Monitoring and addressing tree and plant health issues	mixed		Amber	Red	Red	Red

Reduce the risk to people & communities from environmental hazards like flooding & pollution

	Units	2016/17	2017/18	2018/19			
				Q1	>Q2	>Q3	>Q4
Page 19	Effective and efficient incident management response	mixed		Red/Amber	Red/Amber	Red	Red/Amber
Page 20	99% of NRW flood risk management assets in high risk locations are maintained in target operating condition	%	Amber, 98.2%	Amber, 97.4%	Amber, 97.8%	Amber, 97.7%	Amber, 97.7%
Page 21	Flood Risk Management Capital Programme	properties #	Green, 749	Green, 0	Amber, 0	Amber, 246	Green, 591
Page 22	Tackling environmental crime to the threat to SMNR	Y / N	Amber	Green, Y	Green	Green	Amber
Page 23	Impact of industry and waste sites	mixed	Green	Green	Amber	Red	Red

Help people live healthier and more fulfilled lives

	Units	2016/17	2017/18	2018/19			
				Q1	>Q2	>Q3	>Q4
Page 24	Develop joint measures with Sport Wales and Public Health Wales	Y/N		See detail	Green	Green	Amber
Page 25	Development and launch of our Cyfle placement scheme by March 2019	Y/N	Amber	Green, Y	Green	Green	Green
Page 26	Promoting outdoor recreation leading to increase Wales Coast Path (WCP) and National Trail visitor numbers	mixed	Green	Green	Green	Amber	Amber
Page 27	Air quality action [MP]	mixed		Green	Green	Green	Green

Promote successful and responsible business, using natural resources without damaging them

	Units	2016/17	2017/18	2018/19			
				Q1	>Q2	>Q3	>Q4
Page 28	Commercial income (supporting SMNR; long-term development)	£m		Green, 9.4	Green	Green	Green
Page 29	Renewable energy programme	MW	Green	Green, 288.3	Green, 345.3	Green, 345.3	Green, 345.5
Page 30	Planning consultation (response & quality/satisfaction)	Y/N	Green, 97%	Green, Y	Green	Green	Green

Develop NRW into an excellent organisation delivering first class customer service

	Units	2016/17	2017/18	2018/19				
				Q1	>Q2	>Q3	>Q4	
Page 31	Embedding SMNR through training, policies, guidance & streamlining processes [MP]	mixed	Green	Green	Amber	Amber/Green	Green	
Page 32	Implement our new organisation design	Y/N	Amber	Amber, N	Green	Amber	Amber	
Page 33	Customer satisfaction	Y/N	Amber	See detail	Green	Green	Green	
Page 34	Independent Review of Timber Contracting	Y/N		Green, Y	Amber	Green	Amber	
Page 35	Improve our organisation as a place to work	Y/N	Amber	Green, Y	Amber	Amber	Amber	
Page 36	Wellbeing Health and Safety incident reporting	LTIs	4	8	Amber / Green, 3	Amber / Green, 3	Amber, 4	Amber, 5

[MP]= Ministerial priority from our 2018/19 remit letter. Note: Performance positions for previous years reflect the final position at the end of each year, not quarterly positions.

Well-being objective – Champion the Welsh environment and the sustainable management of Wales’ natural resources

Target – Working with others to develop a shared 2050 vision for Wales’ natural environment

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

This is a new piece of work for us identified as we were developing our Corporate Plan – making sure we have a clearly articulated a shared vision and long term strategic plan for NRW – up to 2050. This will help drive the shift towards the sustainable management of natural resources. Everyone in Wales needs to work together to ensure that Wales thrives and is handed over in a better state than it is at present to future generations.

In preparing the Vision we will follow the five ways of working and apply the nine SMNR principles.

Overarching and high level, we need to express the shared vision and any long term planning in the terms of the Well-being of the Future Generations Act (Wales) 2015, while at the same time ensure we are fulfilling our purpose as defined by the Environment Act (Wales) 2016.

Why is this activity important?

Although we have long term operational plans, and short and medium term strategic plans (our business plan and corporate plan), we have identified that we do not have a shared long term vision for the natural environment articulated in a single document and from which we can derive our NRW long term strategy/plan. This vision needs to be shared, owned and co-produced with other stakeholders, it needs to be flexible and needs to link clearly with Welsh Government’s Natural Resources Policy. It will set out the ‘where we want to get to’ and will help define what achievement of our Well-being Objectives will look like in the long term.

What’s been done?

A scoping meeting for selected staff was set up for 8th August to define what the format of the vision will be and the process we will follow to produce it including who to engage with and how we will engage with them. On September 20th we ran a workshop with NRW Board members to collect ideas and information with a view to planning our next steps, and on 9th October we met with the Protected Areas Committee of the NRW Board to discuss the fundamental changes that need to be articulated in a shared vision. Through these initial phases of workshops, it became clear that this piece of work could present a significant opportunity in terms of external stakeholder engagement and positioning for NRW, because of this and the planned recruitment of a new Director of Strategy and Corporate Development in early 2019, we decided to hold back in progressing this work further in Q4.

What’s happening next?

Although we made some initial progress during 2018/19 to shape our thinking we recognised that this is a significant and fundamental piece of work with potentially a very wide scope, especially with the stakeholder engagement opportunities the Vision work provides. As such we have put this on hold until 19/20 when it will be led by our newly appointed Director of Strategy and Corporate Development.

Contact/s: Prys Davies

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Developing a shared 2050 vision						Green	Green	On hold
Plan to develop scope						July		
Initial meeting to develop scope and process; work with NRW Board						August		
Begin roll out of engagement work staff/stakeholders							19/20	
Review and provide short progress report								19/20

Key: Green = On target. Red = Off target. Overall target performance assessment reflects the lowest performance colouring of those due in the quarter. Target lines updated following the Q2 report

Well-being objective – Champion the Welsh environment and the sustainable management of Wales’ natural resources

Target – Working with others to develop our Area Statements

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

This work is a key requirement of the environment act and we must apply the SMNR principles in developing area statements. We have been working on visuals showing Area Statements in relation to our ways of working – in other words how we will work through area statements to inform and shape policy. This requires a twin-track approach, working at both a national level and a local level – and continually sharing information between those processes.

Why is this activity important?

Area Statements are a statutory product within the Environment (Wales) Act 2016. There are seven – covering six terrestrial areas and the marine environment. They will help to facilitate the implementation of the Natural Resource Policy priorities at an appropriate spatial scale. They will provide an evidence base and a series of other products and tools, developed in collaboration with stakeholders, to help embed sustainable management of natural resources into our plans and processes, as well as seeking to tackle the environmental challenges that we face in Wales.

What’s been done?

Across all Area Statements work has been centred on finalising Area Profiles and testing Emerging Themes. This has involved holding events with staff and external partners and stakeholders to raise awareness of the Area Statement process and identify opportunities to work together. There has been a significant amount of national engagement work, as well as integration of Area Statement themes into Place and Service plans. A new online system has been set up for National Stakeholder updates and work has started on a National Stakeholder Engagement Strategy for the next 3-5 years. The Position Statement and programme review points set out the work ahead. National and Place reports have been finalised to monitor and report progress on a monthly basis

What’s happening next? Our first set of Area Statements are due to be published in March 2020. 2019 will see further testing and refining of emerging themes, building these into options and assessing action that support SMNR. Local engagement and discussion with national level stakeholders will continue throughout the Summer. An independent Critical Friends Group is in place to help provide a sounding board and help NRW with independent advice and to assist evaluation on the wider process.

Leadership contact/s: Ruth Jenkins & Martyn P Evans

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Working with others to develop our Area Statements	milestones				Green	Green	Amber	Green
Provide stakeholders what we want to investigate, challenge and change through the area statements process	milestones					On track	Delayed	On track
Develop collaborative approaches	milestones					start	continue	Continue
National stakeholder updates	milestones				send out	send out	Not sent	send out x2
Develop visualisation tools	milestones					complete		

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported milestone position will be reflected as the overall position for this measure

Well-being objective – Champion the Welsh environment and the sustainable management of Wales’ resources

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

Addressing climate change impacts and decarbonisation is crucial to achieving the objectives of the Well-being of Future Generations Act and Environment Act. NRW’s work on Carbon Positive is shaped by the Acts and helps NRW deliver against them:

- Contributing to achieving emissions reductions for Welsh public sector to meet the current 2016-2020 Carbon Budget.
- Showing leadership in public sector.
- Supporting SMNR and delivery of Well-being Goals by optimising multiple benefits, e.g. improved air quality, reduced flood risk, community benefits.
- Stimulate move to a low carbon resource efficient economy by working with our suppliers.

Delivery under this target also helps meet NRW Well-being objective to be an excellent organisation by being an exemplar in decarbonisation.

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Overall measure status reflects the lowest performance status of the four target lines.

Target – Deliver the Carbon Positive Enabling Plan and reduce our carbon footprint

Why is this activity important? Our Carbon Positive Enabling Plan sets out a strategic plan for decarbonisation in NRW moving forward; helping us meet or commitments to take positive action on climate change and optimising multiple benefits (outlined below and left). Carbon Positive is showcased as a leading example of decarbonisation in Wales’ public sector; action demonstrates progress to decarbonise NRW and maximises positive impact of our experience through knowledge sharing and informing WG/others on the transition to a carbon neutral public sector by 2030 (set by the Cabinet Secretary in 2017). Environment Act requirement: the achievement of an overall 80% reduction in greenhouse gas emissions by 2050. Well-being of Future Generations Act sets seven Well-being Goals that include the development of a low carbon economy. NRW Environmental Policy commitment: Mitigate the impact of climate change by minimising the greenhouse gas emissions from all our operations and activities. ISO14001 certification requirement: To enhance environmental performance.

What’s been done? Carbon Positive – Our Enabling Plan was approved by the NRM Business Board and we continue to develop the Action Plan that will sit underneath it. A number of mitigation projects were delivered in Q4: six peatland projects on the NRW estate, restoring water levels at modified bog or fen sites including Cors Bodeilio and Hafod Elwy; three small projects to facilitate active travel or energy efficiency in our offices - installation of a new shower at Monmouth, an electric bike at Maes-Y-Ffynnon; additional roof insulation at Buckley. The project carried out a staff travel survey with the Environmental Management System (EMS) and active travel group, receiving >900 responses and informing the electric vehicle infrastructure contract currently underway. The project had a stand at the launch of WG’s first low carbon delivery plan and has worked with WG to inform the development of a public-sector emissions reporting approach – including drafting a survey for public-sector bodies and running a contract on reporting approaches. EMS - good progress is being made on carbon emission reductions. We monitor and report our organisations’ carbon emissions annually. The EMS team managed WG Invest to Save funding to install solar PV panels, LED lighting, and biomass boilers.

What’s happening next? Our Enabling Plan was presented to the NRW Board in May in the context of NRW’s initial response to the WG declaration of a Climate Emergency . Two contracts exploring the next stages of electric vehicle charging infrastructure and renewable energy self-supply for the organisation will be completed. We are finalising our mitigation technical report and agreeing our work plan for 2019/2020 to include further mitigation projects and public-sector decarbonisation support. The NRW Board meeting in July will discuss our priorities as a response to the declaration of a climate emergency in Wales.

Leadership contact/s: Ruth Jenkins & Paul Subacchi

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	Q3	Q4
Enabling Plan and reduce footprint					Green	Green	Green	Green
Carbon Positive Project completion/materials	No. of Project materials produced		2 - Summary Report and Infographic	12	4	8 (t=8)	12 (t=12)	12
Develop Carbon Positive Enabling Plan	Yes/No			Yes	N (in progress)	N (drafted)	Y (final draft)	Y
Decarbonisation Projects	No. of projects delivered	20		9	0	0	0	9
NRW carbon footprint (for occupied buildings and business travel)	tCO ₂ e	3,975 (Target=4,410)	3,458 (Target=3,776)	3,241 (Target=3,285)	846 (T=821)	1,571 (T=1,642)	2,480 (T=2,464)	3,241 (T=3,285)

Target – Quality of our evidence base

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

While NRW has always worked closely with the Welsh universities, we are now more deliberately and formally applying the principles of collaboration and co-production through the development and initiation of Evidence Platform Wales, whose staff will be based in our offices.

Why is this activity important? As an evidence-based organisation, NRW has a responsibility to ensure that our evidence base is up-to-date, based on high quality data, and used consistently across the organisation and by others. Failure to do so at a strategic level could result in a loss of confidence in our decision-making from Welsh Government, our partner organisations in Wales and the people of Wales.

What’s been done? Evidence Platform Wales has been developed with WG, the Centre for Ecology and Hydrology, and the Welsh universities. Two university staff have been recruited and are based in NRW offices with the aim of facilitating closer collaboration on evidence, more access to informal peer review, and other evidence opportunities. The Platform has begun working and has already delivered two workshops between universities and NRW, leading to changes in SoNaRR and marine evidence, and facilitated a three-day cross disciplinary research event supporting SMNR. The Platform will be formally launched in June 2019. NRW’s Innovation Group is providing a forum to present opportunities for NRW to take advantage of technological and methodological developments quicker and more effectively. We have set up an Innovation Fund into which NRW projects can bid which will operate in 2019/20. An initial high-level draft of an Evidence Strategy was to be prepared, with the intention of a first draft in Winter 2018; however, the new Board requested in December ’18 that an external Evidence Advisory Committee be set up. This body will have influence over the overall strategy, components of which can be developed in the meantime for their consideration. Plans are being enacted to embed DEFRA’s Joint Code of Practice for Research in NRW’s procurement and grants systems for evidence projects; the grants system as a whole is currently under development.

What’s happening next? This work is on hold as our external Evidence Advisory committee is established. A new Strategic Evidence Group is being planned as part of Organisational Design, which will have responsibility for co-ordinating evidence projects across NRW and ensuring quality, consistency and compatibility with the new ways of working. Access to DEFRA’s Network of Experts is currently being negotiated. Evidence Platform Wales will be hosting a marine evidence conference in Swansea in September 2019.

Leadership contact/s: Mike Evans & Steve Morgan

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Quality of our evidence base						Green	Green	On hold
High-level draft of evidence strategy developed, including how we increase quality of our evidence base. [On hold while EAC is established – Q3 19/20]								
Formally adopting the codes of practice and standards relevant to evidence								x
Strengthening of Innovation Group by promoting across NRW and widening membership						x		
Access to DEFRA Network of Experts								x

Key: Green = milestone met, Red = milestone missed. Overall performance reflects the lowest performance colouring of the quarterly milestones due

Well-being objective – Champion the Welsh environment & the sustainable management of natural resources

Target – Collaborative working through projects

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

Collaborative working has previously been part of NRW's work. The Well-being of Future Generations Act provides an opportunity to further develop this way of working through numerous projects.

Why is this activity important?

Collaborative projects are an important way that we and our partners and stakeholders can achieve greater delivery across all our remit.

What's been done?

We have many collaborative projects across our Operational Delivery. We started the year with following 50 or so large projects and initiatives listed below. We have others running in parallel or coming onstream, totalling 76 by the end of 2018/19.

Cwm Idwal Partnership – Education and community engagement phase, Uwch Conwy catchment, Cemaes Bay Bathing Water project, Rhyl Bathing Water project, Upper Clwyd natural flood risk management (Cadwyn Clwyd), Barrog (Elwy) natural flood risk management, Dwr Ial (CCGRT), Elwy woodland restoration, Clocaenog Wind Farm community project fund - Collaboration with Innogy will lead to a suite of collaborative community projects, Clocaenog Red Squirrel project, Newtown Going for Green, Summit to Sea, Alternative mitigation on the Wye and Usk, Nant Alan Riparian Habitat Improvement, Severn Uplands Barriers to Migration Project, Slow the Flow Severn Rivers Trust, Welsh Bogs LIFE projects in Snowdonia National Park, Teifi river restoration (Afonydd Cymru), Climate change risk assessment in Ceredigion (PSB), Suite of collaborative projects for PSB priorities in North Wales – defined in Q2., Farming Connect Reducing Agricultural Pollution Project 5. (Gele, Pulford, Wygyr, Tan 'Rallt and Anglesey Groundwater body), Darron LIFE project Gwynedd, Planning Development Joint Improvement Project with North Wales Planning Officers Group, River Dee pesticides, St Asaph Flood Alleviation Scheme, Dee Coastliners LIFW, Dee LIFE Restoration, Sands of Life LIFE.Garw Valley, Llynfi Woodland Scheme, Pen y Cymoedd, Valleys Landscape Park, Bike Park Wales, Taf Bargoed NFM, Mynydd Ton Peat Bog Restoration, Healthy Hillside, Nant Cregan, Ffrwdwyllt, Building Resilience in Catchments (BRiCs), Mwche Habitat Creation, Tywi Forest Peat Restoration, Taclo'r Tywi, Dynamic Dunes Living Levels, SE Wales Resilient Uplands, Black Mountains Land Use Partnership, Cwmcarn Forest Drive, Wentwood Forest, Talybont catchment project, Breathing Life into Salmon Spawning and Stephenson Street Newport Flood Alleviation Scheme. Of 76 live projects assessed, 68 are on target, 8 are amber. Thus, the target of having 50 projects on target was met. On target = 29 in South and 39 in North and Mid. Amber = 5 in South and 3 in North and Mid

What's happening next?

We continue to work with partners across this varied portfolio of projects and will bring more projects into scope as we develop new collaborative partnerships. The longer term nature of collaborative projects means that relatively few will end during 2019/20.

Leadership contact/s: Richard Ninnnes & Bill Purvis

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Collaborative working through projects					Green	Green	Green	
Our collaboration projects are on target					N/A	100%	95%	100%

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

Well-being objective – Champion the Welsh environment & the sustainable management of natural resources

Target – Collaborative working through our SMNR funding and other support to external organisations

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

We must take account of the sustainable development principle (shown within the Well-being of Future Generations (Wales) Act 2016) in our funding work. To promote and engage in collaboration and co-operation is also one of the nine principles of sustainable management of natural resources (shown within the Environment (Wales) Act 2016) that legally we must apply in the exercise of our NRW functions.

What has changed in our approach is:

- We have developed a new grant policy and procedure which aligns our grant funding to enabling delivery of sustainable management of natural resources and the priorities and opportunities in Area Statements and the corporate plan.

Why is this activity important?

The Environment (Wales) Act 2016 and Wellbeing of Future Generations (Wales) Act 2015 form part of a radical new legislative and policy framework in Wales that aims to be transformational, catalysing long-term change.

What's been done?

The financial assessments and selection for the SMNR Open Call were completed in June 2018. Of the final 73 applications received a total of 64 were approved.

In December 2018 a task and finish group was established to review grant funding mechanisms and process and procedures drawing on lessons learnt from the commissioning round, feedback from staff and partners and evidence from the Welsh Government Centre of Excellence on Grants..

What's happening next?

A Board paper entitled *Grant Funding Policy and Procedure* (paper 19-05-B07) is to be presented to the NRW Board in May 2019 for sign-off. This will set out proposals for a new grant policy and procedure to support delivery of sustainable management of natural resources. It is informed by the principles of proportionality, risk management, consistency and customer focus.

Leadership contact/s: Ruth Jenkins & Martyn P Evans

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Collaborative working through our funding / other support approach	milestones				Green	Green	Green	Green
Target milestones related to our SMNR funding / support approach	milestones				1	2&3	4&5	5
Completed milestones related to our SMNR funding / support approach	milestones				1			

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

Target – Planning and delivering our River Basin Management Plans

Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?*

We will include relevant information for both acts in our statutory consultations and make the links between River Basin Management Planning and Area Statements.

Meeting Water Framework Directive (WFD) good status is one of the Well being indicators.

WFD is a framework Directive and we already follow many SMNR principles.

The targeted water body programme was agreed prior to the new legislation being published. However, in choosing the targeted waterbodies for the third cycle (2021-2027) we plan to follow SMNR principles.

We promote and engage in collaboration and co-operation through our statutory consultations and our work with external stakeholders. We propose to replace the Liaison Panels with a Wales Water Management Forum which will widen the water stakeholder representation.

We have employed a WFD Advisor: SMNR policy post to help us make the links between WFD and the new legislation.

Why is this activity important?

We are required to produce River Basin Management Plans (RBMP) under the Water Framework Directive on six year cycles. As part of this there are statutory consultations we must publish by specified timeframes. In the RBMPs published in 2015 we made national and local commitments to improve the quality of our waters. We undertake investigations to identify the reasons for not achieving good status which is one of the objectives under the Directive.

What's been done?

For the local measures we have not been able to complete the target by December 2018 due to resource issues in Operations. We have achieved 74% out of the 90% target. *in table note that the 72% for 2017/18 includes some measures no longer required. Progress with the National measures, including any additional new measures, was formally reported to Europe in December 2018. The majority of national measures (86%) have been made operational with some having been completed. The local and national measures form part of the commitment made by NRW in the statutory RBMPs. For our investigations programme we have completed 38%. In addition, there has been work in other waterbodies to prevent deterioration, make improvements at an element level, address local high-profile issues, work on other water quality statutory drivers and to support partnership working which is not reflected in the figures.

What's happening next?

Since the last reporting the 2018 interim cycle 2 classification for surface waters has been published. New failures may require investigations which have not been accounted for in the total below. Assessment of the data will be undertaken by the next reporting round which will affect the size of the investigations programme. We are looking to address the activity to support improved performance in a number of ways, critically to have clearer integrated planning and programmes for delivery, jointly owned and agreed with Heads of Service and Place which we will commit to meet. Programme funding agreed through all the relevant service plans. Active partnerships which deliver through others

Leadership contact/s: Ruth Jenkins & Sian Williams

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Planning and delivering our RBMPs	Y / N				Green, Y	Amber	Red/Amber	Red/Amber
Local measures made operational	% local measures	52% (of 3-year programme)	72%* (of 3-year programme)	90% by Dec		Amber	Red/Amber	Red/Amber
National measures made operational	% national measures			100% by Dec		Amber	Amber	Amber
WFD investigations to be completed	% investigations		18.5%	50% by March		Amber	Red/Amber	Red/Amber
Publish our consultation for our 2021-2027 RBMP	Yes / No			Publish by June	Complete	Complete	Complete	Complete

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Performance assessment for this measure relates to the action completion element only

Well-being objective – Ensure land and water in Wales is managed sustainably and in an integrated way

Target – 850,000m3 sustainably managed timber offered to market

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

The delivery of the Timber Marketing Plan is aligned to the requirements of the Well-being of Future Generations Act and the Environment (Wales) Act 2016.

Continual consultation and partnership working with customers, contractors and third-party interests on the WGWE is a key part of this delivering this target.

Why is this activity important?

Making timber available to the market is important to ensure that we:

- Deliver SMNR, in accordance with the Environment (Wales) Act, and contribute to the Well-being Goals.
- Provide an income source for NRW and support the timber industry supply chain
- Demonstrate sustainable management of our forests to meet the requirements of the UK Forest Standard (UKFS) and UK Woodland Assurance Standard (UKWAS) in order to retain our FSC / PEFC certification

What's been done? Existing Standing Sale and Roadside contractual commitments for 18/19 were fully allocated and marketed through electronic tenders and there were two additional e-sales events. The target of timber offered to market was 850,000m3, this was made up of 700,000m3 via e-sales and another 150,000m3 through “Standing Sales +” contracts. The end of year figure for total volume dispatched to market was 796,000m3, a shortfall of 54,000m3. Challenges in meeting the target included: end of year out turn is subject market conditions through the year (hence a difference between offered and dispatched) and no longer offering new ‘Standing Sales +’ contracts, which were earmarked to deliver 150,000m3. Needing to add alternative short term contract volumes in the Sales Plan to mitigate for loss of the Long Term Contract opportunity in the area around Lake Vyrnwy, owing to NRW withdrawing its management of this site.

NRW has previously monitored and reported progress against this target using the volume of timber dispatched from woodlands as a proxy measure, instead of the volume of timber offered to market. That remained case during the 2018/19 reporting year. The dispatch volumes for the previous 2 years demonstrated that NRW met the targets (2017/18 – 743,000m3 dispatched against a target of 700,000m3 offered to market and 2018/19 – 862,000m3 dispatched against a target of 850,000m3 offered to market). Overall, the 2018/19 dispatch volume indicates achievement of at least 93% of the 850,000m3 target.

What's happening next? In 2019/20, the timber volume dispatched will come from existing contracts and an increase in the volume of timber offered for sale on shorter term contracts. We will also develop an improved measure that includes more precise tracking of coupes offered for sale and retains the volume dispatched, which is a good sustainable management indicator, enabling assessment of amount of timber harvested from the Welsh Government Woodland Estate against the estimated annual growing stock of 1Million M3. However, this does mean that there will be a difference between the targets (put to market) and dispatch due to the contracts spanning year end, and unsold coupes being brought back to the market which may also overlap year end. The trend of programme quantity and dispatch quantity over the years in line with production forecasts is key to demonstrating sustainability

Contact: Tim Jones

Note: Final figures reflect changes to Q1-Q3 data

Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
850,000m3 sustainably managed timber offered to market* measured as dispatched timber	1000m3			850	252	443	611	796

Well-being objective – Ensure land and water in Wales is managed sustainably and in an integrated way

Target – Land is restocked for sustainable forest management (including PAWS and timber production)

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

Building resilience across ecosystems through the restoration of our ancient woodland sites and connections between these;

Preventative action by reducing impact of disease through changing species and increased species diversity post *P.ramorum*; Scale of diversity has also changed with guidance and support to look at a forest scale approach not just at a small coupe scale.

Why is this activity important?

Restocking after tree felling is important to ensure that we: Deliver the sustainable management of natural resources, in accordance with the requirements of the Environment (Wales) Act, and in doing so contribute to the delivery of well-being goals in accordance with the Wellbeing of Future Generations Act. Support delivery of the Woodland for Wales Strategy by maintaining woodland cover on the Welsh Government’s Woodland Estate. Demonstrate sustainable management of our forests to meet the requirements of the UK Forest Standard (UKFS) and UK Woodland Assurance Standard (UKWAS) and retain our FSC / PEFC certification

What’s been done?

Quantitative progress: The planting season normally starts in October. However, we were planting earlier in 2018/19 in order to complete the 2017/18 programme that we could not complete before the end of March due to prolonged cold weather. Delays in awarding ground preparation and planting contracts in 18/19, hindered delivery of the 2018/19 target and, therefore also slowed progress towards reducing the land bank to below 4% by 20/21. Furthermore, a UK-wide plant availability issue, resulting from poor growing conditions in 2018 and increased demand across the sector, has also meant that there have been insufficient plants to fulfil the programme.

Qualitative progress: We have implemented the Good Practice Guide 2 Improving the tree species diversity of Welsh woodlands by increasing our species diversity and the resilience of our woodlands and we provide an update on our website each year to show species planted. Implemented Operational Guidance Note 18 – managing our ancient woodlands to continue restoration of our Plantations on Ancient Woodlands Sites. Both these are in line with Woodlands for Wales Strategy, Purpose & Role of WGWE and support the well-being goals by improving resilience of our woodlands for multiple benefits.

What’s happening next?

Continue to develop programmes in line with budgets and resources to reduce the land-bank and ensure the WGWE is managed sustainably. All of frameworks required are in place for 4 years, so we will not have any delays arising from procurement. The contracts needed within those frameworks are let. We are also looking at the feasibility of starting planting in the Summer, provided it is not too dry a season. Anticipated plant shortages in UK in 2019/20 & 20/21, may continue to affect achievement of the land bank target and potentially the new woodland target.

Leadership contact/s: Sasha Wyn Davies & Richard Ninnes

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Land is restocked for sustainable forest management	ha	1,222	1,318	1,800	556.7	556.7	731.4	1035.1
Land available for restocking (the ‘Landbank’)	ha	4,524	5,270	4,955	4955	4955	4955	4955
Land restocked	ha	1,222	1,318	1,800	556.7	556.7	731.4	1035.1
• Core restocking programme	ha	774	674	1,000	359.2 t=335	359.2 t=335	506.8 t=500	651.2 t=1,000
• <i>P. ramorum</i> restocking programme	ha	448	644	800	197.5 t=198	197.5 t=198	224.6 t=250	383.9 t=800
Landbank reduces to less than 4% by 2021	% of total productive forest area	4.58%	5.33%	4.75%	4.75%	4.75%	4.75%	4.75%

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Overall measure status reflects the lowest performance status of the two ‘land restocked’ target lines that are being performance assessed

Well-being objective – Ensure land and water use in Wales is managed sustainably and in an integrated way

Target - Retain forest certification against UKWAS

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

Our certification as a measure of sustainable forest management is compatible with delivery of both Acts. Certification is built on a principle of management planning and we have adapted our approach to objective setting in line with the guidance being developed for Sustainable Management of Natural Resources to ensure that we are considering our wider objectives towards meeting our well-being goals.

Key: Green = Yes. Red = No

Why is this activity important?

The Forest Stewardship Council® (FSC®) and The Programme for the Endorsement of Forest Certification (PEFC) provide international forest management standards including economic, social and environmental criteria. The UK Woodland Assurance Standard (UKWAS) is both the FSC-UK and the PEFC-UK endorsed forest management standard for the UK. Following surveillance audit 03 (2017) 4 major CARs (Corrective Actions), 4 new minor CARs and 13 new observations were identified. NRW's Land Management Teams are working to address any outstanding CAR's and Observations ahead of the next Audit in Autumn 2018 in order to retain the UKWAS certification.

What's been done?

We have closed out the 4 major CARS and are continuing to work on the action plan to close out the minor CARs and observations. We have implemented a process on internal audits with the aim of addressing any non-conformances prior to the external audits and improve awareness. These are shared with the external auditor and are helping to demonstrate how seriously NRW takes its forest certification. All CARS confirmed as closed on 13th Sept 2018.

What's happening next?

The Autumn 2018 audit report indicates 7 new CARS and 15 new observations. These needs to be closed off in 2019. Several of these are around Health & safety and action has already been taken to close these out through Senior Officer checks and internal audit checks. Several of these actions sit with the Heads of Place via delivery of the Land Service plan and we are currently auditing progress. These are new CARS and observations which are being dealt with over the coming year and as these are open at the time of reporting we have included these within the report which is why the measure is amber. For future reporting we need to show open CARS at the start of the year from the previous audit and the ability to report against any CARs from the in-year audit.

Leadership contact/s: Ruth Jenkins & Richard Ninnis								
	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Retain forest certification against UKWAS	Yes / No	Yes	Yes	yes	Green, Yes	Green, Yes	Green, Yes	Green, Yes
Retain forest certification against UKWAS (target): Fully closing out all corrective action requests * note that where actions are shown as closed this will not be finally confirmed until post external audit in Sept 2018	No of actions	4	6	7 (new)	4	8	8	7 (new)
Retain forest certification against UKWAS (actual): Corrective action requests fully closed out	No of actions	4	6	7 (new)	4	8	8	7 (new)

Well-being objective – Ensure land and water in Wales is managed sustainably and in an integrated way

Target – Permitting Process - % on time and develop for quality

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

We need to work with Policy colleagues following the publication of the Statutory Guidance from WG which will help us to understand how we need to adapt the determination process so that it considers existing EU and UK legislation in conjunction with the WFG and EAW Act requirements.

Why is this activity important? Determining applications within statutory deadlines shows that we can meet the needs of customers, supporting businesses, whilst ensuring the protection of the environment, habitats and people. The Permitting Service will focus on improvement projects driven by the needs of the customer, legislation changes and inefficient processes.

What's been done? Waste - We have one permit appeal ongoing, pan 001409 (Eaden homes ltd) We have responded to the appellant's statement of case, the planning inspectorate are currently reviewing. The original application related to a tier 2 bespoke waste permit, using 20000m3 of waste material to raise land levels. Training has been provided by Senior Permitting Officer in relation to the assessment of fire prevention and mitigation plans. This improves consistency whilst continuing to work closely with the fire service, ultimately helping to reduce the risk of fires at waste sites (a good example of SMNR). The Species Permitting Team launched a new streamlined process for evaluating lower impact bat licence applications. The Water Quality team worked hard to continually update their WQ Process and Guidance Spreadsheet and look to share this with the wider business at every opportunity. We have had great feedback this year from internal colleagues - that they find it really useful. One to mention is 'I think that your team works on an excellent model and that that guidance spreadsheet is one of the most useful single sources of info I've ever come across'. The Regulated Industry team's review of Large Combustion Plants is underway, to ensure that all large combustion plants in Wales meet the Best Available Techniques adopted under the Industrial Emissions Directive. Water Resources - The Feed in Tariff Scheme closed to new applicants on 1 April 2019. In Water Resources Licensing this closure created a high demand in applications for abstraction and impoundment licences for HydroPower Schemes. Each applicant requiring their licences determined before the 1st April. The Licensing Team successfully determined all applications in time for the Feed in Tariff Deadline, delivering a high level of customer service ensuring that our customers could benefit from the Government Incentive to produce green electricity.

What's happening next? Work with Policy colleagues to trial the application of SMNR within the EPR permitting process. Review of SLA's to consider where they can be reduced following process efficiencies, to show our commitment to determining applications to better meet customers' expectations. Online Public Register go-live date has now moved to July/August 2019

Leadership contact/s: Isobel Moore & Martin Cox

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Determine 95% of permit applications within statutory (or service level) deadlines	%	96	95	96	Green, 96%	Green, 94%	Green 97%	Green 96%
Permit applications processed	#	3932	4126	4189	1045	872	1194	1078
Permit applications processed to deadline	#	3760	3908	4016	1005	815	1164	1032
Number of Continuous Improvement projects initiated by the Permitting Service	#			9	9	10	10	10

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

Target – High Public Interest Sites

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

Plans are in place to develop a more advanced SMNR training programme that facilitates the embedding of SMNR across different roles and functions. The programme being developed is in line with the requirements of the SMNR statutory guidance and will use the process set out in the Annex to the statutory guidance

High Public Interest sites and how we have progressed the issues related to them is provided to the Board through regular briefings from the Chief Executive Officer's .

Over the year we have dealt with a number of these types of sites including: Swansea Tidal Lagoon, Barry Biomass, Roath flood scheme, Hinkley, Hazrem, Wylfa Newydd, Betws tree clearance, Holyhead harbour clean up.

Well-being objective – Ensure land and water in Wales is managed sustainably and in an integrated way

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

The measure here focuses on dam safety; specifically, our obligations under the Reservoirs Act 1975 and our work to protect the safety of people, property and environment downstream of our reservoirs. As such, we are addressing the Wellbeing of Future Generations Act goal of developing a *resilient Wales* as the core principle. Behind this measure lie activities such as emergency planning, provision of flood mapping, access opportunities and other information to inform the public and our professional partners, highlighting our reservoirs as places which enhance a *healthier Wales*, and recognition of reservoirs' *cultural impact and contribution to Wales' communities* through sensitive use and development. In ensuring the safety of our reservoirs, consideration is given to interconnected topics such as water supply, flood alleviation, recreation, biodiversity, etc.

Target – Reservoir Programme

Why is this activity important? The purpose of the Reservoirs Act 1975 is to protect people and property from the uncontrolled release of water from large, raised reservoirs and the potentially catastrophic consequences that can arise. NRW need to ensure that the reservoirs on our land that fall under the Act are constructed, supervised, inspected, maintained, altered and removed under the guidance of qualified civil engineers. NRW manage and maintain 40 reservoirs under the Act and is delivering a programme of work to ensure that all these reservoirs become compliant. The measure is the % of NRW reservoirs that are compliant with the Reservoirs Act, with a target of 100% as all reservoirs should be compliant with the statutory requirements.

What's been done? End of year performance was 74%. This dipped from Q3 performance due in part to a key supplier (Dawnus) going into administration and ensuing delays. Many improvements were made and delivered in 2018/19, but the level of non-compliance reflects the number of improvements still needed. Note that many improvements can be relatively quickly addressed in 19/20, others are more significant in their nature. The current level of compliance is in part a consequence of the change in legislation by Welsh Government in 2016 and fact that NRW has reservoirs that have come under regulation for the first time. We have a work programme to improve these reservoirs and compliance, but some actions will take will take years to deliver e.g. at Llyn Tegid. A 'deep dive' on reservoir compliance was held at the March 2019 NRW Board meeting, which helped highlight the progress, and the challenges ahead. Significant progress has been made since NRW inception in 2013. We have plans in place for the improvements that are required to address the current non-compliance issues, but these require sustained effort and investment. Currently we are reliant on yearly funding bids to WG for elements of the need.

What's happening next? We know what we need to do to improve compliance and have a clear and focussed work programme and plans to address it. We have appointed experienced officers to help us drive this forward. We regularly review progress, risks and issues at our monthly programme meeting. Due to the increased numbers of reservoirs that fall under regulation, there is a 'hump' in required actions to improve compliance. We have these programmed, and it is possible that compliance will near 100% during Q3 2019/20, but it is likely to fall again in Nov19 when the measures for Llyn Tegid become overdue. These will not be delivered until (estimated) 2022 and so we are likely to be not at 100% compliance until then. We are considering whether we can have 2 sub-measures for 19/20 reporting, one reflecting the significant capital measures (which take time to deliver) and one that reflects the more routine measures, which can be more rapidly addressed. Due to the number of actions required and the funding constraints, the reservoir work programme is challenging and we are facing new issues with this all the time – for example, new inspections flag up new compliance challenges to be addressed. We anticipate improvements in level of compliance in 2019/20, but it requires sustained effort.

Leadership contact/s: Jeremy Parr & Lyndsey Rawlinson

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Reservoir Programme					Red / Amber	Red / Amber	Red / Amber	Red / Amber
NRW reservoirs compliant with Reservoirs Act	%			100	79%(t=100%)	79%(t=100%)	82%(t=100%)	74% (t=100%)

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

Well-being objective - Improve resilience and quality of ecosystems

Target - Implementing 'Vital nature' - Restoring, creating and improving habitat and enhancing biodiversity

Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?*

At the heart of Wales' new legal framework is the recognition that everyone's wellbeing - economic, social, cultural and environmental - depends on healthy and resilient ecosystems, which in turn depend on biodiversity. While past efforts have been vital in limiting the damage, the Wellbeing of Future Generations (Wales) Act 2015, and the Environment (Wales) Act 2016 give us both an opportunity and a legal imperative to shift the focus away from managing the symptoms to tackling root causes. A key aim of Vital nature is to deliver a step change in the way we work, to embed maintaining and enhancing biodiversity and building ecosystem resilience into all the functions of our organisation so they are considered at all stages of decision-making, planning and project

Why is this activity important? Biodiversity continues to decline. The extent of some habitats has declined significantly and connectivity between habitats has reduced. Ecosystem condition, based on designated site features, is mixed, but 55% of species and 75% habitat features on Natura 2000 sites have been found to be in unfavourable condition. SoNaRR has identified that currently no ecosystem in Wales has been assessed as having good resilience and many will not be adaptable enough to be deal with pressures including climate change and the impact of invasive non-native species (INNS). Everyone's wellbeing - economic, social, cultural and environmental - depends on healthy and resilient ecosystems, which in turn depends on biodiversity. Unless we can halt and reverse this decline and build the resilience of ecosystems, our well-being and the well-being of future generations will suffer.

What's been done? The quarter three and carried over into quarter four milestone to review the extent of and opportunities for habitat restoration, creation and condition improvement across NRW's activities is amber. We have developed and launched Vital nature: Making the connections between biodiversity and the people and places of Wales, our Strategic Steer for Biodiversity. It represents a statement of our priorities, our intended direction of travel and ways of working to help maintain and enhance biodiversity and build ecosystem resilience. Through a series of goals and high-level commitments establishes a high-level framework to drive forward action in line with the Nature Recovery Action Plan (NRAP). Highlights of achievements: Since publication in July 2018 we have been working to embed and promote it across NRW and build it into place-based objectives and work programmes. Work is underway through internal and externally focused Task & Finish groups focused on multi-sector guidance on ecosystem resilience delivery and assessment and descriptions of habitat restoration and creation. Delivery of the recommendations from the NRW biosecurity audit including the development of a biosecurity policy and implementing biosecurity training for NRW staff.

What's happening next? We will continue to work to implement Vital nature. This includes developing the tools to be able to drive forward and measure habitat creation and restoration across the organisation and with partners, and review the extent and opportunities for improvements across NRW's activities. We have allocated additional funding in 19/20 at delivery projects focused on ecological resilience nationally and in Place. We are setting our funding strategy on supporting SMNR which builds ecological resilience and biodiversity supporting working with others and with other funders. We will continue to plan the opportunities for habitat recovery and management on our own land and we will look for opportunities to expand the estate where this fills critical gaps or integrates with other functional outcomes.

Leadership contact/s: Ruth Jenkins & Martyn Evans

	Units	2016/17	2017/18	2018/19			
				Q1	>Q2	>Q3	>Q4
Implementing 'Vital nature' - Restoring, creating and improving habitat and enhancing biodiversity	milestones				Amber	Amber	Amber
Launch Vital Nature	(Q1)			Green			
Build prioritised action into developing service delivery plans	(Q2)				Amber	Green	
Review the extent of and opportunities for habitat restoration, creation and condition improvement across NRW's activities	(Q3)					Amber	Amber
Deliver NRW biosecurity training and produce biosecurity guidance	(Q4)						Green

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target

Well-being objective - Improve resilience and quality of ecosystems

Target - Build ecosystem resilience by improving the conservation status of the features on protected sites working with our partners

Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?*

Collaboration with owners, occupiers and stakeholders continues to be integral and essential to delivery of measures to achieve favourable conservation status and ecosystem resilience in the long term. Through the cycle of State of Natural Resources Reporting, Area Statements and Commissioning, we are communicating the challenges of achieving ecosystem resilience on protected sites and we are engaging with all stakeholders to deliver priority measures.

We are transforming our designated sites ICT systems to support collaboration with organisational stakeholders more efficiently.

We are exploring ways of bringing in additional financial resources to tackle the challenges, for example bringing in external funding with applications to EU LIFE fund and Heritage Lottery Fund, and innovative approaches such as PES and Green Marketplace initiative.

Why is this activity important?

SoNaRR has identified that currently no ecosystem in Wales has been assessed as having good resilience and many will not be adaptable enough to be able to deal with climate change and other pressures. Overall, biodiversity is declining, the extent of some habitats has declined significantly and connectivity between habitats has reduced. Ecosystem condition – based on features - is mixed, but 55% of species and 75% habitat features on Natura 2000 sites have been found to be in unfavourable condition.

Protected sites on land, inland waters and the sea are key for delivering SMNR and an essential mechanism for maintaining biodiversity and building ecosystem resilience. We need to make ecosystems more resilient. We want our protected sites to function as core areas of a resilient ecological network, in which habitats and wildlife populations can thrive and expand, recolonising areas from which they have been lost, and contributing to ecosystem services well beyond the protected site boundaries.

What's been done?

Highlights of achievements:

The annual work programme of actions to improve the conservation status of features on protected sites has met the target for 2018-19. 87% of actions were reported as underway or complete as of 8th April 2019.

A bid for LIFE funding for restoration in the River Dee has been submitted.

We awarded a contract for development of a new ICT system for the managing protected sites data. This system will move us away from its current legacy platform and will also enable us to collaborate with stakeholders to address conservation management issues. Work is underway to build the ICT system and several workshops have been held with contractors to clarify business processes.

What's happening next?

Key tasks to deliver protected sites plans:

Developing a funding opportunity for NRW grant support to build ecosystem resilience by improving the conservation status of the features on protected sites though working with others.

Supporting the assessment in SoNaRR II;

Assist the development of future support/funding/guidance for land managers in managing land for biodiversity

Development of proposed SSSI policy and procedure following changes in Welsh Government Planning Policy (PPW10);

Continuation of work to transform the Protected Sites database from its current legacy platform into a new ICT solution

Leadership contact/s: Ruth Jenkins & Martyn Evans

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Build ecosystem resilience by...	%				24%	34%	49%	87%
Annual work programme of actions underway or complete	%				24%, t=20%	34%, t=30%	49%, t=50%	87%, t=80%

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

Well-being objective – Improve resilience and quality of our ecosystems

Target – River restoration plans and fisheries connectivity and habitat

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

The requirement for this work was identified due to the poor and declining status of salmon stocks, and many sea trout stocks across Wales.

Recent observations of very poor spawning success across most of Wales has added significantly to concerns.

Therefore, the nature of this work is unchanged but the emphasis has increased as we try to address all constraints to the recovery of fish stocks.

Why is this activity important? Salmon and trout are iconic species across Wales but their populations are performing very poorly due to a combination of environmental conditions at sea (where marine mortality is the highest on record) and in freshwater (where there are concerns around agricultural pollution, predation, and climate warming). Restoring rivers to optimum environmental condition in order to maximise the productivity and resilience of our fish populations is essential, not least for securing WFD and HD outcomes but also because marine challenges cannot easily be resolved. River Restoration Plans encompass a range of factors that comprise river quality – physical habitat constraints comprising barriers of various kinds that disrupt connectivity, and damaged riparian and in-channel habitats. This work will itemise and summarise work required to address physical constraints to fish populations. This will include barriers to migration, poor riparian zone and instream habitat quality, river bank protection, poorly designed culverts, acidified waters etc. They will collate existing evidence from all potential sources and supplement this with new catchment evidence to compile comprehensive reports (noting that some areas may be subject to ongoing NRM team actions). These will be used to inform future funding bids by appropriate bodies to undertake practical restoration work.

What's been done? We have not scored the last quarter given the significant resources in this area focusing on our response to a Local Enquiry on Catch and Release byelaws. A total of 5 have now been commissioned: Teifi – commissioned in 2017/18, the draft final report has been reviewed and will be completed soon. This has been the first such plan and it has taken time to get it right. It includes a 'top 10 options' list of interventions. Draft plans for the Tywi, Mawddach and Clwyd have been received and are under review. A plan for the Eastern Cleddau has been commissioned and work is in progress. Plans for the Western Cleddau, and the Seiont, Gwyrfaï and Llyfni are about to be commissioned this year for delivery early next business year.

What's happening next? We will have 9 completed plans by Q2 of 2019/20 and will be agreeing priorities for 4 more. Key interventions presented in the completed plans will be considered and included within the 19/20 SFP work programme. For example, in South West Ops we intend to deliver 5 technical fish easements in 19/20 that were identified in the Tywi restoration plan. This will be reflected elsewhere in Wales and captured in the 19/20 quarterly targets. It is worth noting also that restoration plans will also provide interventions for local third sector organisations to deliver.

Leadership contact/s: Ruth Jenkins & Martyn P Evans

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
River restoration plans and fisheries connectivity and habitat	# plans				Green, 4		Red, 5	
River restoration plans commissioned	#		1	8	a=4 / t=4		t=4	
Key interventions undertaken	#						x	x

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

Well-being objective – Improve resilience and quality of our ecosystems

Target – Monitoring and addressing tree and plant health issues

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

NRW continues to regulate the disease as in the manner noted in [Welsh Government's Phytophthora ramorum in Wales - Disease Management Strategy](#).

Why is this activity important? *P ramorum* is the most serious tree disease problem to have affected forests in Wales. Over the past few years it has spread very rapidly and is now causing very serious economic, social and environmental impacts¹. The control measures through the Statutory Notice is a legal requirement under the Plant Health (Forestry) Order 2005 and the European Directive 2000/29/EC (which identifies required measures for the protection of plants from harmful pests and diseases by preventing their introduction or spread within the EU). Statutory Plant Health Notices (SPHNs) are an important tool for tackling *P ramorum*.

What's been done? NRW, and previously Forestry Commission, have been managing the disease using Statutory Notices since 2010. To date over 8,700 ha of larch on the Welsh Government Woodland Estate (WGWE) have been placed under some form of Statutory Notice. So far in 2018/19, we have only issued 35% of SPHNs within 30 days, and have not been meeting our 90% target. This is due to the significant increase in spread of the disease, resource constraints, and a change in how we assess applications. Additionally, we have re-assessed suspect sites from the 2018 summer survey and proceeded to issue notices on these sites.

What's happening next? For 2019/20, NRW will regulate the disease in line with Welsh Government's revised policy for *Phytophthora ramorum* in Wales - introducing a new management zone. The significant increase in the spread of the disease has required a change in Wales' approach to address it effectively. Timescales for SPHN determination are being revised next year, and the measure will also be updated reflect compliance.

Leadership contact/s: Isobel Moore & Martin Cox

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Monitoring and addressing tree and plant health issues					Amber	Red	Red	Red
Issuing Statutory Plant Health Notices (SPHNs)	%	80%/80%	96%/97%					
<ul style="list-style-type: none"> Target for SPHNs issued within 30 days of disease confirmation 	%	90	90	90	60% (t=90%)	50% (t=90%)	52%/44% (t=90%)	35%/40% (t=90%)
Report for all of Wales and WGWE:								
<ul style="list-style-type: none"> Total area under SPHNs Total number of SPHNs % of larch under SPHN 	Ha No %				10,101/7,837 833/571 42/69	10,935/8,356 901/619 45/72	11409/8514 970/671 46/75/	11826/8773 1015/670 49/78

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

¹ <https://beta.gov.wales/phytophthora-ramorum-disease-management-strategy>

Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?

We continue to deliver against the principles of the Well-being of Future Generations Act and are using them to improve and develop our approach to Incident Management. We are now meeting our goals through: taking an **integrated approach** and **working collaboratively** to mitigate or reduce the likelihood of incidents occurring and using evidence to inform both our ways of working and those of others.

(Collaborative working is also a key principle of the Sustainable Management of Natural Resources under the Environment (Wales) Act.) **Preventing** environmental damage (or the severity of any environmental incident that does occur) by taking timely action, mitigating and reducing the impact of incidents through learning and improving our response.

Protecting the environment from environmental damage from Incidents in line with NRW's Well-being objective:

4. Reduce the risk to people and communities from environmental hazards like flooding and pollution

Our response to incidents is also key to the Resilient Wales Well-being goal.

*See our [Well-being statement](#), [Corporate Plan](#) and [Business Plan](#) for our future plans

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

Target – Effective and efficient incident management response

Why is this activity important? Timely and effective response to reports of incidents helps us to mitigate and reduce the impact to communities and the environment of incidents that do occur. Complete and accurate records are used in the prosecution and enforcement actions resulting from incidents. Good record keeping, and timely closedown of incident reports improves our evidence base, which is used to drive day job activities and influence ways of working.

What's been done? Performance has improved quarter-by-quarter, but is behind the targets. There was a 'deep dive' into this measure at the Jan19 NRW Board meeting. Scrutiny of the data has substantiated that the majority of incidents are being dealt with in accordance with our procedures and standards, and that the main issue is one of officers completing the reporting. We have been proactive in taking action through Heads of Place to improve levels of reporting, but it still showing slow progress. This work is regularly discussed and reviewed by the Head of Business (HoB) and the Head of Service (HoS), and the Incident Management Business Board (IMBB) all of whom are driving this work forward. The introduction of a new incident categorisation that has required officers to assess incidents in a different way, and this has affected the reporting performance figures in the Wales Incident Reporting System (WIRS). We know there are system improvements we can make that would aid officers, and this is underway. We also know we need to help and support officers more to understand the importance of filling in the WIRS reports and have spent time this year trying to address this. We know that this work needs to continue into the new year, using the new Management Tier to help drive this.

What's happening next? In 19/20 we will continue to drive performance through the IMBB and Heads of Place. We will do more to help officers to recognise the importance of correctly filling in the WIRS information, and continue to provide support and training. We will work to make IT changes to the WIRS database where we can, to make the task more straightforward where possible. From 1 April 2019, we are implementing a new incident classification triage system, and we are confident this will enable better quality and quicker incident assessment within one hour. Improving performance will be challenging, but it is important that we have these targets and performance to provide the evidence that we are doing our role in accordance with our procedures. EU no deal exit work may affect performance e.g. if key reporting and performance personnel are again diverted to this task (as happened in latter part of 18/19).

Leadership contacts: Jeremy Parr & Lyndsey Rawlinson

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Effective and efficient incident response management					Red / Amber	Red / Amber	Red	Red / Amber
Incident Assessment (within 1 hour)	% of all incidents				41% (t=65%)	50% t=75%	56% t=85%	66% t=95%
Response to 'High category' incidents (within 4 hours)	% of high incidents				55% (t=65%)	55% t=75%	55% t=85%	67% t=95%
Incident Closure (within 30 days)	% of all incidents				49% (t=60%)	50% t=70%	58% t=80%	62% t=90%

Well-being objective – Reduce the risk to people & communities from environmental hazards like flooding & pollution

Target – Flood Asset Condition

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

The purpose of flood risk management work is the **prevention** of the damaging effects of flooding to the people, economy and environment of Wales. Our routine and capital maintenance works are delivered so that the required standard of protection is maintained in the **long term** while keeping whole life costs to a minimum.

We have recently been working in collaboration with the 22 Local Authorities in creating a central national asset database for Wales. This has meant key asset information from all Risk Management Authorities in Wales is being stored in a consistent way. We now **collaborate** more closely with other asset owners, such as Network Rail, in delivering flood risk maintenance work and asset fixes. Our asset maintenance programmes are delivered in close conjunction with colleagues in other NRW functions. The recent development of the asset database, AMX, has meant that asset defect scheduling will be carried out more efficiently in the future. We are continuing to address locations where we can no longer economically justify continuing maintaining assets. As part of this process we **involve** the landowners affected in communicating the reasons for withdrawing maintenance and how they themselves can continue to maintain the asset in the future.

Why is this activity important? Our flood risk assets in high risk systems should be at target condition to ensure they are serviceable and do their job when needed. The impacts of flooding can be severe and varied. As well as the immediate risk to life, the health impacts of those affected can be serious and long lasting. The impacts to the economy of Wales can also be considerable and far reaching. NRW owns and maintains over 3,900 flood risk assets in providing an agreed standard of protection to 73,000 properties in Wales. As well as reducing the risk to life and providing protection to property and vital infrastructure, they also provide protection to several nationally and internationally designated sites such as SSSIs, SACs and SPAs.

What's been done? 99% target means that at any one time we can have up to 34 assets in high risk systems failing to meet their target condition. Assets are inspected throughout the year so as fixes occur, more failures can be recorded. At the start of 18/19, we needed to do 52 fixes to meet the target. We did 55 fixes in the year, but due to more failures as a result of inspections, by the end of the year we still needed to do 44 fixes to meet the target. Long term failing assets at Crindau, Newport, have now been removed from the list as the flood scheme improvements have come on-line. Storms during the year, such as Callum and Gareth, impacted work from two perspectives: resulting in more repairs required, and diverting our staff from improvements works to deal with the immediacy of the storm events.

What's happening next? At the start of 19/20, 44 fixes are needed to reach the target, and there are 78 failing assets in total. An estimated 66 of these require a capital fix and we are programming this work in 19/20 as far as possible. Our operational teams continue to address failing assets on a prioritised basis. We know what work we need to do, and have plans to do it. However, our revenue maintenance funding remains insufficient to do all identified (preventative) maintenance needs and so this means that the risk of more assets assessed as failing (after inspection) or failing during storm events is increased. Heavy weather in North Wales in particularly in the latter part of 18/19 and early part of 19/20 may well mean more failures are reported when assets are next inspected. Meeting this target is challenging but it is important we strive for high levels of performance in high risk assets and systems. A project to improve the quality and quantity of routine maintenance data on our asset management system (AMX) will deliver a more comprehensive and streamlined delivery of the annual programme. Outputs from the Flood Risk Analysis Wales (FRAW) product in early 19/20 will help to drive a more risk-based model in allocating maintenance funding in the future. Both of these projects will help us better understand the risks associated with failing assets, and help us direct and optimise our response.

Leadership contact/s: Jeremy Parr & John Hogg

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
99% of NRW flood risk management assets in high risk locations are maintained in target operating condition	%	Amber 98.2%	Amber 97.5%	Amber 97.7%	Amber 97.4%	Amber 97.8%	Amber 97.7%	Amber 97.7%
Number of asset fixes planned	Number				13	12	8	12
Number of asset fixes delivered	Number				5	23	11	16
Asset inspections that have been carried out to time. (Red=<80% to time, Amber 80% to 90% to time, Green >90% to time)	%				94%	97%	95%	95%

Key: Green = 99% and above at target condition. Amber= Between 95% and 99% at target condition. Red = <95% at target condition

Well-being objective – Reduce the risk to people & communities from environmental hazards like flooding & pollution

Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?

We continue to deliver against the ways of working set out in the Well-being Act and are using them to improve and develop our work. We are now meeting our goals through:

looking at the **long term** – our Medium-Term Plan covers the next ten years, allowing the business to plan risk management and investment decisions.

taking an **integrated approach** and **working collaboratively** – projects within the programme are delivered through an integrated model, where teams across the business plan, scrutinise and deliver key FRM activities.

preventing issues from occurring – delivering significant NRW projects, reducing the risk of flooding to high risk communities.

We are also integrating the well-being objectives into our work. Natural Flood Risk Management is now at the forefront of our optioneering work, collaborating with internal teams to scope potential flood reducing options, linking to a **'Healthier Wales'** and **'Resilient Wales'**. Collaborating with organisations such as Cadw and the Woodland Trust on some of our major construction schemes, helping to create **'a Wales of vibrant culture and thriving Welsh Language'**. Collaborating with WG and Local Authorities on the use of the Communities at Risk Register to prioritise flood defence work throughout Wales, ensuring **'a more equal Wales'**, where FRM can help deprived communities and to not show prejudice in favour of any social group or class, whilst also helping communities function and to maintain **'a Wales of cohesive communities'**.

Target – Flood Risk Management Capital Programme

Why is this activity important? Over 200,000 properties in Wales are at risk of flooding from rivers or the sea, with 73,000 properties currently benefiting from our defence network. This network consists of over 500km of flood defences, comprising 4000 assets. The Flood Risk Management (FRM) Capital Programme typically invests around £10-20m per year (depending on bids to Welsh Government) to maintain and improve our flood defence network, and to invest in other capital interventions to reduce the risks of flooding. The target of 500 properties with reduced risk of flooding is a headline measure for this capital work. The capital programme also is utilised to ensure flood risk is not increased (it is sustained) in other locations, and to deliver key ICT, mapping, modelling and other systems improvements. **What's been done?** We exceeded our target of 500 properties with reduced risk of flooding due to capital improvements in 18/19. We did not attain the anticipated number at start of year (of 981) due primarily to delays at Crindau and Roath. Construction at Pontarddulais and Friog Cliffs was completed in Q4, with Pontarddulais opened by the First Minister and the Minister for Environment in March. The new Wales modelling project (Flood Risk Assessment Wales – FRAW) has also been completed. This will help us significantly in our prioritisation of capital investment. Phases 1 and 2 of the Roath scheme have been completed but the third phase has been paused as we work with the campaign group for a favourable solution. Our other large construction project at Crindau has finished the majority of work and it is hoped that agreements can be reached for this work to be finalised in 19/20. Appraisal and design work supporting future construction schemes such as Llyn Tegid (Bala) and Stephenson Street (Newport) are continuing. The capital programme also consists of 200 other lower value projects undertaking maintenance repairs and refurbishment of flood defence assets; mapping & modelling studies; natural flood management implementation; and improving the resilience of our flood warning network. **What's happening next?** We have received confirmation of our funding from WG for our 19/20 capital programme and are implementing our planned programme of work. This is likely to deliver 136 properties due to few projects being completed within the year. We continue to review the highest risk locations throughout Wales and the standard of protection that we provide, to develop and update our Medium-Term Plan. This outlines our future needs and where we will need to invest. Large scale schemes take significant planning, and the development of future projects are already underway to ensure we meet future year needs (and targets) through schemes such as Dinas Powys, Llyn Tegid (Bala), Ammanford and Treforest

Leadership contact/s: Jeremy Parr & John Hogg

	Units	2017/18	2018/19	2019/20	2018/19			
					Q1	>Q2	>Q3	>Q4
Reduce flood risk to at least 500 properties – actual	# properties	1282	591		6	98	319	591
Reduce flood risk to properties – target	# properties	500	500	500				
Reduce flood risk to properties – planned	# properties				6	98	319	986
Number of properties benefitting from a sustained level of flood protection as a result of our capital maintenance work – actual	# properties	1222	1514	500	0	63	416	1514

Well-being objective – Reduce the risk to people & communities from environmental hazards like flooding & pollution

Target – Tackling environmental crime to the threat to sustainable management of natural resources

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

We have recognised that criminals are moving waste across borders to be deposited illegally in Wales. This has led us to change our approach to tackling illegal waste activities.

Adapting to the scale of this challenge we have sought to collaborate more closely with the other UK and Irish Environmental Agencies. We have been working collaboratively to review the evidence available. This evidence has been combined to help better understand the threat of cross border waste crime. A UK and Ireland report will be completed in Q1, 2018. The report will enable us to jointly prioritise action and work more closely with partners both strategically and operationally.

This initiative is a step that will help us to better protect our natural resources from illegal waste activities and ensure our communities are not blighted by illegal waste dumps.

Why is this activity important?

The over exploitation of fish and shellfish stocks, illegal dumping of waste, illegal felling, the deliberate damage of habitats, illegal abstraction and water pollution are some of the threats to the sustainable management of our natural resources. Left unchecked these types of activities can cause immediate and lasting damage that can impact the opportunities available to current and future generations. Taking appropriate action ensures a level playing field for legitimate operators, supporting jobs and the economy as well as protecting our natural environment for the future.

What's been done?

We have developed processes to ensure that all Wales enforcement priorities are understood and resources optimised. We have regular “tasking” meetings to review available intelligence and functional priorities. This information is then used to prioritise investigations and allocate resources from across the teams to support complex investigations. During Q4 the Regulatory Business Board (RBB) Governance structure was reviewed which will result in further improvements to this approach as we implement OD.

During 2018/19 the work on improving investigation processes has focussed on establishing the systems for prioritisation and tasking, and on developing training. The proposal had been to work with other agencies to develop joint training approaches and products, this had to be reviewed midyear as some key partners changed their approach. We now have an internal project to achieve a short-term fix and then development to a permanent solution. A provider has been commissioned to develop a baseline enforcement training package which has been piloted across the business.

RBB took a decision to delay the development of a baseline measure of the length of time taken to complete investigations, in order to integrate it with the wider review of regulatory measures being undertaken in 2019/20. Reducing the time taken for investigations has continued to be a priority for Legal and Operations Managers during this year, and performance is monitored by Local Enforcement Panels with oversight by the Wales Enforcement Panel.

The work to share our enforcement priorities with key enforcement partners to inform a UK strategic assessment (Q1)

What's happening next?

RBB will implement the governance changes to the enforcement prioritisation and tasking processes, at local and Wales level. We will continue to develop the investigation training products and begin roll out. A significant development during Q1 2019/20 is NRW's involvement in the development of the UK Joint Unit for Waste Crime (JUWC) which is being set up to deal with serious organised crime in the waste sector. The JUWC will be a substantial development in NRW's ability to deal effectively with the most serious waste crime and work better with other agencies.

Leadership contact/s: Isobel Moore & Martin Cox

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Improving NRW's ability to detect and tackle environmental crime	Y/N				G	Green	Green	Amber
Ensure our enforcement priorities are understood and that processes enable these priorities to be resourced across our teams (review Q2 & Q4)	Y/N					Y		Green
Work to support the development of more streamlined and targeted investigation processes, piloting this approach on selected cases. (Q4)	Y/N					amber		Green
Work to establish a baseline measure of the length of time taken to complete investigations (report at Q4) to support work on the streamlining of future investigations.	Y/N					amber		Red
Share our enforcement priorities with key enforcement partners to inform a UK strategic assessment (Q1)	Y/N				Y			Green

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more)

Well-being objective – Reduce the risk to people & communities from environmental hazards like flooding & pollution

Target – Impact of industry and waste sites

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

Our approach has not changed as permits for industrial sites aim to achieve integrated pollution prevention and control and have the underlying principles of using the best available techniques to minimise potential impact. They include requirements to audit and minimise energy and water use, and to use materials which have the least environmental impact. Permits for waste activities must ensure that the relevant objectives of the Waste Framework Directive (i.e. that waste management is carried out without endangering human health or harming the environment and, in particular: without risk to water, air, soil, plants or animals; without causing nuisance through noise or odours; and without adversely affecting the countryside or places of special interest) are met and also that the waste hierarchy is followed. Effective regulation of permitted sites therefore already embodies SMNR as it aims to achieve continuous improvement and prevention at source

Why is this activity important? Poor performance at permitted sites has the potential for impacts on the environment, communities, reputation of a sector and legitimate business. Poor performers are resource intensive in terms of our regulatory effort and are considered to pose a greater risk of incidents that can also consume a large amount of our resources. To reduce the environmental and operational resource impact from serious fires at waste sites, all relevant permits will have conditions added requiring the operator to produce and implement a fire prevention and mitigation plan. COMAH sites present the biggest risk to delivery of SMNR; any major accidents at these sites will have catastrophic consequences for the wellbeing of people and the protection of the environment. We will be categorising our COMAH sites in accordance with flood risk to enable us to prioritise site inspections.

What's been done? We have seen an increase in poor performing sites in the 2018 compliance year. We undertook a review to understand trends and underlying causes which concluded that this increase was partially due to effective and thorough auditing of our officers against permit conditions, but also due to isolated incidents at previously good performing sites. Tracking compliance and impact from these sites is complex with multiple variables, it is influenced by the number and depth of inspections undertaken as well as numerous external factors outside of our control, such as market factors. There has been some positive progress with work to bring sites back into compliance with significant investment in abatement technology at several sites. We have also seen an improvement in Environmental Management Systems which should help to prevent non-compliance in future. The permit variation project to insert the fire conditions into relevant permits is continuing. The Flood Delivery Guide for COMAH was released later than expected and training delivered even later for the officers. We have had to realign prioritisation of this work. In 2018/19 we achieved our intervention planning targets and Flood Delivery Guide assessment work is now planned for 2019/20. Organisation Design will improve the focus and importance of this work.

What's happening next? We will continue to focus resources and take a robust approach to poor performing and high-risk fire sites. Site inspection and audit work will be prioritised based on risk, with plans put in place to ensure follow up work is completed. The focus on assessing and ensuring operators have a Fire Prevention and Mitigation Plan (FPMP) in place will continue throughout 2019.

Leadership contact/s: Isobel Moore and Martin Cox

	Units	2016	2017	2018	2018/19			
					Q1	>Q2	>Q3	>Q4
Impact of industry and waste sites					Green	Amber	Red	Red
Poorly performing permitted waste sites	bands DEF	31	27	< 27	14*	23*	31*	32*
Poorly performing permitted industry sites	bands DEF	11	8	< 8	6*	9*	12*	14
High fire risk sites with Fire Prevention and Mitigation plans in place	Number		66 of 127	Report in Q4				83
COMAH sites categorised for flood risk (see narrative for explanation of missed target)	Number			All sites end Q4	0	0	0	0

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Lowest performance colouring of the two poorly performing site lines and COMAH sites line will be the colour reflected for the overall measure

Well-being objective – Help people live healthier and more fulfilled lives

Target – Develop Joint Measures with Sport Wales and Public Health Wales

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

This is the first time a natural resources body has been involved at the forefront of national physical activity strategic planning – previously it has fallen to Public Health Wales (PHW) and Sport Wales (SW) alone. This is a different approach to physical activity development and we aim to challenge previous ways of working.

Previous NRW planning has reacted to strategic direction, now we are setting it. As such, we will develop our internal offer in collaboration and will seek to integrate with PHW and SW and through broader partnership locally, such as Public Service Boards.

We have a role to play in involving our broader natural resources partners to learn lessons and also deliver tangible long-term actions.

Why is this activity important?

Many people in Wales are not physically active enough to protect their health. Each year physical inactivity costs £51 million to the Wales NHS and £314 million to the overall economy in Wales. The number of people who are overweight or obese is rising, resulting in increasing costs to the health system and the economy. If this rising trend continues, it is estimated that by 2050, the cost to the NHS in Wales will be £465 million per year, with a cost to society and the economy of £2.4 billion. Physical activity features prominently in Prosperity for All under Healthy and Active. Ministers have tasked Public Health Wales (PHW), Sport Wales and NRW to collaborate closely to address levels of physical activity in Wales. NRW is playing an active role, not only in the provision of access and recreation opportunities, but also the promotion of the wide range of opportunities that Natural Resources and the environment provide.

What's been done?

Workshop was held in July 2018 to develop measures which led to the development to the Priority Areas for Action that were finalised by August 2018. Groups are now taking forward the Priority areas of action (1.Delivery of the Healthy and Active Fund; 2.Communications and unifying brand; 3.Create a physical activity observatory for Wales; 4.Educational settings) have had meetings to agree scope and areas of focus and develop indicative longer-term actions. CEO from the three organisations met with Ministers in the Autumn to report progress. The Management Group (MG) have continued to meet monthly to progress and oversee work. The MG have agreed to continue the partnership and to develop the longer-term vision and structure of future work. Discussions have also taken place on Governance linked to the Obesity Strategy – Healthy Weight: Healthy Wales. More time has been required to build this in to this programme. It was agreed by the MG that a 'Launch' event in 2018/19 was not going to be appropriate as further development of the longer-term vision and structure for future working is required – this will be carried into 2019/2020

What's happening next?

Through the 2019-2020 year, the Priority areas will continue to progress the work they have initiated. The Management Group will also hold planning sessions in Q1 of 2019-2020 on visioning and structure for future working. Work will continue on Governance arrangements linked to the Healthy Weight: Healthy Wales Strategy. The joint Management group has now decided that the 'launch' event will take place later in 2019-2020.

Leadership contact/s: Ruth Jenkins and Martyn P Evans

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Develop Joint Measures with Sport Wales and PHW	Y/N				N/A	Green	Green	Amber
Workshop to begin developing measures in July	Y/N					x		
Plan to deliver available in August	Y/N						x	
Reporting back to Ministers in Sept/Oct	Y/N						x	
Launch in Q4 – now delayed to 19/20	Y/N							X

Key: Green = On target. Red = Off target. Lowest reported milestone position will be reflected as the overall position for this measure

Well-being objective – Help people live healthier and more fulfilled lives-

Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?

This is a new area of work so there is no approach to change, however through the development phase we have ensured that the SMNR principles and Well-being Objectives have been considered, for example:

- Placements make a significant contribution to the success of our business whilst also giving people the opportunity to gain valuable skills and share expertise and advice.
- Through placements, we will be able to champion the Welsh environment, promote the work of NRW and the importance of sustainable management of natural resources, strengthen sector skills and build community resilience.
- Placements will help us to deliver our purpose and priority work and provide research and evidence to develop SMNR solutions.
- Placements will be offered across Wales, with opportunities being fair and equal for all. They will provide paid work, training, learning and development opportunities, leading to improved chances of employment.
- Placements will provide people with opportunities to access and engage with the natural environment and improve their health and well-being.
- The Policy and Procedure are being developed through collaboration; internally with task and finish groups and externally by learning from best practice of other organisations

Target – Development and launch of our Placement Policy and Procedure by March 2019

Why is this activity important? A Placement Policy and Procedure is currently under development to provide NRW with a new framework for the recruitment, co-ordination, support and management of all placements. The Policy and Procedure will ensure a high quality, easy to use, cost-effective and consistent service for both staff and placement participants, with clear governance and guidance. Previously a range of placements have been offered throughout the organisation but due to legacy arrangements continuing there has not been a consistent approach. The placements to be offered through the Policy and Procedure are: Apprenticeships, Higher Education Placements, Work Placements, Student Work Experience Placements, Research Placements and NRW Volunteer Placements. Opportunities will be pro-actively identified to align placements with business need and ensure they are mutually beneficial to NRW. Participants and will be recruited fairly and openly.

What's been done? Q4 Milestones 9-12:

9. Project evaluation – meeting organised for April 12th to handover ownership of Policy and Procedure to Health and Education Team with governance through NRM Board, including plans for evaluation, review and continuous improvement.
10. Manage transition phase – transition plan implemented to manage transition of all existing placements to new ways of working in line with Policy and Procedure. Volunteers issued with Placement agreement and apprentices issued with new contract and moved to salary grade 1.
11. Launch and promote placements – communication plan developed with Comms Team and key messages delivered internally through Managers' Monthly Guide and externally via new website pages.
12. Placement Policy and Procedure available for teams to identify and advertise placement opportunities – New intranet pages produced to provide toolkit for staff to access Policy and Procedure, guidance and templates.

What's happening next? 2019-20 Q1 Milestones 13-15:

13. Placements start – new placement opportunities to be identified proactively, recruited fairly and managed consistently in line with Policy and Procedure.
14. Coordination of placements to embed throughout organisation – Placement Coordinators to continue Comms Plan for embedding phase, build Placements Community, engage with Teams and support staff through process.
15. Monitoring, evaluation and review – progress of new placement requests to be monitored by Coordinators, Evaluation forms and Equalities monitoring forms to be evaluated, Policy and Procedure to be reviewed in May 2019.

A strategy will be developed setting out NRW's vision and ambition for placements.

	Units	2016/17	2017/18	2018/19	Leadership contact/s: Ruth Jenkins			
					2018/19			
					Q1	>Q2	>Q3	>Q4
Development and launch of our Placement Policy and Procedure by March 2019	Y/N				Green	Green	Green	Green
>q1 Milestones planned for completion	Y/N			1 – 12	1 – 3	4 – 5	6 – 9	10 – 12
Milestones completed	Y/N				1 – 3	4 – 5	6 – 8	10 -12

Key: For milestones - Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Year end status based on delivery of Placement Policy and Procedure by March 2019 At year end, Green = launch with no issues. Amber/green would be launching with some issues

Well-being objective – Help people live healthier and more fulfilled lives

Target – Promoting outdoor recreation leading to increase Wales Coast Path (WCP) and National Trail visitor numbers

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

Collaboration is at the heart of delivering the WCP. In the case of WCP promotion, the development and steering of the strategy and associated action plan is carried out with a national WCP Promotion Partnership that includes local authorities, Visit Wales/Welsh Government and national stakeholders. With funding from EU RTEF monies we are working in partnership with Pembrokeshire Coast NPA on strategic projects to promote the Path. As well as being consistent with sustainable principles and ways of working this work supports delivering of wellbeing objectives in relation to 'helping people live healthier and more fulfilled lives' and 'promoting successful and responsible business'.

Why is this activity important? Since its launch in 2012 the Wales Coast Path (WCP) has become successfully established as a significant recreational asset with associated economic, health and wellbeing benefits to the people of Wales and its visitors. To sustain and increase the benefits of the WCP and National Trails we work with partners to manage a high-quality path and to effectively promote the Path and Trails to the people of Wales and its visitors.

What's been done? This measure is reported amber due to not increasing our social media reach and the new WCP website experiencing functionality issues. The WCP promotion strategy was finalised in Q4 following review from both the National Management Group and the Promotion Partnership Group at the end of January 2019. A refresh of the **branding guidelines** was signed off by Welsh Government. The **WCP business toolkit** was finalised and designed and launched in March at several seminars to the trade. **WCP photographic and video content** now available online via WCP YouTube channel (videos) and Wales on View (photographs) and have been promoted via the business toolkit. **PR activity** has included features in various national travel press including The Great Outdoors and familiarisation (FAM) visit with Rough Guides resulted in a Facebook film premiere of the feature film "[Rough Guides visits the Wales Coast Path](#)" - highlighting the beauty of the path. Planning and finalising the May 2019 **WCP walking festival** with Ramblers Cymru took place between Jan to March with promotion of the festival via social media, national and local press via various channels being finalised. The **Wales Coast Path app** using augmented reality has gone through production and testing with a view to sign off in Q1 2019/2020. The **accompanying interpretation boards** which work alongside the app now have planning permission where applicable at 7 key locations along the path. The boards have been through the copy writing, design and production phase and currently being proof read. A **leaflet reprint** has also been commissioned to cover the main holiday season. **Itineraries and short walks** are in production.

What's happening next? To move this measure away from amber to green the website had additional ICT support, it is live and the public can access it, and we are working with ICT to complete the final tests. To improve our social media reach work needs to continue into the reporting year 2019/20, this includes a major push on promoting on and offline the **WCP Walking festival** over 7 days during May – Chief Executive encouraged all NRW staff to participate in as part of Well-Being at work and #TeamNRW. A series of **7 WCP app launches** are planned for June with relevant personnel being invited. The app and accompanying interpretation boards will be signed off and installed in Q1. The **itineraries and short walk suggestion** also be signed off either Q1 or Q2 pending any design, sense checking and proof reading. **Action planning for 2019/2020 marketing work** scoped and to be finalised in Q1 of 2019/20. The contract for the **Monitoring and Evaluation** studies to determine WCP benefits was started in March 2019

Leadership contact/s: Ruth Jenkins and Martyn P Evans

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Promoting outdoor recreation					Green	Green	Amber	Amber
WCP Promotion Strategy & Action Plan				1	drafted			Final
WCP strategic promotion projects initiated	#			6	2	4	1	1
Revise/launch NRW Wales Coast Path Website				1			Go live	Formal Launch
WCP Social media reach increased	#		3,508,837	3,251,954	819,289	576,692	603,796	1,252,177
Initiate WCP User and Business Surveys				1			Work initiated	Contract in place

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more)

Well-being objective – Help people live healthier and more fulfilled lives

Target – Air Quality action

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

Air Quality is one of Welsh Government's key priorities and there has been a significant increase in public and political focus on the impact of Air Quality on human health. As the environmental regulator we have always had a key part to play in ensuring that Air Quality is not compromised as a result of the activities that we regulate. As a result of the Environment Act and Wellbeing of Future Generations Act we now have added responsibilities to work with other public organisations to improve air quality in specified areas as a member of the Public Services Boards.

The objectives set reflect our traditional regulatory role as well as the wider collaborative role that we now have under the requirements of the new legislation.

Why is this activity important?

Air Quality is one of Welsh Government's key priorities and there has been a significant increase in public and political focus on the impact of Air Quality on human health. As one of the public bodies in Wales we have a remit to contribute towards ensuring that air quality does not adversely impact on public health and that targets and objectives for continual reduction in air pollution are met

What's been done?

Priorities for operational work are directed by the respective regulatory steers 2018/19 (Industry and Waste), endorsed by the Regulatory Business Board (RBB). Impact on air quality is a key assessment criteria for all permit applications and limits on operational emissions are set accordingly. Q4: 17 category 3 non-conformances recorded between Sept and Dec, many relating to routine monitoring with minimal impact from emissions breaches. Two sites have been issued enforcement notices and a number of others are working to complete agreed improvement plans. Integration has begun with partners on PSB's and in the WAQF but more needs to be done to engage outside the compliance envelope and towards partnership with all relevant organisations to achieve the wellbeing goal. One initiative of note being led by NRW is the partnership with Cardiff Council, targeting 20 schools with air quality monitoring equipment to measure and initiate behaviour change. NRW are also leading on the newly formed all Wales Air Quality in Schools initiative under the aegis of the WAQF.

What's happening next?

Work with Public Service Boards to contribute towards a holistic approach to improvement in Air Quality in key areas. Look for opportunities to influence the regulated community to increase their contributions to air quality improvements beyond statutory minimum. We will continue to engage with WG and other stakeholders and input into meetings and provided technical solutions and policy ideas to help formulate strategic input into WG Clean Air Zone Strategy and UK Clean Air Strategy and other WG Air Quality initiatives.

Leadership contact/s: Isobel Moore and Martin Cox

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Air Quality action					Green	Green	Green	Green
Ensure that <i>all</i> non-conformances relating to impact on Air Quality (CCS Category 1, 2 and 3) have the appropriate follow up corrective action within 2 months in line with our policy	%				100	100	100	100
Develop a delivery plan and agree our contribution to:								
the Cardiff PSBs Citizen Science Project to improve Air Quality in the locality of schools in Cardiff by end of September 2018. Identifying 6 primary schools to assist in local monitoring.	N/A				On track	X	√	√
the Air Quality improvements identified within Newport PSB and Neath Port Talbot PSB Wellbeing plan by end of December 2018	N/A				On track		X	√

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Lowest reported milestone position will be reflected as the overall position for this measure.

Well-being objective – Promote successful and responsible business, using natural resources without damaging them

Target – Commercial Income (supporting SMNR)

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

The NRW Enterprise Plan is aligned with NRW’s purpose, Well-being Objectives, the 5 ways of working and legal obligations and purpose set in the Well-being of Future Generations Act and the Environment Act - shaping the type of contributions that SMNR can make towards the Well-being Goals (which in turn drives how NRW’s commercial activities will be considered and aligned).

Key: Green = On target. target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more).

Why is this activity important? We undertake a range of commercial activities, many of which relate to land we manage on behalf of Welsh Government (WG). We continue to undertake and develop these activities as part of our remit to ensure that the natural resources in Wales are sustainably maintained, used and enhanced. Commercial activities provide an important income stream for us in a period when public sector funding is significantly reducing, particularly Grant-in-Aid (GiA). Our commercial activities also generate a positive economic impact in Wales, supporting and creating jobs and enterprise, enabling others to participate in and benefit from the sustainable management and use of natural resources and contributing to the development of the Green Economy.

What’s been done? Overall we met our commercial income targets, however within the total figures Analytical Services commercial income was below target, this was due to procurement of new equipment taking longer than anticipated and a lack of suitable applicants for the key marketing post. Timber income exceeded forecast as despatch volume was greater than the level estimated during the November forecast. Our Enterprise Plan 2017 - 2022 was approved by NRW Board in July 2017 and published November 2017. It puts our commercial activities into the context of our Well-being Objectives and remit to deliver the Sustainable Management of Natural Resources. It also sets out the principles that will guide our commercial activities and how we will organise the programme and plan the development of each portfolio. It also describes the governance arrangements that will be needed through engaging in commercial activity. Supplementing the Enterprise Plan are the production of P&L Trading Accounts.

What’s happening next? Management of the NRW laboratory has now been settled through Organisational Design with a new lab manager, Ben Wilson, taking up this post, this will help stabilise the team and service and bring the focus needed to review the service’s marketing strategy. Continue to implement the new Timber Marketing Plan for 2017-2022 (e.g. increasing the proportion of timber sold through Standing Sales). This is being reviewed in the context of the Timber Sales Governance Project and the move to place-based operations. A paper is due to shortly be submitted to the TSGP Board outlining the proposed review process and for considering options ahead of the development of a new Timber Marketing Plan. This reflects current market volatility (due at least in part to the uncertainty around Brexit) and the difficulty we are experiencing in delivering to market the volumes set out in the marketing plan, given the cessation of SS+ and issues with contractor availability. The Timber Sales Governance Project continues to make good progress in improving timber sales governance, systems, controls, and budget management. Assess the potential for additional wind energy generation on the NRW Managed Estate, whilst responding appropriately to approaches from developers. Y Bryn Project (onshore wind / Energy Park 50MW+ opportunity) marketed in FY18/19. Improve performance of Visitor Centres through implementation of 2016 Visitors Centre Review recommendations. We have installed a new parking system at Coed y Brenin Visitor Centre and increased car parking charges at Newborough Forest, which has improved revenue collection. Develop mechanisms for securing payments for ecosystems services (e.g. Carbon Trading; Natural Capital (RHAN) methodology). The new Head of Commercial has now been recruited, with a start date of 1 July 2019.

Contact: Tim Jones

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Commercial Income (supporting SMNR)	£m				a = 9.4 t = 9.4	a = 16.9 t = 16.6	A =26.0 t = 26.3	A=38.8 T = 37.4
• Timber Production	£m	19.2	23.1	23.0	a = 5.9 t=5.9	a= 12.7 t=12.2	a=19.1 t=19.4	A=26.3 t=25.4
• Energy Development	£m	4.2	3.7	9.6	a = 2.8 t=2.8	a = 2.9 t=3.0	a=4.7 t=4.7	a=8.9 t=8.3
• Recreation and Tourism / Other Estates	£m	2.5	2.9	2.6	a = 0.7 t=0.7	a = 1.3 t=1.4	a=2.1 t=2.1	A=3.5 t=3.5
• Analytical Services	£m	0.2	0.2	0.5	a= 0.0 t=0.0	a = 0.0 t=0.0	a=0.0 t=0.1	A=0.1 t=0.2

Well-being objective – Promote successful and responsible business, using natural resources without damaging them

Target – Deliver Renewable Energy Programme

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

Collaboration and working closely with energy developers on the NRW Managed Estate (ref onshore wind, hydro, Energy Parks et al) has always and continues to be a key part of our approach to the Energy Development portfolio and we continue to develop new commercial relationships with developers. For example, large scale onshore wind farms meet all 7 well-being goals: *Prosperous Wales* = jobs / *Resilient Wales* = clean energy / *Healthy Wales* = improved air quality / *More Equal Wales* = employment and supply chain benefits / *Cohesive Communities* = community trust funds / *Vibrant culture* = community trust funds / *Globally Responsible Wales* = impact climate change and deliver SMNR benefits.

Why is this activity important?

NRWs Renewable Energy Programme is helping Wales meet Welsh Government’s decarbonisation and Green Growth agendas and contributes to the delivery of Welsh Government’s renewable energy targets as part of the Natural Resources Policy 2017:

- Wales will generate 70% of its electricity consumption from renewable energy by 2030;
- 1 GW of renewable energy will be Locally Owned by 2030;
- All renewable energy projects will have an element of Local Ownership by 2020.

What’s been done?

Q2 Onshore wind: innogy’s 57.4MW Brechfa Forest West wind energy project went fully operational during Q2. 11 interested Developers have been guided round the Y Bryn Project site by NRW, which is currently out to market.

Q3. Onshore wind: Clocaenog Forest: 29 turbine bases complete. Y Bryn Project: 10 Bidder submissions received by December 2018 deadline. Brenig Wind Farm grid connection to Clocaenog Forest substation negotiation completed in Q3. **Small Scale Hydro Programme:** EDP facilitating 286kW Developer led schemes on NRW Managed Estate.

Q4 Onshore wind: turbine erection commenced at Clocaenog Forest. Y Bryn Project: evaluation completed. Q4. Alwen Project: terms agreed between NRW, Dwr Cymru and innogy for Option Agreement signing. **Small Scale Hydro Programme:** 5 schemes pulled from market January 2019. 3 Developer led schemes (83kW) have been constructed and gone operational in FY18/19.

What’s happening next? 2019/20

Q1 Preferred bidder for the Bryn announced.

Q2 Onshore wind: construction continues at innogy’s 96MW Clocaenog Forest wind energy project. Finalise agreements for innogy’s 33MW Alwen Project. Y Bryn Project submissions will be submitted by Q3. **Small Scale Hydro Programme:** 5 schemes to market delayed as NRW investigates best way forward with Welsh Government.

Q3 Onshore wind: turbine erection to be completed at Clocaenog Forest. Development lease drawn down for Brechfa forest wind farm. Y Bryn Project: Option and Lease to be concluded. Alwen Project: planning submission preparation.

Q4 Onshore wind: Complete commissioning for Clocaenog wind farm. Put to market the next onshore windfarm opportunity.

Leadership contact/s: Richard Ninnes and Ruth Jenkins

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Deliver Renewable Energy Programme	MW				Green, 288.3	Green 345.3	Green 345.3	Green 345.5
Programmes:								
Wind (cumulative actual v target)	MW	59	287	344	287 / t287	344/t287	344	344
Small-scale hydro (cumulative actual v target)	MW	-	1.3	1.4	1.3 / t1.3	1.3/t1.3	1.3	1.5

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). **NB: Small Scale Hydro – forecast hydro schemes are subject to planning consent**

Target – Planning consultation (response and quality/satisfaction)

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

A ‘Joint Improvement Project’ has been established with all local planning authorities in Wales. This is overseen by ourselves and Planning Officers Society Wales (POSW) with support from the Welsh Government. The Project is being led by NRW and local planning authorities in North Wales to identify areas for improved engagement between ourselves and those authorities. We have identified areas for improvement, which are currently subject to pilot before further implementation across Wales

Why is this activity important?

NRW is a statutory consultee in the town and country planning system for both the planning application process, and in the preparation of development plans. When consulted on planning applications, we have a duty to provide a substantive response within prescribed deadlines. We have a duty to prepare an Annual Report to Welsh Ministers on our performance in providing a substantive response within prescribed deadlines. We also advise the Welsh Government on proposed changes to planning legislation and national planning policy, and a key objective for us is to ensure that the planning system is an effective framework to support the delivery of the sustainable management of natural resources (SMNR).

What’s been done?

We have continued to advise the Welsh Government on how to apply the SMNR approach within the National Development Framework (NDF), including providing spatial representations of Natural Resource Policy priorities to inform discussions on the role of the planning system to support their management. We have also advised WG on their review of the LDP Manual, TAN15, and consenting regime for major infrastructure. We have reviewed our [Consultation Topic List](#), and have finalised an [OGN on Model Conditions \(version for DPAS Board\)](#).

What’s happening next?

We will continue to support the implementation of work programmes identified in the Joint Improvement Project with local planning authorities and are finalising an update to Annex A of the Planning Inspectorate’s Advice Note 11: Working with Public Bodies in the Infrastructure Planning Process, which sets out our engagement in the decision-making process for determining Development Consent Orders for NSIPs. New OGNs to support staff advising on WFD, and SSSIs are also underway. We will be sending our Annual Report to Welsh Ministers by July 1st following endorsement by the DPAS Board on 19 June 2019.

	Units	2016/17	2017/18	2018/19	Leadership contact/s: Rhian Jardine			
					2018/19			
					Q1	>Q2	>Q3	>Q4
Planning consultations (response and quality/satisfaction)				Green	Green	Green	Green	Green
NSIP responses within prescribed time	Yes / No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Statutory consultation responses submitted within statutory and other agreed periods:	Number (and %)	7,099 (95%)	6547 (97%)	6841 (97%)	1590 (96%)	1679 (98%)	1841 (97%)	1731 (97%)
- pre-planning	Number (and %)	Nb. Target set at 90%	353 (95%)	396 (97%)	90 (96%)	90 (97%)	132 (96%)	84 (98%)
- planning	Number (and %)		6,194 (97%)	6445 (97%)	1500 (96%)	1589 (98%)	1709 (97%)	1647 (97%)
The effectiveness of our service to:								
- developers	Score: (1-10)	n/a	n/a	7*	7*			
- local planning authorities	Score: (1-10)	n/a	8*	9*	9*			

KEY: For NSIPs the target is Yes (Yes = Green, No = Red) For consultation responses the target is 95% (Green = On target, Amber / Green = Nearly on target (within 5%), Amber = Nearly on target (within 10%) Red / Amber = Off target (within 30%), Red = Off target (30% or more)). For the effectiveness of our Service the target is >6 (Green = 6 and above, Amber = between 4-6, Red: < 4. Please note that the effectiveness score is based on feedback from a relatively small number of recipients and comparisons between scores from different years may therefore not be statistically valid).

Well-being objective – Develop NRW into an excellent organisation, delivering first class customer service

Target – Embedding SMNR through training, policies, guidance and streamlining processes

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

The team is dedicated to using the principles of SMNR to help shape the content of the training programme. We encourage involvement by asking participants to share their own experiences and challenges of applying the principles. If they are more comfortable using the 5 ways of working then we allow this too.

We continually review and adapt the course content based on the evaluations received.

Why is this activity important?

Sustainable Management of Natural Resources is our core purpose – as enshrined in the Environment (Wales) Act 2016. Everyone in the organisation should have an awareness and be competent (at some level) in applying the objective and principles of SMNR to the work that they do.

What's been done?

Delivering Level 2 training - As of March 2018 approximately 1400 staff have been through the two-day course. To enhance skill levels further and to emphasise its professional importance, we have begun formally accrediting staff on their SMNR competency levels. 140 people have enrolled for accreditation. As part of this staff complete workbooks. We will use extracts from the workbooks as case studies of how SMNR is being embedded into staff into their day to day work, building their conscious of the objective and principles of SMNR.

Developing an audit approach for SMNR embedding in policies and guidance – we have developed a approach that sets out how we will apply the process set out in the Statutory guidance to apply SMNR to our functional roles and duties. We have identified 5 areas to work through this approach. , ,

What's happening next?

The role out of the level 2 course will now slow, as the course objectives are included within the induction programme of all new staff. The accreditation process will continue to be promoted and supported. Work will continue to scope a Level 3 accreditation course. task and finish groups established to consider the application of the purpose to Environmental Permitting Regulations, and to flood risk management. We will continue to work with WG to review and improve the statutory guidance and will work across functional activity to ensure support, business improvement and further guidance is in place with a priority on areas related to section 6 of the Environment Act and land management including woodland management and creation

Leadership contact/s: Ruth Jenkins and Martyn P Evans

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). Target colour on the dashboard will reflect the lowest colouring of the elements shown. Year end position relates to lowest reported status of the training and audit approach targets

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Embedding SMNR			Green		Green	Amber	Amber /Green	Green
Level 2 training to staff around SMNR:								
• Target staff				70%	40%	53%	70%	
• Staff trained					760	1121	1300	1400
Developing an audit approach for SMNR embedding in policies and guidance					Not started yet			

Target – Implement our new organisation design

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

They have not changed our approach as this Programme has only been in existence since these Acts have been in place.

For example we have included in the programme a high level of **Collaboration and Engagement**. There have been a large number of staff from NRW involved in the design, not a dedicated team. They have brought their business knowledge to the process and have provided a link back into the business. In addition, we have built in workshops where staff have been able to comment on the process and the emerging design and provide feedback. We have regular updates for staff through the intranet. In addition, we have worked in partnership with the trade unions from the beginning. A second example would be **Building Resilience**. We are developing a structure and ways of working that are long term and resilient. Understanding affordability and the likely future direction of programmes is shaping the new structure. We are looking to develop teams that are flexible and can adapt and change and we are developing learning packages to support staff.

Why is this activity important? We are developing a new operating model (structure and ways of working) for Natural Resources Wales that achieves our purpose and enables SMNR in all we do. We are applying and building on the principles for the organisational design to include governance, resource allocation, cost centres and activity structure, including identifying if activities will be delivered once for Wales, twice or place based. Our new structure will be affordable and sustainable with a clear line of sight between income stream and deployment of resources.

What’s been done? After reviewing the programme timetable, the initial implementation date for the new structures was pushed back to 1 July 2019. Hence the reporting of this as amber. During this quarter the focus has been completion of the matching process and then the placing of displaced staff through a mix of expressions of interest and competitive assessment. This phase has been redesigned to speed the placement of staff and provide a more managed process. As a result, we will transition to the new structures on the 1 July 2019.

What’s happening next? The final stage of competitively filling any vacant posts was streamlined and we are on track to implement the new structures and formation of new teams on the 1 July 2019. Completion of EOIs for all staff. Complete the set-up of the finance and HR systems. Readiness projects will address areas such as governance, boundaries, developing guidance, amending the monitoring programmes, and interim approaches for standby rotas. We are continuing to assess deliverability of changes as information continues to be provided by the business. We anticipate some final recruitment for a selection of posts after July and we are proposing to conclude the formal staff recruitment through the Change Programme by the end of September 2019. We will then start to increase the work on organisational development, focussing on improving skills and workforce planning.

Contact/s: Prys Davies

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Implement our new organisation design	y/n				Amber, N	Green, Y	Amber, N	Amber, N
Complete detailed design by end June 2018	y/n			Y	N	N	Y	Y
Case for change approved by end July 2018	y/n			Y	On track	Y	Y	Y
Formal consultation completed by end Sept 2018	y/n			Y	On track	Y	Y	Y
MyNRW aligned to the new structure by 1/4/19	y/n			Y	On track	On track	N	N
Complete the change programme by 1/4/19	y/n			Y	On track	On track	N	N

*Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

Our new Customer Programme places a focus on early customer involvement in shaping, designing and reviewing delivery through the 15 projects. This preventative and collaborative approach will increase customer satisfaction and trust in NRW.

Target – Customer Satisfaction

Why is this activity important? We want our customers to trust NRW to deliver now and for future generations, and we will build this trust by providing excellent customer service in the following ways: 1. Timely, accessible & easy to use services built to meet customer needs and expectations. 2. Considerate, helpful and knowledgeable staff that value and thrive on their ability to deliver excellent service. 3. All customer channels designed seamlessly to respond effectively at first point of contact to any customer, wherever possible. 4. A strong explicit commitment to customer and standards of service to which we hold ourselves to account and doing what we say we will. 5. A proactive NRW mindset that encourages staff to ‘walk in the shoes of customers’ so values getting things right first time and understands the difference excellent service can make - even when dealing with difficult matters. There are considerable benefits to be gained both in terms of financial savings and capacity, all of which we would like to return to frontline services. **What’s been done?** The milestones for this year have been delivered. The Customer Programme

Team and governance arrangements for the programme were confirmed in January 2019. Project targets and measurables were agreed and delivery of the refined programme of 13 projects began. Awareness raising of the programme and the benefits to our internal customer base (staff in NRW) began following the programme launch in March. Improvements from a number of projects have been realised through implementing feedback from customer web improvements and customer contact centre insights with teams across the organisation. Training for key staff has resulted in measurable improvements in getting it right first time and quality and consistency of standards. Ongoing work with the Institute of Customer Service ensured that an agreed schedule of work is in place which includes mechanisms for measuring impact of the programme’s effectiveness through repeat benchmarking surveys. These include significant investment and focus on other programmes of work such as ICT which will ensure that we can offer better first point of contact information and advice as well as more opportunities for customers to self – serve the transactional functions they currently contact us for. **What’s happening next?** Emphasis for future delivery is on continuing to invest in getting the basics right and increasing genuine customer involvement at every stage of our work across NRW. The impact of Brexit and OD meant that another whole programme review was undertaken in April, with a revised staffing and project support structure agreed by the Programme Board in April. Recruitment is underway which will ensure that the remaining projects can begin to deliver from this Autumn. This includes additional resourcing to stakeholder engagement activities and the establishment of the Customer Involvement Forum. These will be key conduits for establishing our charter as well as providing a longer-term sustainable mechanism for work with stakeholders and customers. Longer term this will inform service quality workplans for our new organisational development phase. Immediately, this will assist in the delivery of action plan elements laid out in the Timber Action plan and Grant Thornton Review. We will continue to run sessions on Tone of Voice and face to face engagement workshops, ensuring that they are integrated with training and induction and day 1 readiness programmes of work being rolled out across NRW. Development of customer champions and accreditation opportunities for staff will ensure that the values and behaviours set out in the customer strategy are aligned and integrated with #teamNRW day and rewards and recognition work to assist in establishing the teamNRW culture. A Framework of evaluation is being established with a specialist working group (June) which will allow us to capture and analyse a more inclusive range of stakeholder

and customer insights, provide more effective management reporting and inform targeting of limited resources for maximum effect as we go through the final stages of Org Design. This will inform the Programme’s 3-year transformational programme proposal.

Leadership contact/s: Ceri Davies

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Customer - Customer Satisfaction					N/A	Green	Green	Green
Complaints & commendations (Customer sentiment insight is currently under development as part of the customer dashboard)	milestone			Apr '18				
Customer Strategy Agreed at NRW Board	milestone			Sept '18		19/09/2018		
Customer Programme Established	milestone						Oct '18	
Customer Dashboard in place	milestone			March 19				

Target – Independent Review of Timber Contracting

Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?

We wish to ensure that our Commercial Activities contribute to the Well-being of Future Generations and achieve best value and highest standards of probity. We have put in place a Timber Sales Governance Project Team to ensure that the recommendations from the PAC action plan, WAO reports and GT review are undertaken to ensure a robust compliant Timber Sales function.

Why is this activity important? This independent review will build on the actions we have taken through strengthening our governance arrangements and ensuring previous sales contract issues are not repeated. It will ultimately lead to us having unqualified Annual Report and Accounts.

What’s been done? Grant Thornton (GT) completed their review and presented their final report in February. A Project Manager was appointed on 7 January 2019. A project board, project oversight group and a detailed improvement plan have been established to drive the project forward. We worked with GT to finalise outstanding queries allowing them to complete the report which incorporated our response to the findings and recommendations. The report was scrutinised by our Board. The report was submitted to the Public Accounts Committee (PAC) on 4 February 2019 and published on our website as part of a communications handling plan. Our Chair and Chief Executive attended the PAC on 11 February 2019 to answer questions on the GT report and our action plan.

The project timescales have been extended until September 2019 and funding for project resource has been allocated. The project has a full project structure and project team working on the action plan to ensure that the recommendations made within the GT report are met and associated wider actions are undertaken. The project status at the end of March was amber as, although good progress was being made on specific actions, some workstreams were finalising plans, new matters were still being identified and also in recognition of the overall scale of the task.

What’s happening next? The plan will continue to be progressed to include the publication of remaining new processes and policies and the associated training of staff and engagement with the Timber Trade to ensure complete understanding and compliance. An external validation review will be undertaken in Q1 of 2019/20 to ensure the project is on track to meet the recommendations. Updates on progress will be provided to the project board, oversight group, Directors, ARAC and the NRW Board.

Contact: Kevin Ingram

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Independent Review of Timber Contracting					Green	Amber	Green	Amber
Scope & appoint independent reviewers	Yes / No			Q1 & Q2	Complete			
Attend PAC & respond to findings	Yes / No			Q2 & Q3		Amber	Complete	
Complete review and action plan agreed	Yes / No			Q3			Complete	
Progress delivery of action plan and be on target	Action Plan			Q4				Amber

Key: Green = On target. Amber / Green = Nearly on target (within 5%). Amber = Nearly on target (within 10%). Red / Amber = Off target (within 30%). Red = Off target (30% or more). In Q3 and Q4 this target reflects the status of the last table element above

*Have the Well-being of Future Generations (Wales) Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?**

To support our organisation’s long term ability to contribute to achieving our goals, we need motivated, effectively trained and skilled people.

To this end, we have established an Organisational Development team who will develop the Strategic Workforce plan, support the development of our Culture and Equalities agenda and ensure our development resources are used to best effect. We will work in collaboration with people in the organisation, as well as using responses from our people survey, listening to our people, working with the trade unions and other key stakeholders to ensure everyone’s voice is heard. Further, as we refresh our values, we want to ensure they are grounded in the views of people delivering our work, that they feel real and have

Target – Improve our organisation as a place to work

Why is this activity important? The well-being and motivation of our staff is vitally important if we are to achieve our vision for Wales. To ensure we optimise the contribution of our experienced and passionate people, we need to change the way we work.

What’s been done? The focus in the business in this quarter has been the implementation of Organisational Design and supporting staff through this as well as recognising not all teams will be settled and fully operational until July. Accordingly, this has been scored as amber. However, we have pushed through a number of important initiatives. Through 2018/2019 we have held two MT/LT/ET leadership development events; launched our ET leadership development events; launched Leadership-only development events; run five Induction pilots incorporating SMNR training; refreshed our Values; further, our Change Support team has run 138 programmes, supporting 875 staff ahead of selection interviews and supported 103 managers to run selection interviews. Skype support sessions have been accessed by several staff and one-to-one coaching sessions have been delivered on a request basis. Our third People Survey results have, amongst other things, informed the refreshing of our values, the leadership development programme design, the Induction pilots, #TeamNRW day and access to ET and Board meetings.

What’s happening next? Developing our staff quite rightly will be an on-going process and the completion of Organisational Design will enable us to focus more fully on this. Leadership development will continue with a further MT/LT/ET session in June & September 2019 and two LT-only sessions in 2019. We will work with managers to further embed our values and identify associated generic and local behaviours to guide and assist people development. This will form part of further local conversations on our People Survey results when OD has concluded. Following feedback from the 5 Induction pilots, we will propose an ongoing programme to ET. The change support team are working with managers to develop technical skills, team-building and designing a basic skills programmes for all managers. The Org Dev team are currently being recruited through Org Design and if necessary external recruitment. The Strategic Workforce plan and associated work-streams will then begin.

Contact: Prys Davies

	Units	2016/17	2017/18	2018/19	2018/19			
					Q1	>Q2	>Q3	>Q4
Improve our organisation as a place to work	Y/N				Green, Y	Amber, N	Amber, N	Amber, N
Leadership programme for ET & LT	Y/N					September	Design future programme, N	Delivered
Development support for MT	Y/N					From August		Ongoing MT/LT/ET sessions
Refresh values	Y/N					Begin conversations	Continue conversations	Continue conversations
Continue to share People Survey responses and generate local actions	Y/N				Starting May	Ongoing	Ongoing, Y	On hold pending Org design completion
Support Organisational design implementation	Y/N				Recruit team June	Begin August	Continue delivery, Y	Ongoing
Induction for all new starters	Y/N					September	Pilots 1 & 2, N	Pilot 3,4&5
Strategic workforce plan	Y/N							Outline work started
Developing all our team leaders prior to Organisational design implementation	Y/N					Pilot in July	Roll out September, Y	Ongoing

Target – Wellbeing, Health & Safety and Incident Reporting

Have the Well-being of Future Generations Act and Environment (Wales) Act changed our approach to this activity (and/or decision making around this work area)?

Natural Resources Wales (NRW) corporate vision is to lead the way to a better future for Wales by managing the environment and natural resources of Wales sustainably. Our Wellbeing, Health and Safety (WHS) Strategy for 2018 to 2021 requires us to conduct its activities in a proactive way that prevents injury and ill health to our staff, and to those who engage with us. With this corporate vision and our wellbeing objectives, our strategy provides the direction on how will organise ourselves to maintain legal compliance as a minimum and promote a positive, sustainable WHS culture. We will further improve through certification to both the International Occupational Health and Safety Management Standard ISO 45001:2018 and the Corporate Health Standard. This will be a clear demonstration of our commitment to recognised best practice, enhancing our reputation with staff, and new and existing stakeholders, including those in industry and business.

Why is this activity important?

We want everybody working with NRW to remain safe and have a healthy working environment, and to provide safe, enjoyable and accessible places for people to visit.

What’s been done?

This is reported amber due to the five lost time incidents reported. Our ambition is to have no lost time (LTI) and no RIDDOR incidents occurring to our staff, however based on previous performance we have set a ceiling of eight LTIs as a means of measuring this target. During the financial year, we had five LTIs, two of which subsequently became RIDDOR reportable (over 7-day injury and diving-related incident). We have very few lost time incidents, however this does mean there is insufficient data to establish trends, with each incident being individual and random. Any repeat of incidents would be picked up through our review process. We have run two Wellbeing, Health and Safety Surveys, in December 2014 and February 2018, utilising the HSL Safety Climate Tool to provide us with a baseline for understanding where we were and as an evidence base on which to identify areas for improvement. The information from this survey was used to inform our first WHS Strategy which enabled us to make targeted improvements. Our WHS management system is robust, legally compliant and has significantly improved since 2014/15. Over the last three years, we have made it easier to report incidents and to manage H&S, however our current systems and culture need to improve further. We have improved absence reporting and recognise that mental health absence is consistently the number one absence reason in NRW. We successfully achieved the Corporate Health Standard silver award in March 2019.

What’s happening next?

Our Executive Team and People & Remuneration Committee receive and scrutinise a detailed quarterly report on this and other Health, Safety & Wellbeing information. This report is then sent to our Board for information. Our new three-year WHS Strategy has been devised to engage all staff and their representatives to improve the efficiency and effectiveness of our WHS system, to deliver a safer and healthier work environment for all those engaging with us, and to encourage and enable a positive, sustainable, WHS culture. We will be guided in this in our ambition to achieve the next level of the Corporate Health Standard and the goal of certification to the globally recognised standard ISO 45001:2018.

	Units	2016/17	2017/18	2018/19	Leadership contact/s: Steve Burton			
					2018/19			
					Q1	>Q2	>Q3	>Q4
Wellbeing, health and safety incident reporting		Red	Red	Amber	Amber/Green	Amber/Green	Amber	Amber
Number of LTIs our staff	#	4	8	5	3	3	4	5
RIDDOR incidents reported	#	9	8	2	0	1	2	2
Increasing near misses reported by our staff	#	232	201	166	47	77	130	166
Instances of absence due to mental health issues	#	260	327	315	63	135	226	315

Key: Green = zero, Amber / Green = 1-3, Amber = 4-6, Red / Amber = 7-8, and Red = more than 8

Board Paper

Paper Title:	Health and Wellbeing Strategic Direction
Paper Reference:	19-07-B14
Paper Sponsored By:	Ceri Davies, Executive Director of EPP
Paper Presented By:	Bronia Bendall – Senior Health and Wellbeing Adviser

Purpose of Paper:	Approval
Recommendation:	To consider and approve the draft strategy

Impact:	<p>Looking at the <u>long term</u>: the NRW Health Strategy will provide the strategic steer for our work to 2022. Building health in to all policies will help embed long-term change to enhancing and maintaining human health through the SMNR and the well-being of future generations. In developing the next iteration, we will seek guidance from corporate planning on duration and will seek to develop a longer-term version.</p> <p>Taking an <u>integrated</u> approach: The document emphasises the need to embed health in all policies and functions of NRW’s work with and for the public.</p> <p>Involving a <u>diversity</u> of the population: The paper emphasises the need for meaningful engagement with all sectors of society, in line with relevant legislation.</p> <p>Working in a <u>collaborative</u> way: The strategy emphasises working collaboratively across NRW and with external partners in order to maximise opportunity. The strategy will be a platform for discussions and engagement with stakeholders.</p> <p>Preventing issues from occurring: The strategy provides a framework to embed health in NRW functions and work with others to protect and improve health outcomes for the people of Wales. NRW plays a vital role in the health prevention agenda across the Determinants of Health and this strategy aims to be the platform to work with others to highlight this.</p>
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Issue / Opportunity

1. Much, if not all of NRW's work, impacts on human health and this is evident throughout our Corporate Plan and Wellbeing Objectives. However, to date we have not had a NRW Health Strategy to drive this area.
2. This paper introduces the proposed new NRW Health Strategy (See Annex 1 for Strategy Document). The strategy has a 3-year vision (2019-2022). This timeframe will bring it in line with NRW's Corporate Plan. Subsequent health strategy duration will take guidance from corporate planning.
3. This strategy will guide internal colleagues and inform external stakeholders of the contributions and impacts that the sustainable management of natural resources provide for human health and will provide us with:
 - a great opportunity to inform our stakeholders of our position and intent for the next three years.
 - a strategic steer to integrate health in to all NRW policies and functions.
 - an outline of how we will work with others to help protect and improve the health of the people of Wales.

Background

4. Public Health Wales is the national public health agency, but it takes a broad range of organisations to come together to protect and improve people's health and wellbeing.
5. The natural environment provides us with just about all the things we need to live and thrive: the air we breathe, the water we drink and the food we eat. It provides the raw materials and energy for our homes and industries and can protect us against environmental hazards, such as flooding, soil erosion and the impacts of climate change and provide us with places and spaces for physical activity and relaxation. Natural resources make us healthier and our lives more enriched.
6. Our statutory purpose as set out in the Environment (Wales) Act 2016 is to pursue the Sustainable Management of Natural Resources (SMNR). In doing so, we must seek to improve Wales' wellbeing and provide a better future for everyone. We look after Wales' environment so that it can look after nature, people and the economy. Our roles and responsibilities are wide and varied, including: Adviser; Regulator; Designator; Responder; Statutory consultee; Manager/Operator; Partner, educator and enabler; Evidence gatherer and Employer. In exercising these duties, regard must be given to the health and social well-being of individuals and communities.
7. Through legislation such as Wellbeing of Future Generations (Wales) Act 2015, Environment (Wales) Act 2016 and the Public Health (Wales) Act 2017 this has brought into focus the need for NRW to consider health in all policies.
8. In 2015, we produced an NRW Health Prospectus and in 2016 we produced an internal NRW and Health document to aid internal colleagues, but to date, NRW has not had a dedicated Health Strategy.

9. There is therefore a need and an opportunity to develop NRW's strategic direction, action and approach towards our work regarding human health. The production of the NRW Health Strategy is intended to address this requirement by emphasising the contributions and impacts that SMNR provide for human health. The Strategy will establish a high-level framework for action to inform our work and achieve our legislative duties in regard to human health.
10. The NRW Health Strategy is built around a 'Health in All Policies' (HiAP) approach. Making a commitment to adopting a HiAP approach would lay the foundations for the consideration of human health within our functions.

Summary

11. It is intended that the Strategy sit alongside and complement the NRW Corporate Plan to 2022. It sets out an agenda for action on human health which will help deliver all NRW's well-being objectives.
12. The strategy will take us to 2022 to bring it in line with the Corporate Plan. As the first NRW Health Strategy, this document represents a significant step forward for NRW and it was felt that a three-year strategy was appropriate and will offer us the opportunity to review the ambition in a timely manner. In developing the next iteration, we will seek guidance from corporate planning on duration and will seek to develop a longer-term version.
13. We believe that the NRW Health Strategy delivers against our corporate objectives and sets the framework for our work regarding human health. It will sit alongside the Corporate Plan as a platform for discussions as we develop a shared long-term vision for the natural environment to 2050 with our staff and stakeholders.
14. Delivery mechanisms for the Strategy will be through the development of Service/Place plans, other strategies such as Vital nature, PSB Wellbeing plans and NRW enabling plans, i.e. Carbon Positive and Outdoor Recreation and Access.

Approach

15. To date, this strategy has been developed within the Recreation, Health and Education Team. The strategy has been developed with current legislation, and internal NRW policy and strategy at the heart and builds on our commitments within the Corporate Plan and other internal documents, such as 'Vital Nature'.
16. The NRM Board approved continuation of the development of the Strategy on 19th March 2019. It has also been to the LOSG (10th April) and Executive Team (15th May).
17. Further circulation and comment are currently being sought on the strategy from internal colleagues and PHW as a 'Critical Friend' until July 2019.

18. An Equality Impact Assessment and Data Protection Impact Assessment has not yet been completed on the strategy. It will be carried out after further comment from colleagues.

Recommendations

19. The Board is recommended to approve the current draft and agree that further minor amendments can be signed off through internal governance. Any major changes will come back to the Board.

Next Steps

20. The strategy is currently out for comment from internal colleagues and PHW colleagues (as a critical friend) until July 2019.
21. Health Impact Assessment, Equality Impact Assessment and Data Protection Impact Assessment will take place on the strategy during the comment phase.
22. A Communications plan for the strategy will also be developed with the Communications Team.

Financial Implications

23. The Strategic Steer defines our aspirations for NRW's work on human health. It identifies priority areas for our work to inform decisions about how we deploy available resources.

Risks

24. Failing to produce a Health Strategy would carry reputational risks, could undermine confidence in NRW and could lead to internal and external criticism. It would fail to produce a strategic framework for delivering our aspirations and duties, including those set out in the Corporate Plan, the Environment (Wales) Act, the WFG Act and the Public Health (Wales) Act.
25. A Health Strategy would most obviously meet our Wellbeing Objective of: 'Help people live healthier and more fulfilled lives', but as stated in the strategy, all of our work in NRW has an impact on human health, as impacts on natural resources have impacts on human health (both positive and negative). A purpose of the strategy is to help further this understanding.
26. The strategy strongly emphasises collaboration with others, increasing reputational impact regarding the impact of natural resources on health. These collaborations are also an example of our commitment to the WFG Act ways of working.

Communications

27. A communications plan for internal and external audiences will be formulated with our Communications Team during the comment phase.

Index of Annexes

Annex 1 – NRW Health Strategy (Draft V4.0).

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References

Section 1 - Introduction

Many people have a personal and emotional connection to nature or to a particular place, but in contrast many people do not feel this connection and have often become 'detached' from our natural environment. Many people do not yet realise the beneficial impact the sustainable management of natural resources have on human health and wellbeing.

Having an emotional connection to the natural world may not always be conscious but it forms part of our sense of place, our history, and is at the heart of our cultural identity. The sense of emotional wellbeing that contact with nature often gives at a personal level is only part of the picture - the natural environment provides us with just about all the things we need to live and thrive: the air we breathe, the water we drink and the food we eat. It provides the raw materials and energy for our homes and industries and can protect us against environmental hazards, such as flooding, soil erosion and the impacts of climate change and provide us with places and spaces for physical activity and relaxation. Natural resources make us healthier and our lives more enriched.

'The natural environment of Wales is exceptional and inspiring. It is the foundation for our health, wellbeing and prosperity. It provides the air we breathe, the water we drink and the food we eat. It provides energy and raw materials. It is essential – we can't live without it – but all too often, we take it for granted. Although many people already enjoy the natural world, not everyone understands the benefits the natural environment provides for their day to day lives.'

(NRW Corporate Plan 2018-2022)

The natural environment provides employment and sustains communities in all parts of Wales. Thousands of people work in farming, forestry and fisheries, all of which depend on natural resources. Thousands more are employed in the tourism and recreation industries, whose key resource is Wales' natural environment and the opportunities it provides for activity, enjoyment and relaxation. The wildlife, landscapes and seascapes of Wales are a rich source of inspiration for many forms of artistic and cultural expression. These interactions with nature, in whatever form they take, play an important role in maintaining our mental health and provide opportunities to improve our physical health.

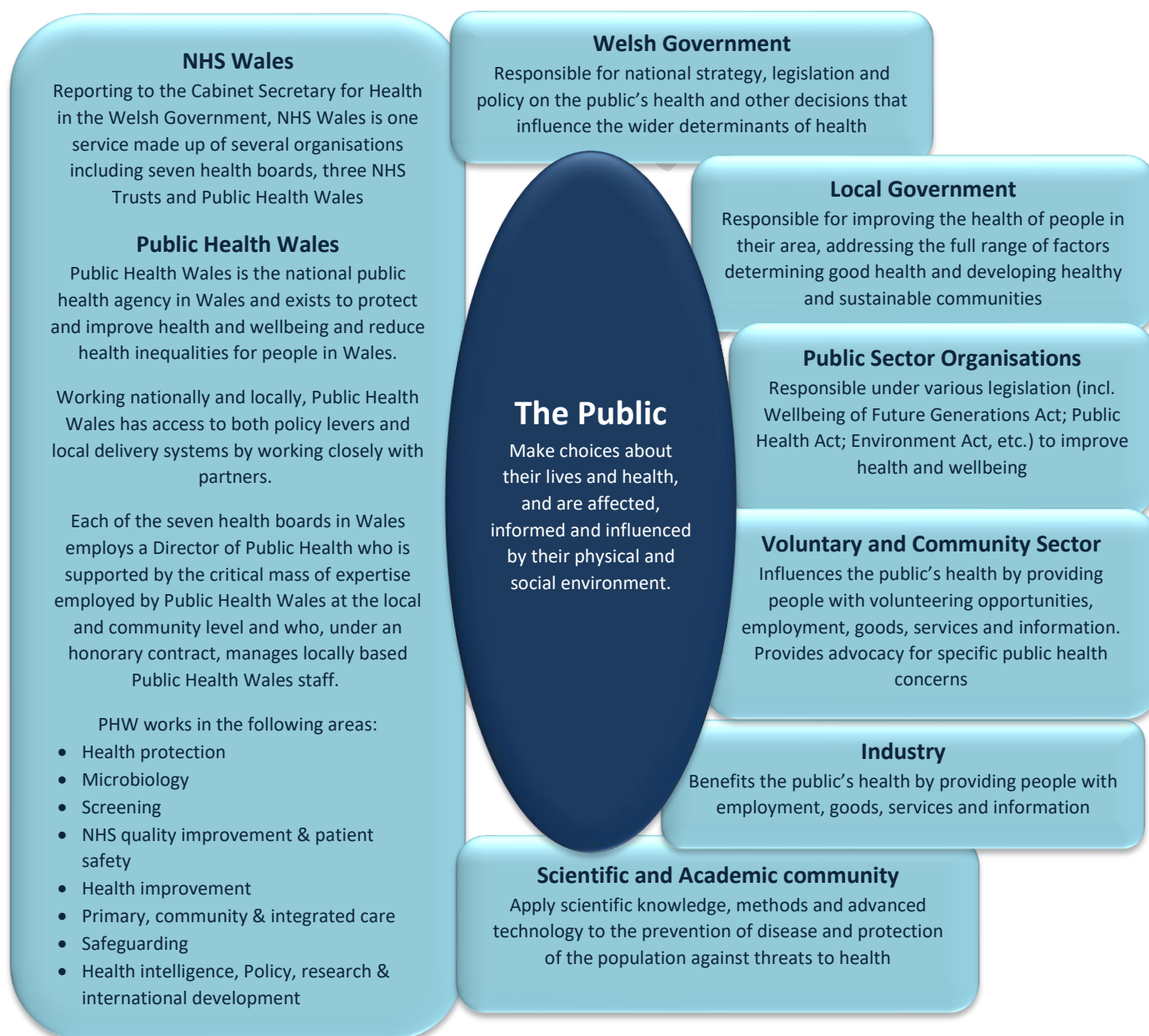
We know that natural resources are under pressure from human activity. Biodiversity is declining. Ecosystems are becoming less resilient and less able to adapt to challenges such as climate change. This means they are less able to provide the benefits that contribute towards maintaining everyone's health and wellbeing. Yet, natural resources can help address many of the issues we face today – tree planting can help reduce flooding, reduce air pollution and provide green spaces for people to enjoy; well-managed soils can improve water quality, store carbon and continue to grow food. There are huge opportunities to improve everyone's lives – but this can only happen if the natural environment is managed sustainably and recognised for the benefits it provides.

Put simply, our wellbeing and that of future generations depends completely on the natural environment and the biodiversity it supports. We literally couldn't live without it.

1.1 The Public Health System

The diagram below sets out the roles and responsibilities of the primary organisations and sectors that influence and play a role in people's health. Public Health Wales¹, the seven Health Boards² and a wide variety of organisations work in partnership to promote public health nationally and in local areas identifying and setting the strategic agenda.

Public Health Wales is the national public health agency but it takes a broad range of organisations to come together to protect and improve people's health and wellbeing.



¹ For further information on Public Health Wales visit their '[Home](#)' page and their '[About Public Health Wales](#)' page.

² For further information on NHS Wales and the seven Health Boards visit their '[Structure](#)' page.

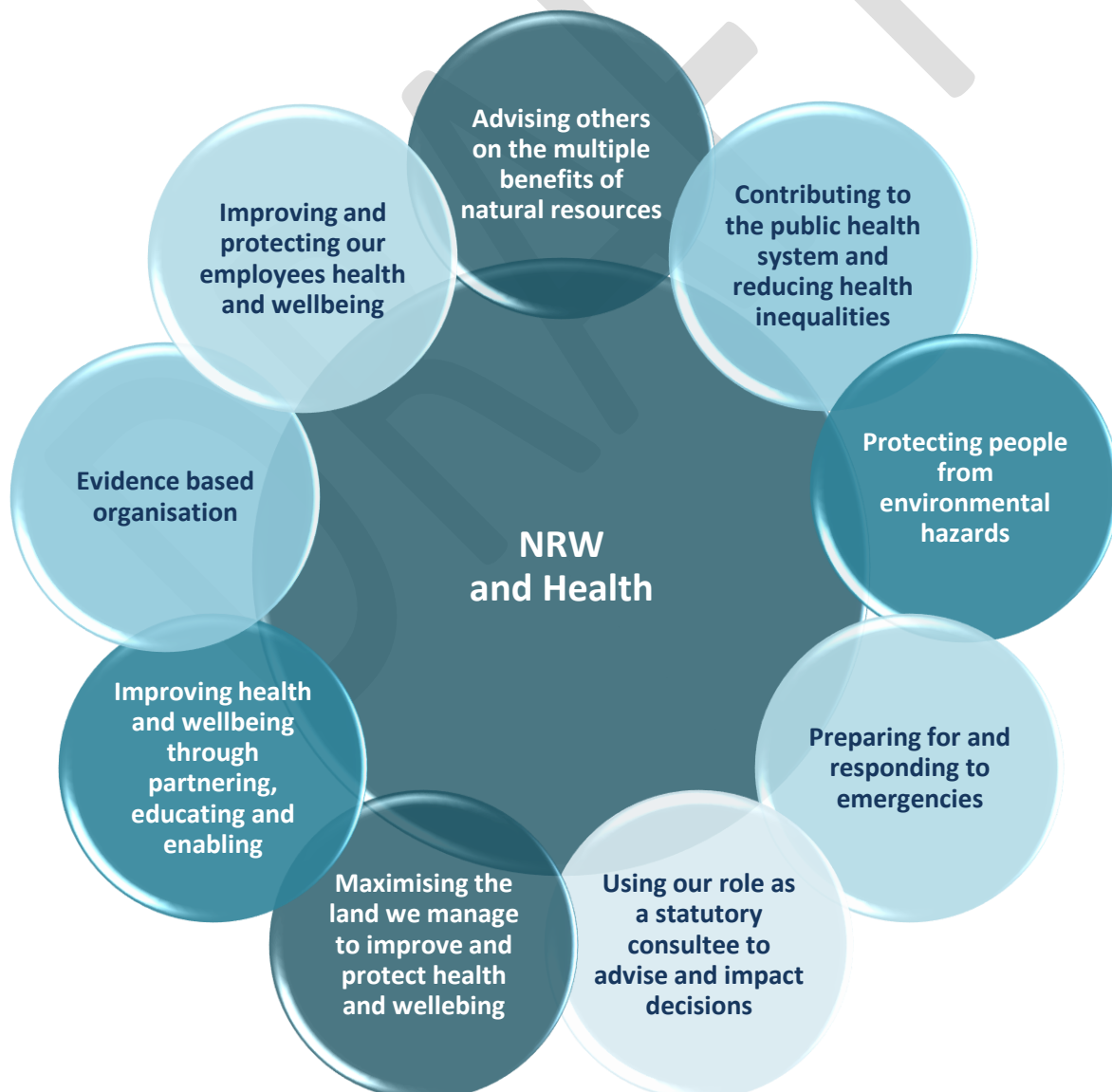
Section 2 – Natural Resources Wales Agenda for Action on Health

2.1 Natural Resources Wales Roles and Responsibilities

Formed in April 2013, NRW is the largest Welsh Government Sponsored Body, largely taking over the functions of the Countryside Council for Wales, Forestry Commission Wales and the Environment Agency in Wales, as well as certain Welsh Government functions.

Our statutory purpose as set out in the Environment (Wales) Act 2016 is to pursue the Sustainable Management of Natural Resources (SMNR). In doing so, we must seek to improve Wales' wellbeing and provide a better future for everyone. We look after Wales' environment so that it can look after nature, people and the economy.

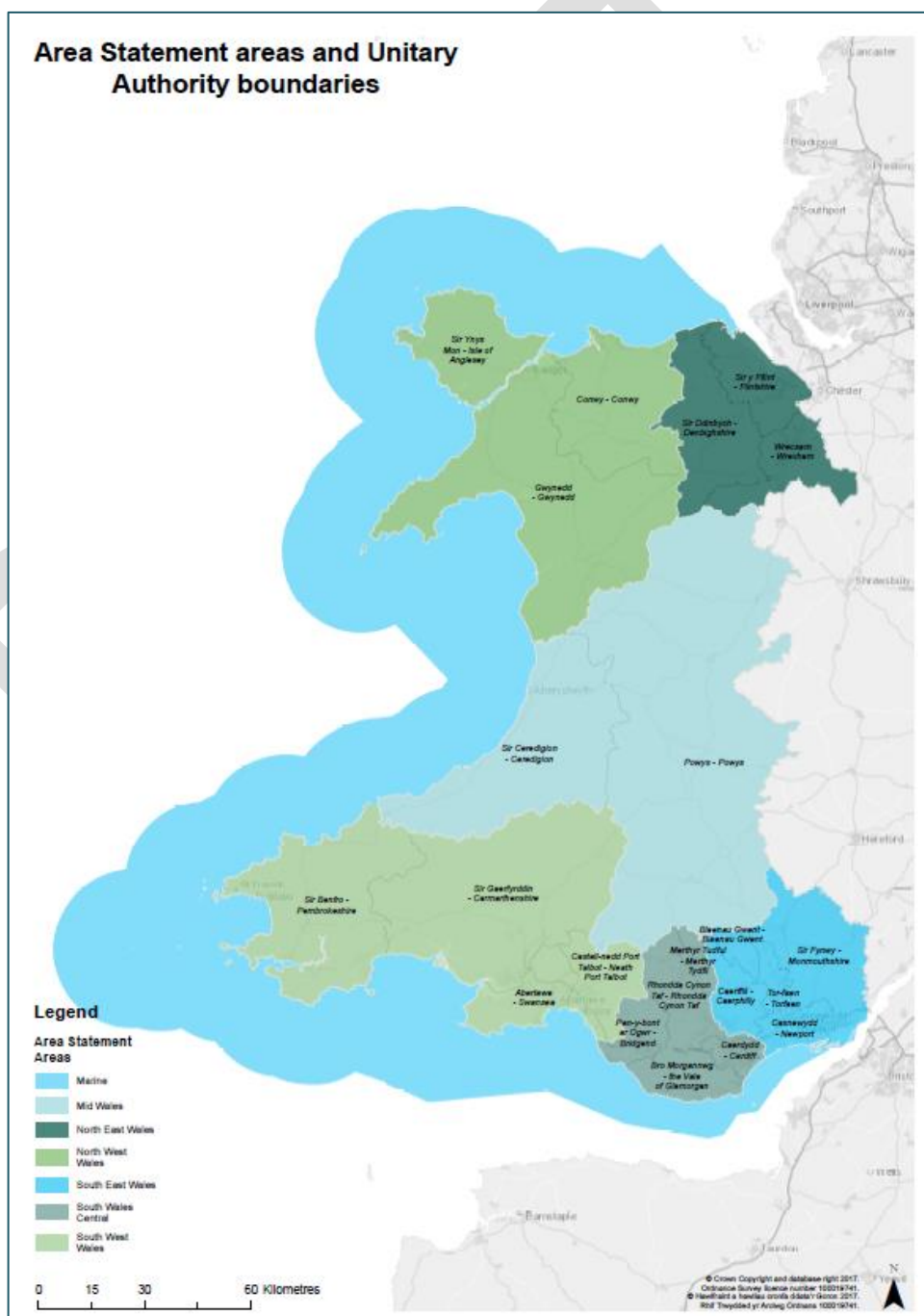
Our roles and responsibilities are wide and varied, including: Adviser; Regulator; Designator; Responder; Statutory consultee; Manager/Operator; Partner, educator and enabler; Evidence gatherer and Employer. In exercising these duties, regard must be given to the health and social wellbeing of individuals and communities



We have an Evidence, Policy and Permitting Directorate, Operational Directorates delivering place-based work; and Corporate functions guiding the business.

Our Evidence, Policy and Permitting directorate drives our strategic and policy development in delivering the sustainable management of natural resources; regulation and permitting services; flood and incident risk management; knowledge and evidence; and land stewardship.

Operationally, we have seven place-based teams across Wales that work locally to deliver our organisational goals. Through their delivery of the multiple benefits of SMNR, we will help secure better health outcomes for local people in their area and keep them safe from environmental harm. Our place-based teams will work with and across the interface between local and national strategies, policies and actions. They will produce the seven Area Statements under the Environment Act, are statutory members on each Public Services Board and have many other links to local partnerships and organisations.

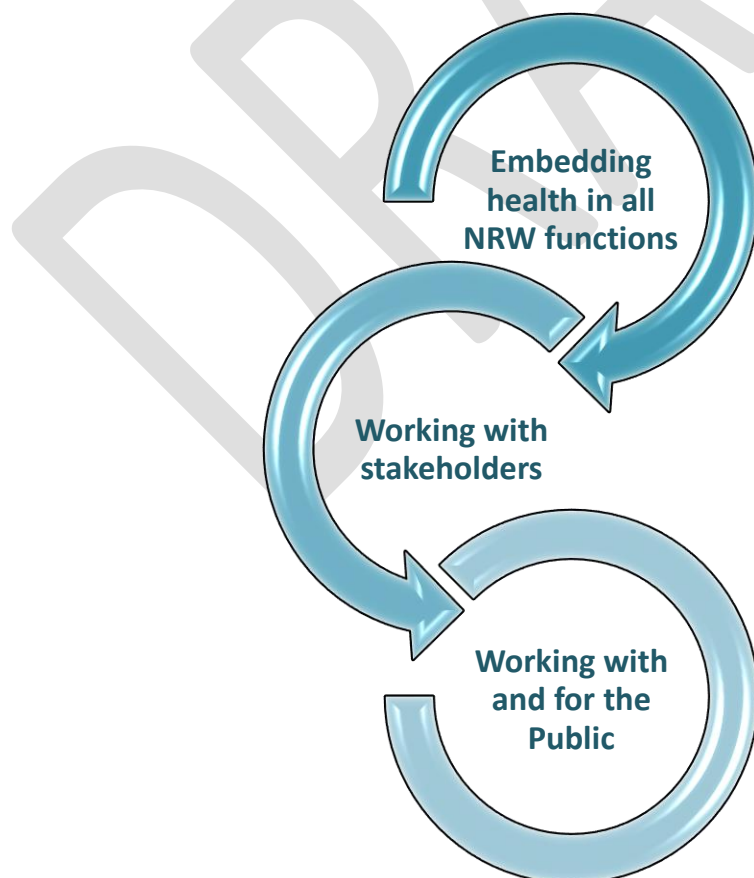


2.2 Our Agenda for Action on Health

The legislation outlined in section 3 creates modern law for managing Wales' natural resources and improving the social, economic, environmental and cultural wellbeing of Wales. They help us tackle the challenges we face and to take better advantage of the potential opportunities for Wales. This document also explores the challenges facing our natural resources and the opportunities that the sustainable management of natural resources can provide for human health.

To deliver against our statutory duties and to develop our organisation, we must consider health in all our policies and functions. Outlined in this section we have identified priority areas for action across our roles and remit:

- **Embedding health in all NRW functions**
 - Support colleagues to embed health in all our functions
 - Deliver for our employees
- **Working with stakeholders**
 - Collaborate with stakeholders on developing national strategy
 - Collaborate with stakeholders to ensure and maximise evidence-based working
 - Ensure national priorities are delivered locally through collaboration
- **Working with and for the public**
 - Work with the public to develop our policy and work
 - Work for the public by developing our communication and campaigns



2.2a Embedding health in all NRW functions

To ensure we deliver healthy policies and functions for the people of Wales we must ensure we arm our colleagues with the most up to date and appropriate information for them to work confidently with partners and the public. We must ensure we are an exemplar employer and deliver internal policies and practices that help all employees to live safe, healthy and active lives.

OUR GOAL: Health is fully embedded as a key consideration in all areas of NRW's work with colleagues understanding how natural resources impact on human health. NRW is an exemplar employer striving to achieve Platinum Corporate Health Standard.

To help achieve this goal, we will:

1. Support colleagues to embed health in all our functions:

- NRW will adopt a Health in all Policies (HiAP) approach to our functions.
- We will ensure health evidence is made available to support internal colleagues to understand the impacts of their roles and NRW functions on human health and to talk confidently about the multiple benefits of the sustainable management of natural resources (SMNR).
- We will ensure that we are contributing to transforming the life chances of the poorest in our country by ensuring we deliver policy and programmes in the areas of most need that address health inequalities and inequity.
- We will lead by example by maximising the multiple benefits derived from our managed land and assets, including exploring innovative opportunities for health improvement elements.

Mechanisms for delivery:

- Increasing the HiAP dialogue to ensure that health is considered at early stages in our planning and decision-making processes and incorporated as a matter of course into our advice, plans and programmes, commissioning and procurement.
- Building on existing good practice, and develop training, guidance and information resources for staff to ensure high standards of delivery
- Developing our approach to embedding Health Impact Assessment (HIA) across all our functions under our Duty within the Public Health (Wales) Act and embedding compliance in to our organisational plans (Corporate Plan, Business Plan, Service and Place plans) making it a central part of our wider corporate performance management.
- Maximising our employee intranet to provide up to date information on health and environment.

2. Deliver for our employees:

- NRW will continue to develop as an exemplar employer by addressing health and wellbeing.
- We will learn lessons to ensure that we consider HiAP across our employee functions, policies and procedures and will continue to deliver and develop new employee health improvement and health protection initiatives and actions.
- We will engage with employees in developing internal policy and interventions that impact on their health, e.g. Active Travel policy, workplace and personal carbon positive interventions.
- We encourage all employees to become advocates for healthy lifestyles in their everyday roles.

Mechanisms for delivery:

- Continuing to work with Healthy Working Wales and assess our internal policies under the Corporate Health Standard (CHS) scheme. We will work through the framework striving to build up to Platinum as an exemplar employer demonstrating sustainable business practices.
- In embedding HiAP, we will ensure we utilise HIA when reviewing policies and procedures.
- Our Wellbeing, Health & Safety Policy will adapt and develop, and our Wellbeing Groups will act as advocates for delivery and development in line with best practice.
- Our staff survey will continue to develop wellbeing questions.

2.2b Working with stakeholders

NRW are a significant contributor to the public health agenda and as such we recognise that we must continue to work closely with a wide variety of organisations and communities to achieve significant change.

OUR GOAL: The multiple benefits of natural resources are widely recognised as a vital contributor to health across all sectors and as such are routinely included in policy and practice. Others understand the short and long-term, and positive and negative impacts on health, of our actions regarding the use and sustainable management of natural resources.

To help achieve this goal, we will:**1. Collaborate with stakeholders on developing national strategy:**

- We will work closely with partners to develop understanding of the role natural resources play in influencing human health and the potential for delivering against the health agenda.
- We will work with others to ensure that the SMNR is considered in the development of public health policy, strategy, evidence and project development and delivery.
- We will advise and support Welsh Government and other stakeholders on specific health improvement and health protection strategy and policy such as physical activity, obesity, air quality, impacts of climate change, environmental pollution.
- We will identify and seek to resolve through influencing Welsh Government, any conflicts or tensions between existing environmental legislation and the aspirations of the Environment and Well-being of Future Generations Acts.
- We will collaborate with others to provide a comprehensive range of scientific advice and interventions to protect the public's health against a range of domestic and international threats, including flooding, vector borne diseases, e.g. Lyme Disease, air pollution

Mechanisms for delivery:

- Working collaboratively with PHW through a Memorandum of Understanding continuing to nurture existing collaborative work and develop new actions to address health priorities.
- Continuing our role in the Wales Physical Activity Partnership (WPAP) with PHW and Sport Wales to jointly address levels of physical inactivity across Wales.
- Maintaining and joining relevant national Groups / Boards to influence health policy and delivery, e.g. Active Travel Board; Obesity Strategy Board; Cymru Well Wales
- Continuing discussions with Local Authorities (Planning and Environmental Health), PHW and initiate discussions with Welsh Government to bring about better interaction between the

planning and permitting processes, and improved alignment of permitting with the Environment Act and WFG Act.

- Effectively utilising our role as a statutory consultee to convey the importance of the SMNR on human health as part of the multiple benefits.

2. Collaborate with stakeholders to maximise evidence-based working:

- We will ensure that high quality evidence reviews are used to influence the development of government policy and continue to work with others to develop reviews for future years.
- We will work with others to build on our understanding of the trends which shape the health of the population, their impact and the evidence on how best to respond, e.g. outdoor activity.
- We will liaise with the scientific and academic community to maximise evidence-based working, identify gaps and develop future research.

Mechanisms for delivery:

- Continuing to develop our contribution to the National Survey and work with others to interpret impacts and opportunities that can be developed. We will also work with other national survey partners to develop read across and question sets that compliment, e.g. physical activity.
- Maintaining our membership and role on research boards, e.g. NERC

3. Ensure national priorities are delivered locally through collaboration

- We will ensure appropriate national health priorities are delivered locally in the areas of most need and address health inequalities and health inequity.
- We will work with local stakeholders to communicate the health benefits as part of the wider benefits of the SMNR and ensure these benefits are used to inform health initiatives.
- We will influence local development planning to ensure the impacts or opportunities that may for natural resources are understood in the context of the effects on human health.
- We will work closely with and support the third sector and community sector partners to understand the health impacts of their work and to maximise opportunities and mitigate against negative impacts.

Mechanisms for delivery:

- Developing policies or position statements to provide guidance on delivery of national strategy and key areas of work, e.g. Healthy Weight, Healthy Wales Strategy; physical activity; ACEs, Social Prescribing.
- Using Health Impact Assessment as a tool to understand and improve outcomes for our projects and for local communities.
- Ensuring Area Statements take in to account human health and how the sustainable management of natural resources in that Area will impact on health. National health priorities will be reflected in local delivery.
- Maximising the opportunities that the SMNR can provide for human health within Public Services Boards (PSBs) Wellbeing Plans.
- Effectively utilising our role as a statutory consultee to convey the importance of the SMNR on human health as part of the multiple benefits.
- Our Funding Programme will ensure applicants identify health impacts and opportunities and report against these.

2.2c Working with and for the public

NRW has broad opportunities to engage directly with the public. We deliver a vast amount of work across our functions that has impact on human health. We deliver projects across Wales and manage 7% of Wales land providing places and spaces for physical activity, education and learning, and mental wellness. We regulate and permit business and individuals to protect people and natural resources and we advise and enable people on enjoying, protecting and enhancing natural resources. It is vital that we build health benefits into our work with the public to help all of us make healthier decisions – we need to reach out directly to communities across the life-course to help people make the healthy choice, the easy choice.

OUR GOAL: Our customers are fully engaged with the benefits that natural resources deliver for their health, and know how they can engage with, learn in and about, participate in, and advocate for the enjoyment, protection and enhancement of natural resources for their own and others health.

To help achieve this goal we will:

1. Work with the public to develop our policy and work

- We will engage and collaborate with a broad range of stakeholders, including communities of interest on the potential impacts to human health from our work.
- We will engage and collaborate with communities in the development of infrastructure projects to ensure we consider and provide for positive health related behavioural change alongside developments.
- We will continue to engage with community and stakeholder forums to understand the issues that are directly affecting them or that could impact on their health.

Mechanisms for delivery:

- Delivering HIA stakeholder engagement sessions and pursuing innovative ways to maximise engagement on HIA with the community.
- Enhancing current engagement processes to maximise opportunities to discuss health impacts.

2. Work for the public by developing our communication and campaigns

- We will work with others to develop joint messaging on healthier choices, reaching out to individuals and families.
- We will provide the public with information and tools needed to make healthier choices in and around the outdoors.
- We will continue to provide information and improve understanding of the key immediate threats to the public's health from infectious disease, as well as environmental and other threats

Mechanisms for delivery:

- Developing a focussed health communications plan
- Building on our current communications strategies, to ensure health messaging runs through our functions.
- Through the Welsh Physical Activity Partnership, we will develop a joint communications strategy on physical activity to provide consistent messaging to the public.

2.3 Resourcing this work

Achieving the goals we set out above is ambitious and will be challenging. Like all public bodies in Wales, we are in an era of declining resources. Whilst we generate some income from our charges, sales of timber and provision of other services, our levels of Grant-in-Aid, staff resources and budgets have been declining since NRW was established in 2013 and are expected to continue to do so.

We will explore new opportunities to work in partnership with others towards shared outcomes, rather than assuming that NRW will meet all these ambitious goals alone. We already work in partnership with others across many areas of our work, and there are further opportunities to work with local communities, land managers, businesses, other public bodies and NGOs.

Much of what we need to do is about doing things in a different way. It may mean changing our attitudes, organisational culture, emphasis and ways of working, and does not necessarily mean doing more, but does mean doing things differently. Some of the work set under the themes above is about investing to save, so that we become more efficient in the future.

We will explore ways to generate more income from some areas of our health work through, for example, developing and improving our access to external funding sources, use of our land for business purposes.

In some cases, we might need to stop doing some things which we do now, to focus on greater gains in the future. We cannot deliver everything, everywhere. We know that converting our ambitions into actions and real outcomes will require us to address questions about the resources needed and to make sometimes difficult decisions about our priorities. The rates of progress will vary considerably across the many different areas of work set out above.

Section 3 - Legislative Context

While longer term, societal drivers of change represent the principal challenge facing the public's health, there are opportunities within Wales that are already beginning to have an impact. The following represents some of the main context, but we recognise that there is a wealth of legislation, strategy and policy in Wales with specific areas of focus that aim to protect and influence health and healthy choices.

Wellbeing of Future Generations Act

The Wellbeing of Future Generations (Wales) Act 2015 (WFG Act) provides modern legislation for Wales to improve the social, economic, environmental and cultural wellbeing of Wales. The seven Wellbeing Goals provide a mechanism to tackle the challenges we face and help us take better advantage of the potential opportunities for Wales.

When making decisions, we must consider the impact they could have on people living their lives in Wales now and in the future. We must ensure the five 'Ways of Working' are followed to help us work together better, avoid repeating past mistakes and to tackle some of the long-term challenges we face.

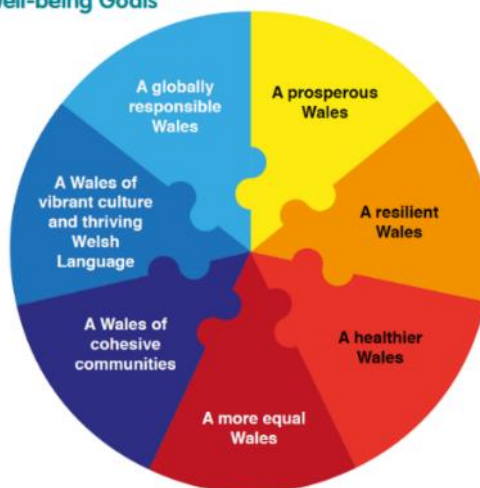
The WFG Act established statutory Public Services Boards (PSBs) across local authority areas (19 PSBs, covering 22 Authorities). The purpose of PSBs is to improve the economic, social, environmental and cultural wellbeing in the area by strengthening joint working across all public services in Wales. Natural Resources Wales are a statutory member of each PSB. Each PSB has published a Local Wellbeing Plan setting out its objectives and the steps it will take to meet them. All PSBs have prioritised human health and wellbeing improvement within their plans.

Environment (Wales) Act

The Environment (Wales) Act, 2016 aims to build greater resilience into our ecosystems. The Act sets out Wales' approach to planning and managing natural resources at a national and local level with a general purpose linked to statutory principles of sustainable management of natural resources (SMNR) defined within the Act.

The **State of Natural Resources Report (SoNaRR), 2016** was the first of its kind for Wales. Required under the Act, it builds on several Welsh and UK-wide assessments of the status and trends of our natural resources. It looks at the risks and threats those trends pose to our ecosystems and to the long-term social, cultural and economic wellbeing of Wales, in terms defined by the Wellbeing of Future Generations (Wales) Act 2015.

Well-being Goals



Long Term



Integration



Involvement



Collaboration



Prevention

SoNaRR is the evidence base to which Welsh Ministers must have regard when preparing or revising the Natural Resources Policy. The next SoNaRR is to be published in December 2020 and NRW have already started work on this.

Following SoNaRR, the **Natural Resources Policy (NRP)** is the second statutory product of the Act. Developed by Welsh Government, the NRP sets out three National Priorities:

- Delivering nature-based solutions,
- Increasing renewable energy and resource efficiency,
- Taking a place-based approach

These priorities embed the contribution of our natural resources across all the Wellbeing Goals, and take an integrated, long term approach in line with the new ways of working. They have been designed to work together to help tackle challenges and realise opportunities that our natural resources provide.

The NRP sets the context for **Area Statements**, which are produced by NRW, ensuring that the national priorities for SMNR inform the approach to local delivery. The Act requires the Statements to include information about the natural resources in that place, the benefits they provide and the priorities, risks and opportunities that need to be addressed to achieve their sustainable management. Area Statements will help to coordinate our work and the work of others, to strengthen the resilience of our ecosystems and enhance the benefits they provide us.

Section 6 under Part 1 of the Act introduced an enhanced **biodiversity and resilience of ecosystems duty (the S6 duty)** for public authorities in the exercise of functions in relation to Wales. The S6 duty requires that public authorities must seek to maintain and enhance biodiversity so far as consistent with the proper exercise of their functions and in so doing promote the resilience of ecosystems.

Well-functioning ecosystems and the biodiversity they support, provide natural solutions that help build resilience. This in turn, helps society create jobs, support livelihoods and human wellbeing, adapt to the adverse impacts of climate change and contribute to sustainable development.

Public Health (Wales) Act 2017

The Public Health (Wales) Act 2017 brings together a range of practical actions for improving and protecting health. It focuses on shaping social conditions that are conducive to good health, and where avoidable health harms can be prevented. The Act places legal duties on NRW and the Parts of the Act that primarily impact on our delivery are: Welsh government to lead development of an Obesity Strategy for Wales; Smoke-Free areas; and the requirement for public bodies to carry out Health Impact Assessments (HIA) in specified circumstances.

Obesity – Our work delivers multiple health benefits that contribute to reducing obesity and we must ensure that the vital role that our natural resources play on people’s health is recognised and that it is incorporated within the strategy and that NRW delivery plans consider, incorporate and deliver against this strategy.

Smoke-free areas - This part of the Act restates the Health Act 2006 regarding “Smoke-Free Premises, Places and Vehicles”. However, it is updated to include additional settings into the smoke-free regime in Wales, namely: outdoor care settings for children; school grounds; hospital grounds; and public playgrounds. We must comply with the Act and ensure: all ‘premises’ and

vehicles are 'smoke-free'; all 'premises' and vehicles have appropriate signage in place to ensure all employees and public are informed; and all employees are informed of the Smoke-free policy and ensure that they are aware of their responsibilities under the Act.

Health Impact Assessment (HIA) - A Health Impact Assessment (HIA) is an assessment of the likely effect, both in the short and long term, of a proposed action or decision on the physical and mental health of all or some of the people of Wales. Under this Act, Ministers are required to make regulations about the carrying out of such assessments by public bodies and these regulations must also specify the circumstances in which a HIA is to be carried out and how it is done. The Act aims to take a proportionate approach.

Planning Policy Wales Edition 10

The planning system manages the development and use of land in the public interest, prioritising long term collective benefit, contributing to improving the economic, social, environmental and cultural wellbeing of Wales. It must reconcile the needs of development and conservation, securing economy, efficiency and amenity in the use of land, ensuring the sustainable management of natural resources and protecting, promoting, conserving and enhancing the built and historic environment.

The primary objective of PPW is to ensure that the planning system contributes towards the delivery of sustainable development and improves the social, economic, environmental and cultural well-being of Wales, as required by the Planning (Wales) Act 2015, the Wellbeing of Future Generations (Wales) Act 2015 and other key legislation. A well-functioning planning system is fundamental for sustainable development and achieving sustainable places.

PPW promotes action at all levels of the planning process which is conducive to maximising its contribution to the well-being of Wales and its communities.

The Environmental Permitting (England and Wales) Regulations

The Environmental Permitting (England and Wales) Regulations 2016 (EPR) provide the framework for permitting and regulating emissions to the environment from many human activities. This includes emissions to air and water and the management and disposal of waste. Our duty to protect health and the environment, and the amenity provided by the environment, from emissions that could be harmful is embedded in these regulations.

There are benefits for both public health and the environment from close links between the planning and permitting processes when a site is proposed, although they will deal with different aspects of a site development and operation.

The enactment of the WFG Act and the Environment Act provides a new dimension to the permitting process in Wales. As stated in the Environment Act, NRW must apply the principles of the sustainable management of natural resources (SMNR) in the exercise of its functions, as far as is consistent with their proper exercise. This means that whilst there are opportunities to encourage operators to pursue actions beyond statutory limits to deliver the sustainable management of natural resources, the determination of permits under EPR is still bound by those statutory limits.

Section 4 – Health Context

4.1 Wider Determinants of Health and Health in All Policies

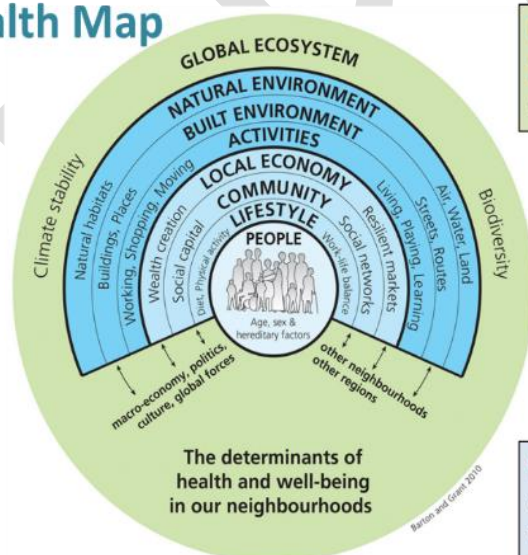
We know that a range of factors shape our health - genetics, environment, position in society, income, behaviour patterns and healthcare. However, whilst healthcare plays an important role, many other factors have a greater influence on our health.

The Wider Determinants of Health

The most significant and sustainable actions to address health and wellbeing lie outside the remit of the health service and relate to what are known as the ‘wider determinants of health’ as illustrated in the Barton & Grant Health Map (2006). This Map shows the relationship between human health and the physical, social and economic environment illustrating the close association between the built and natural environment within which people live, the lifestyle choices that are adopted and the availability of accessible services. Dividing up the Health Map, we can see the synergy with our work:

- The outer circles referring to **‘Global ecosystems – climate stability and biodiversity’**; **‘natural environment’** and **‘built environment’** refer to our infrastructure. The sustainable management of natural resources for their multiple benefits is fundamental - from our seas and coastlines to our uplands and mountains; from our rural to our urban settings.
- The inner circles refer to our individual choices, how we interact with other people and how we interact with the environment around us – living, working, playing, learning. We can split these inner circles into two areas to express social participation in and around our natural resources: **‘Working and learning’** and **‘Strong communities and healthy lifestyles’**.

Health Map



Global ecosystem - climate stability and biodiversity are vital for human survival. Our ecosystems provide the food we eat, the water we drink and the air we breathe.

The natural and built environment and the activities that we undertake in these provide the basis for health with the provision of equitable, clean and safe environments helping us to thrive.

Working and learning: being engaged in some form of employment, volunteering, education or training is good for individuals, the community and the economy as a contributor towards wellbeing, fulfilment and creativity.

Strong communities and healthy lifestyles: our wellbeing depends on our lifestyle choices, the interactions we share with others, our involvement in community, and our sense of control over our local environment.

Infrastructure

Interactions

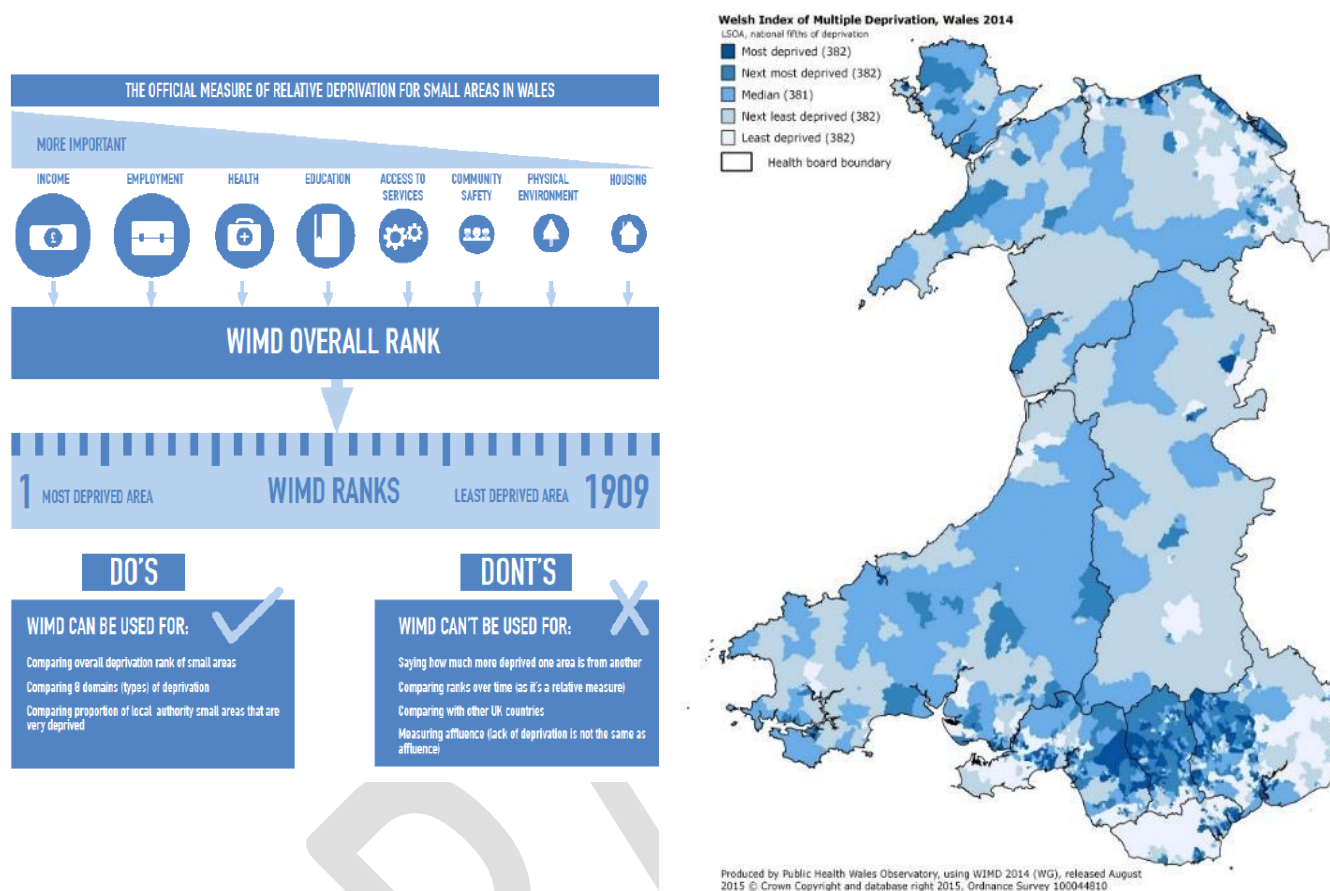
Barton, H. and Grant, M. (2006) A health map for the local human habitat. The Journal of the Royal Society for the Promotion of Health, 126(6), pp252-253

Welsh Index of Multiple Deprivation

The Welsh Index of Multiple Deprivation (WIMD) is the Welsh Government’s official measure of relative deprivation for small areas in Wales or Lower Super Output Areas³ (LSOAs). It is designed

³ Lower Super Output Areas (LSOAs) = approx. 1,500 households in each area

to identify LSOAs where there are the highest concentrations of several different types of deprivation (Income, Employment, Health, Education, Access to Services, Community Safety, Physical Environment and Housing). WIMD is a measure of multiple deprivation that is both an area-based measure and a measure of relative deprivation.



Welsh Index of Multiple Deprivation 2014. All Wales (Public Health Wales Observatory, 2015)

The WIMD 2014 overall deprivation (all domains) revealed that there were pockets of high relative deprivation in the South Wales valleys and large cities, and in some North Wales coastal and border towns. The local authority with the highest proportion of LSOAs in the most deprived 10% in Wales was Blaenau Gwent, while Monmouthshire had no LSOAs in the most deprived 10%.

In the health domain, the most deprived 10% in Wales for the health domain was Merthyr Tydfil, while the Isle of Anglesey, Ceredigion and Monmouthshire had no LSOAs in the most deprived 10%.

In the physical environment domain, there were concentrations of physical environment deprivation in cities and industrial areas in South Wales. The most prominent pockets of physical environment deprivation in North Wales were in Dolgellau (primarily due to high flood risk values) and Deeside. The most deprived 10% in Wales for the physical environment domain was Flintshire, whilst the Isle of Anglesey, Conwy, Ceredigion, Merthyr Tydfil and Monmouthshire had no LSOAs in the most deprived 10%.

For further breakdown of the 2014 WIMD and for details of upcoming WIMD 2019, please visit the [Welsh Government WIMD webpages](#)¹ and to see the various WIMD maps visit [StatsWales](#)².

Behavioural determinants of poor health, such as low levels of physical activity are substantially more common in deprived areas where people also have higher levels of mental illness and long-term health problems: particularly chronic respiratory conditions, cardiovascular disease and arthritis. Obesity is more prevalent in disadvantaged areas and many of the associated chronic health problems such as diabetes are increasing.

Premature death (under the age of 75) is substantially more common in deprived communities, compared with affluent communities. Deprived area mortality rates are high for a variety of causes, including cancers (especially lung cancer), heart disease, respiratory disorders (especially chronic obstructive pulmonary disease), injuries, and suicide (PHW, 2018).

Health Inequalities

Poor social and economic circumstances can affect health and wellbeing throughout life. Disadvantage has many forms and may be absolute or relative. It can include: having few family assets, a poorer education, a lower paid job or insecure employment, living in poor housing and difficulty accessing health services. These differences are often referred to as health inequalities. Health inequalities can also be caused by or associated with wider environmental factors such as air pollution, lack of access to green spaces and road traffic accidents.

These disadvantages tend to concentrate among the same people, and their effects on health are cumulative. The longer people live in stressful economic and social circumstances, the greater the physiological and psychological effects they suffer, and the less likely they are to enjoy a healthy old age.

Environmental inequalities may be defined as the unequal impact of environmental influences on health and wellbeing or the unequal access to ecosystem services. These environmental influences include early-years education or care settings, housing, public spaces, environmental planning, travel and transport, access to nature and environmental problems, such as poor air quality or climate change causing increased energy costs³.

Other inequalities exist, for example, tree cover in deprived areas tends to be lower and relatively less 'rich' in terms of amenity trees. In Rhyl (where several small areas fall within the most deprived 10% of areas in Wales), all wards except one have less than 10% canopy cover, and the most deprived Rhyl West ward has only 2% cover. Across Wales as a whole, 63% of least deprived wards have cover greater than 15%, whereas only 23% of more deprived wards have greater cover than 15%⁴.

Increasing access to green spaces and providing community facilities to bring people together is highlighted as a 'best buy' to prevent mental ill health and improving mental wellbeing by Public Health Wales⁵. The World Health Organisation suggests that public health approaches with health, social, economic and environmental benefits, such as safe green spaces and active transport, have been shown to be cost-effective with potential returns on investment⁶. Studies also suggest that people living closer to good-quality green space are more likely to have higher levels of physical activity and are more likely to use it and more frequently⁷.

According to evidence from elsewhere in the UK, low-income areas suffer not only from issues associated with housing educational attainment and poor diet, but also less access to good quality green space which contributes to poor health. Health inequalities are estimated to cost the Welsh economy £1.8 - £1.9 billion in productivity losses and £1.1 - £1.8 billion in welfare costs per year⁸.

Health Inequalities and Health Inequity

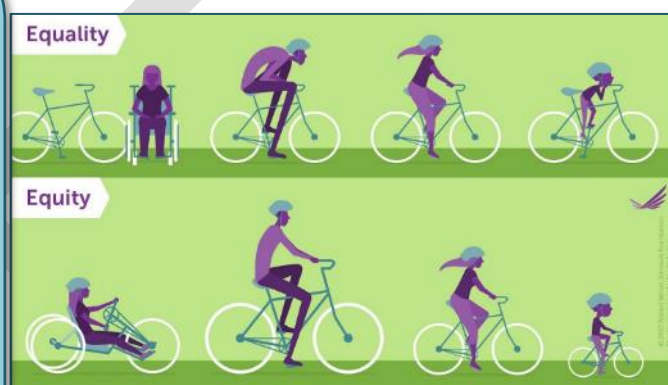
Health inequality and health inequity are terms that are sometimes confused but they are not interchangeable. Inequity refers to unfair, avoidable differences arising from poor governance, corruption or cultural exclusion. Inequality refers to uneven distribution because of genetic or other factors or the lack of resources⁹.

To explain further, health inequalities can be defined as differences in health status or in the distribution of health determinants between different population groups. For example, differences in mobility between elderly people and younger populations or differences in mortality rates between people from different social classes¹⁰.

Equality and Equity

Equality is about sameness. It promotes fairness and justice by giving everyone the same thing, but it can only work if everyone starts from the same place.

Equity is about fairness. It is about making sure people get access to the same opportunities. Sometimes our differences and/or history can create barriers to participation, so we must first ensure equity



Robert Wood Johnson Foundation (published online 6/08/2018)

Health in All Policies

Health in All Policies (HiAP) is an approach to policies that systematically and explicitly considers the health implications of the decisions we make; targets the key social determinants of health; looks for synergies between health and other core objectives and the work we do with partners; and tries to avoid causing harm with the aim of improving the health of the population and reducing inequity.

HiAP aims to integrate the consideration of health, wellbeing and equity during the development, implementation and evaluation of policies and initiatives to enable people to lead healthy lives and to systematically address health inequalities.

The Wellbeing of Future Generations (Wales) Act (2015) provides an enabling framework for thinking and working differently and specifically embeds a Health in All Policies approach through the aspiration and architecture of the legislation.

Health Impact Assessment

Through the Public Health (Wales) Act 2017, Wales has become the first country in the world to put Health Impact Assessment (HIA) on a statutory footing, providing a further opportunity to strengthen our commitment to health in all policies.

HIAs are a pre-decision assessment of the effects (on human health) of proposed action – regulations, policy, programmes or projects – by public bodies. It is a “health in all policies” approach. HIAs seek to maximise the positive health effects of the proposed action and will help develop proposals to mitigate any negative effects. The law applies to all public bodies in Wales including NRW, and each will be required to publish their HIAs and take account of them when making decisions.

For further information on Health Impact Assessment visit the [Welsh Health Impact Assessment Support Unit](#) webpages.

Public Health Outcomes Framework

The Public Health Outcomes Framework (PHOF) is used to measure and monitor the health of the Welsh population. The PHOF will help gain a shared understanding of the health outcomes that are important to the people of Wales and should be used by everyone involved in the design or delivery of policies or services to work together now and in the future to improve health. The framework not only demonstrates the challenges we have but reflects the assets that the people of Wales have to improve health.

The PHOF has been developed to underpin the national indicators of the Wellbeing of Future Generations (Wales) Act 2015 that measure whether Wales is achieving the seven wellbeing goals set out in the Act. It recognises that the achievement of good health, and the wider economic, environmental and social determinants of health can only be tackled by concerted and collective action.

The framework includes the overarching outcomes of: Years of life and years of health; Mental wellbeing; A fair chance for health. There are then further outcomes grouped under three domains:

- A. Living conditions that support and contribute to health now and for the future
- B. Ways of living that improve health
- C. Health throughout the life-course

For each outcome there is one or more indicator. Some indicators are also national indicators to monitor the wellbeing goals of the Wellbeing of Future Generations (Wales) Act 2015. It is through these indicators that we hope to assess where we are now, and how we are progressing in improving health into the future.

As a working document it will be reviewed and updated in line with emerging issues and data development. The framework will be reviewed every 5 years, to work alongside the timetable and reporting for the Future Generations Act. Natural Resources Wales are collaborating on developing environmental indicators.

For further information on the PHOF, visit the [Public Health Wales Observatory](#) webpages.

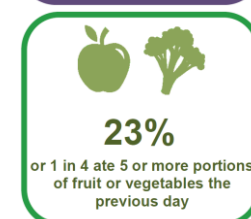
4.2) Our Health Today

The National Survey for Wales (2017-18) 'Population Health-Lifestyles' states the following:

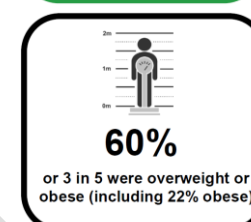
Physical Activity - Over half (53%) of all adults reported that they had been active for at least 150 minutes in the previous week. Men were more likely to have been active than women. Thirty-four percent of adults were inactive (active less than 30 minutes the previous week). Inactivity was highest among older adults and adults in more deprived areas.



Fruit and Vegetable consumption - 1 in 4 (23%) adults reported that they ate at least five portions of fruit or vegetables the previous day. Adults in less deprived areas were more likely to eat 5 or more portions.



Overweight and Obesity - Over half (60%) of adults were classified as overweight or obese including 22% who were obese. Men were more likely to be overweight, but not obese, than women. Rates of adults who were overweight or obese increased with the level of area deprivation. Young adults were least likely to be overweight or obese.



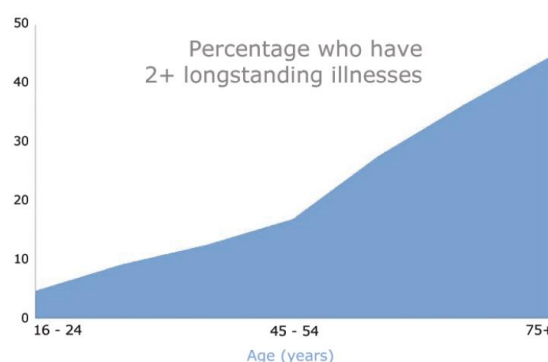
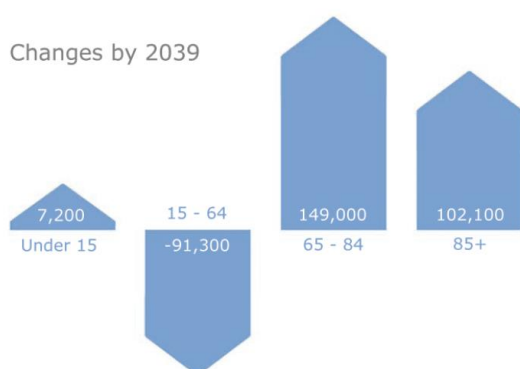
Multiple healthy lifestyle behaviours are classified as: Not Smoking; Not drinking above weekly guidelines; Eating five or more portions of fruit and vegetables the previous day; Being physically active for at least 150 minutes in the previous week; and Maintaining a healthy weight / body mass index. 10% of adults exhibited fewer than two of the five healthy lifestyle behaviours. Men, middle aged adults, and those in the most deprived areas were most likely to exhibit fewer than two of the behaviours.



The 'Health and its determinants in Wales' report¹¹ (Public Health Wales Observatory, 2018) provides a further overview of the health and wellbeing of the population of Wales. It outlines the main areas of health need and presents the complex picture of health in Wales:

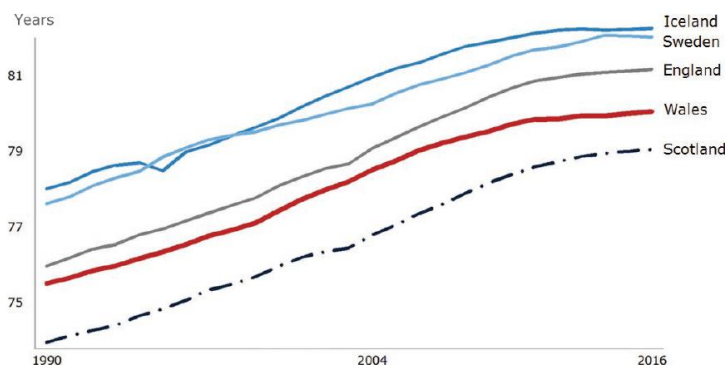
Demography: Wales has an ageing population which is expected to result in an increasing number of age-related conditions. The total population of Wales is expected to increase to 3.3m by 2039 if current trends continue, with those 65-84 years expected to increase by 27% and those aged 85+ years expected to increase by 127%.

The rising number of older people is likely to result in a rise in age-related disease in the future



Life Expectancy: People are living longer and spending longer in good health, but the number of years spent living with poor health is also increasing. Average life expectancy in Wales is 78 years for men and 82 years for women, however, we are likely to spend on average 17 and 20 years respectively living in poor health. There remain stark differences across Wales with those living in the most deprived areas spending approximately 19 years less in good health and dying 8 years earlier than those in the least deprived areas.

Life expectancy has been rising but is now beginning to plateau

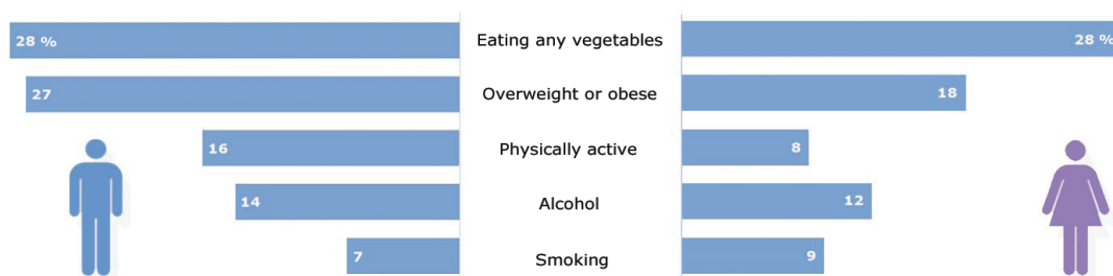


Burden of disease: Cancer and cardiovascular disease are the main contributors to the overall burden of disease, and to years of life lost (YLL) in Wales. Musculoskeletal disorders, mental health disorders and substance use disorders are the main causes of years lived with disability.

Health behaviours: Physical inactivity, diet and obesity levels are a significant burden of disease risk factors. Trends show that fruit and vegetable consumption has declined (4%) while the prevalence of overweight or obesity has increased (2%). Inequality gaps appear to be widening for fruit and vegetable consumption and physical activity. The continuation of current trends will result in two thirds of the adult population in Wales being overweight or obese by 2025.

Healthy Start: A higher proportion of children in Wales report unhealthy lifestyle behaviours, and being overweight or obese, than in other UK nations. Compared to England, a considerably higher percentage of 4-5 and 15-year olds in Wales are overweight or obese (4-5-year olds – Wales 27% and England 23%. 15-year olds – Wales 22.5% and England 14.5%). Wales also has the lowest percentage of girls who are physically active for 60 minutes every day (8%) compared to the rest of the UK (10%). There are clear inequalities in child health with children in the most deprived areas half as likely to be breast fed, twice as likely to be of low birth weight, and twice as likely to have decayed, missing or filled teeth (dmft) than children from the least deprived areas.

Behaviour in children will also impact on health into the next generation



Living conditions: There is considerable variation in levels of socio-economic factors that affect health, such as poverty, poor housing and poor education. Young people leaving school in the most deprived areas were half as likely to leave with skills and qualifications (level 2) as those from the least deprived areas. Around one in five 19-24-year olds are not in education employment or training. Adults living in the most deprived areas are less able to afford everyday goods and services and less likely to experience a sense of community.

Section 5 – Natural Resources and Health Context

The natural environment provides us with just about all the things we need to live and thrive: the air we breathe, the water we drink and the food we eat. It provides the raw materials and energy for our homes and industries, and can also protect us against environmental hazards, such as flooding, soil erosion and the impacts of climate change.

Ecosystem Services

We often use the term ‘ecosystem services’ to define all the benefits that ecosystems provide for people. These are described as four broad categories:

Supporting systems and services, including bedrock, soil formation, nutrient cycling and primary production, necessary for the production of all other ecosystem services.

Provisioning services refer to the products that are central to human life and therefore have a significant impact on health and wellbeing, including:

- **Nutritious food:** Meat, seafood and marine fish, freshwater fish, honey, wild collected food
- **Fuel:** Wood fuel (including charcoal), biofuels (e.g. biodiesel and bioethanol)
- **Water:** Drinking water, water for industrial uses, water for irrigation

These products provide vital nutrition, drinking water, new food varieties and medicines that support the foundation of human health.

Regulating Services offer benefits obtained from the regulation of ecosystem processes, including:

- **Heat mitigation:** e.g. heat island effect in cities
- **Flood risk mitigation:** e.g. making space for water
- **Air quality:** e.g. filtering particulates
- **Water quality:** not just for drinking, but also bathing waters
- **Disease & pests:** Control of human and agricultural/forestry diseases & pests
- **Noise mitigation:** e.g. urban green infrastructure

These regulating services are increasingly important for mitigating the health impacts of climate change. There is a significant connection between regulating services and health protection, particularly in relation to air and water quality, along with the management of the negative health impacts of noise and heat, especially in urban areas. In addition, regulating services contribute to health improvement, for example the mitigation of flood risk contributes to improving the mental wellbeing of affected individuals.

Cultural Services refer to the benefits that people obtain from our ecosystems through engaging with the natural environment, either directly or indirectly. These ‘cultural services’ provide specific and tangible health benefits, with a substantial evidence base to support this. In particular, benefits can be derived from:

- **Active Outdoor Recreation**

What are ecosystem services?

Ecosystem services is a term used for all the benefits that ecosystems provide for people.

Supporting systems and services, including bedrock, soil formation, nutrient cycling and primary production, necessary for the production of all other ecosystem services.

Provisioning services such as mineral sources, crops, fish, timber and genetic material.

Regulating services including water purification, flood alleviation, biological control mechanisms, carbon sequestration and pollination of commercially valuable crops.

Cultural services, providing a source of aesthetic, spiritual, religious, recreational or scientific enrichment.

- **Tranquillity**
- **Visual Appreciation**
- **Environmental Volunteering**
- **Learning in, about and for the natural environment**

Outdoor recreation and environmental volunteering both facilitate physical activity, with the corresponding health benefits associated with tackling many of the current key health issues faced in Wales, such as the rise in obesity and Type 2 Diabetes¹². Equally, there is a robust evidence base on the mental health benefits of exposure to, and engagement with, natural environments through either passive or active participation, which contribute to stress reduction and dementia¹³.

Sustainably managed natural resources deliver significant health benefits to people in Wales but the contribution that our natural resources make to health and wellbeing is dependent on the **resilience of the ecosystems** which produce these essential services. We know that today none of the ecosystems in Wales are fully resilient, presenting a real challenge to the ongoing delivery of benefits for human health.

Ecosystem resilience is the ability of ecosystems to cope with pressures, disturbances and change – either by resisting them, recovering from them or adapting to them. Achieving ecosystem resilience is about working at a larger scale, promoting functional connections between natural places, ensuring they have high natural diversity, are in good condition and increasing their extent. Biodiversity is an essential underpinning element of all resilient ecosystems. All functioning and resilient ecosystems have a characteristic healthy and often rich biodiversity.

The Breadth of Natural Resource Management

The State of Natural Resources Report, 2016 ([SoNaRR 2016](#)) Summary document¹⁴ outlines why addressing the sustainable management of natural resources and the benefits derived is a shared challenge for both the environment and health sectors. The report highlights the following areas that reflect the breadth of natural resource management:

Waste - While Wales is performing well against the Welsh Government Towards Zero Waste goals and statutory targets, there are still significant opportunities to reduce, reuse, recycle, and recover waste across Wales. By doing so, businesses will realise significant cost savings. Improving waste management will also reduce greenhouse gas emissions which contribute to climate change. This would deliver environmental, health and social wellbeing benefits.

Water - Wales is not yet managing water sustainably. This poses risks such as less water availability for agriculture, businesses and homes, poorer water quality, flooding and drought, and risks to fisheries, river ecology, and recreation. These risks could lead to increased costs. For example, in 2015, flooding of major road and rail links, and loss of electrical cables and gas pipes caused disruption to communities and additional costs for utility companies.

Air - There are gaps in the management of emissions in Wales that affect air quality resulting in a continued negative impact on our ecosystems and wellbeing. Traffic is the biggest polluter in our urban spaces. Increasing our understanding of how urban environments affect traffic pollution, and the impact on health, will help planners improve traffic controls and the design of urban space.

Soil and Land - We need to increase understanding of the importance of soil and its condition across all land uses. Managing soils and land use more effectively could reduce our risk of not being able to grow food and have a clean water supply, a stable climate, and many other important benefits.

Woodland - Forecasts predict a drop in timber availability if we do not create new woodland and bring more woodland into management. This poses a risk to wood supply and the wider benefits that woodlands provide. Many of these benefits are taken for granted and are under-valued, such as carbon storage to protect against climate change, providing less incentive for land managers to consider their value when making land-use decisions. This could impact on the multiple ecosystem services delivered by woodlands and on future wellbeing.

Energy - It is important to save energy and find ways to generate electricity at lower environmental costs. If we tackle this, we will ensure that future generations will be able to access energy. We will be able to reduce greenhouse gas emissions and begin to address climate change, wider environmental loss and pollution issues, and their impacts on wellbeing.

Urban environments - It has been difficult to build a full picture of the management of our urban systems. This is a gap that needs to be addressed. If Wales takes an integrated approach to managing urban systems, we will be able to maximise the benefits that green infrastructure provides, and so reduce risks and costs to wellbeing.

Seas and coast - Much legislation about the management of the marine environment is new, and it is not yet possible to evaluate its success. Our focus is now on the integrated management of where land and sea meet.

In summary, a range of issues, which are difficult to manage or regulate, are contributing to reducing the resilience of Wales' ecosystems. These affect the delivery of ecosystem benefits, which in turn impact on people's wellbeing. Our actions as a society are lowering our and future generations' quality of life. The full value of natural resources and ecosystems are not being adequately taken into consideration in various decision-making processes, however, the Environment Act, now provides the opportunity to address this disjointed system and take a more integrated approach.

Natural Resources and Health Evidence

The State of Natural Resources Report, 2016 (SoNaRR), Wellbeing in Wales chapter¹⁵, provides an assessment of the ecosystem services and benefits that contribute to wellbeing in Wales by considering existing evidence against the seven national Wellbeing Goals. The following is a summary of the Wellbeing in Wales Chapter, with a particular focus on the 'Health' goal.

Natural resources make a significant contribution to the physical health and mental wellbeing of people in Wales, both through health improvement and health protection. All ecosystems support some aspect of health, indicating both the breadth and impact of the benefits. However, because 80% of Wales' population lives in towns and cities, the concentration of benefits per head of population and opportunity to optimise those benefits is greatest in urban areas.

Regulation of air, water and soil quality

Ecosystems can help purify air, water and soil. Of particular relevance to health in Wales is air quality, which has a direct impact on people's life expectancy. In the UK, two air pollutants (particulate matter and nitrogen dioxide) contribute to the early deaths of between 40,000 and 50,000 people annually¹⁶. Furthermore, the costs of poor air quality in terms of health impacts add up to £20 billion a year¹³. A report by Public Health England estimates that the proportion of deaths in Wales due to long term exposure to man-made particulate air pollution (PM2.5) is 4.3%¹⁷. Poor air quality has not only a direct impact on health but can also discourage people from venturing outdoors, which in turn contributes to more sedentary lifestyles¹⁸.

Health effects do not relate solely to the direct impacts of air pollution. Actions such as promoting the use of non-motorised means of transport as a means of reducing local emissions of pollutants can help people to become more active, improving their health and fitness. In turn, this may also help individuals to become more resilient to the direct ill-effects of air pollution¹⁹.

Similarly, measures to mitigate climate change have health knock-on benefits. For example, measures to reduce greenhouse gas emissions from transport can deliver improvements in air quality²⁰.

Natural resources and ecosystems can play a role in reducing the impacts of poor air quality. The role of trees in contributing to cleaner and healthier air is highlighted in a study by Lancaster University²¹. This benefit can be maximised by carefully designed tree planting along transport corridors. The Lancaster study also highlights which species are best suited to particulate removal; identifying ash, alder, maple, pine and birch.

The Tawe catchment, Wrexham and Bridgend i-Tree Eco studies have measured the contribution their urban trees make to capturing particulate pollution. Every year across these towns, 257 tonnes of pollutants are removed by trees, of which 30.5 tonnes is PM10 and 20.5 tonnes is PM2.5. The United Kingdom Social Damage Cost (UKSDC) valuation of removing 30.5 tonnes of PM10, using the higher 'transport urban medium' approach, is £1.9 million per year²².

Hazard Regulation

Flooding can cause death, illness, injury and stress with impacts possibly greater for more socially vulnerable communities²³. Providing advance flood warnings and activating flood defence mechanisms not only help to prevent loss of life but also allow people to take action to protect themselves and their property. This can help to reduce the impact of other adverse health effects, such as anxiety about flooding, injury or exposure to contaminants.

Some flood defences not only protect lives and properties but make a significant contribution to the improvement of health and wellbeing; for example, by providing urban green space and recreational facilities (e.g. cycle paths/walkways). Creating or restoring habitats to manage flood risk can provide health benefits by increasing opportunities for recreation and leisure and improving access to the natural environment.

Adapting to climate change

The Climate Change Risk Assessment 2017 (CCRA17) Evidence Report²⁴ has identified a series of climate-related risks which together have implications for human health. In each case the urgency assessment ascribed by the CCRA 17 Report is indicated, as follows:

- Risks to health and wellbeing from high temperatures (research priority)
- Potential benefits to health and wellbeing from reduced cold (more action needed)
- Risks to health from changes in air quality, notably in relation to ground level ozone and aeroallergens such as pollen (research priority)
- Risks to health from vector-borne pathogens, such as the transmission of Lyme disease by ticks (research priority)
- Risk of food borne disease cases and outbreaks, notably salmonellosis (no further action required currently)
- Risks to health from poor water quality in relation to both drinking water supplies and sea water (sustain current action)

- Risk of household water supply interruptions (sustain current action)

These risks arise within the natural and built environments, but the distinction between these two spheres is frequently blurred. The way that we manage the environment and make use of the ecosystem services that it provides should recognise these risks and seek to minimise them.

Cultural Services

It is widely recognised that many of the key health issues faced by Wales (like other countries) are associated with lifestyle choices and are in many ways considered to be 'preventable'^{25,26}. These include many of the chronic conditions caused by insufficient physical activity, such as cardiovascular disease, Type 2 diabetes, chronic kidney disease, some cancers, osteoporosis, and arthritis. Increasing physical activity to the level recommended by the Chief Medical Officer and the World Health Organisation is one of the key priorities in Wales ([Physical Activity Guidelines](#)).

A growing body of evidence demonstrates a positive link between spending time in a natural environment and mental health. Impacts appear to differ according to socio-economic status, age and gender, but where natural environments are used as settings for mental health promotion or therapy, the outcomes, albeit weak, tend to be positive and cost effective²⁷. The CCRA17 Evidence Report has identified opportunities from warmer temperatures for increased outdoor activities. The enhancement of urban green space should allow these opportunities to be realised.

Mental health benefits are derived from both outdoor activity and proximity to natural environments. For example, just being in the outdoors can help people deal better with anger, fatigue, sadness and stress. A recent study found that children with ADHD showed an improvement in behaviour in woodlands compared to urban environments. Studies have also shown that there are significant positive links between mental wellbeing and increased green-space in urban areas²⁸.

Actions to address other environmental issues, such as the management of flood risk, have also been found to have a positive effect on mental health and wellbeing. Reviews of Flood Awareness Wales found that involvement in community flood planning and increasing preparedness demonstrated tangible benefits to the mental health and wellbeing of individuals, including a reduction in Post-Traumatic Stress Disorder and the depression that people sometimes experience after being flooded.

Community grown food

A literature review by Sustain (the alliance for better food and farming) suggests a number of ways that growing food can contribute to health and wellbeing²⁹. In recent years, there has been a reported rise in demand for allotments, which can also provide a range of other ecosystem services³⁰.

Tranquillity is an element of many natural environments. The conditions which give rise to it can include: not just an absence of noise but the presence of positive noise such as birdsong; the visual quality of the landscape and a sense of personal security³¹. Quality of life may be enhanced when people have quiet and inspiring places where they can interact more closely with living nature.

Unnatural noise levels interfere with tranquillity, so it is perhaps not surprising that after air quality, noise is estimated to be a leading cause of the environmental burden of disease in the European Region. Noise exposure can impact on mental wellbeing and may increase blood pressure and heart rate during sleep²⁹.

Air pollution and noise are often emitted from the same sources (notably road traffic), and locations of poor air quality often coincide or overlap with locations subject to high noise levels. Benefits can be gained by implementing solutions that address both issues³².

Preferences for the types of green-spaces (including rivers, lakes and sea) that people use for outdoor activities and what they enjoy doing there are becoming better understood. Although we can map accessible green-space and the routes that connect them, there is no fail-safe way of determining which areas of Wales provide the most opportunities in places that people want to use. Given the spectrum of interests and uses, there is clearly a role both for urban green spaces where the majority of people live and for more remote visitor facilities if we want to promote better opportunities for health.

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Board Paper

Paper Title:	Grant Funding Strategy
Paper Reference:	19-07-B15
Paper Sponsored By:	Ceri Davies (Director EPP); Kevin Ingram (Director Finance & Enabling Services)
Paper Presented By:	Ruth Jenkins (Head of NRM Policy, EPP); Tracey Mayes (Governance); Rob Bell (Finance)

Purpose of Paper:	Decision
Recommendation:	To approve NRW's grant funding strategy: Working together to manage natural resources

Impact:	<p>Looking at the <u>long term</u>: The grant strategy sets the framework for providing funding for a 3-5 year period.</p> <p>Taking an <u>integrated approach</u>: The strategy aligns grant funding to the strategic objectives set out in our corporate plan and the priorities and opportunities identified in Area Statements.</p> <p>Involving a <u>diversity of the population</u>: The Strategy sets NRW's ambition to facilitate different organisations, sectors, individuals from across the public, private and third sector to work together on projects funded through the grant programme.</p> <p>Working in a <u>collaborative way</u>: The Strategy sets NRW's vision for grant funding to enable and facilitate action by others.</p>
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Issue

1. In May the Board approved the Grant Funding Policy and Procedure. This is NRW's framework for the allocation of grant funding to support the sustainable management of natural resources.
2. The Board endorsed the proposal to prepare a grant funding strategy to set the direction and ambition for our grant funding.

Background

3. We have listened to feedback from staff and partners and simplified our grant processes and procedures. We have prepared a new grant funding policy and procedure. To support implementation, we have prepared a strategy that sets the direction and ambition for our grant funding to 2022.
4. The grant policy aligns grant funding to the strategic objectives set out in our corporate plan and the priorities and opportunities identified in Area Statements.
5. Our vision for grant funding is to enable and facilitate action by others. We recognise that some partners have a further reach than us and a better understanding of the issues and people working in a Place. Others are often better able to make the connections and build the collaboration.
6. The Board identified the importance of building stronger strategic relationships with other parts of the public and private sector to maximise opportunities for investment in Wales' natural resources. The Board recognised the opportunity to work with other funding bodies, public and private sector organisations to co-fund grant programmes focussed on shared priorities and opportunities related to the sustainable management of natural resources.

Assessment

7. The grant strategy reflects discussions at the Grant Funding Task and Finish Group, ET and the Board over the last 6 months. There has been particular engagement with:
 - 20 NRW staff from Operations and EPP at a workshop on the 26 March;
 - Management Team meeting of Steve Morgan in South East Operations;
 - Rhian Jardine Head of DPAS & Marine Service, reflecting her role leading the last grant commissioning round;
 - Martyn Evans Head of Service NRM;
 - Leadership group at their meeting on the 10 April;
 - Discussion with NRM Policy Management meeting 26 June 2019;
 - Discussion with NRM Business Board 2 July 2019;
 - Input from Board members Rosie Plummer, Chris Blake, Howard Davies and Steve Ormerod.
8. Meetings with external partners to test the policy, procedure and strategy including:
 - Stephen Marsh Smith Wye 7 Usk Foundation;
 - Rachel Sharpe Wildlife Trusts;
 - Tessa White, WCVA;
 - WEL;
 - Terri Thomas and team from Welsh Government leading ENRAW Grants;
 - Ros Kerlake CEO The National Lottery Heritage Fund;
 - John Rose The National Lottery Community Fund.

Recommendation(s)

9. The Board is asked to:
- approve the Grant Funding Strategy “Working together to manage natural resources”;
 - to note the proposal for further engagement with partners through the summer, including at the Royal Welsh Show.

Key Risks

10. The strategy provides clarity on NRW's vision and ambition for grant funding and mitigates the risk that staff and partners are unclear on the what and how the organisation intends to grant funding over the period to 2022.
11. There is a risk that post Brexit, available funds to invest in natural resources management will decline. The strategy sets out a commitment to sustained engagement with partners in the public and private sector to realise opportunities to combine funding to co-fund grant programmes.

Next steps

12. We will discuss the Grant Strategy with partners through the summer, including at the Royal Welsh Show. If necessary we will come back to the Board in September if feedback suggests the need for changes.
13. We will share the Grant Strategy with those external organisations and individuals participating in Area Statement workshops through the engagement events planned for July.
14. We will develop a staff engagement plan to roll out the Grant Funding Policy, Procedure and Strategy.
15. We will work with Welsh Government to understand how their intentions for grant funding to ensure that our priorities align and we provide clarity to partners and potential applicants on our respective asks.
16. We will meet with other funders to explore the opportunities to work together to co-fund grant programmes that support sustainable management of natural resources.

Financial Implications

17. Current funding levels for grants and partnerships (excluding funding via EU programmes and LIFE projects) are approximately £4m which is mostly funded by grant-in-aid. This funding includes grants relating to Wales Coastal Path (£0.9m per annum), Areas of Outstanding Natural Beauty and National Trails (both between £0.3m and £0.4m each financial year). The remainder is then prioritised in line with our objectives.

18. It is expected that the budget for grant funding will be increased in future years as grants are seen as an effective way of utilising other budgets within NRW. However, future allocations will be decided as part of the Business Planning process.

Equality impact assessment (EqIA)

An EqIA is not required for this strategy however it will be undertaken, as appropriate, for individual grant applications and schemes.

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Annex 1 – Draft Grant Funding Strategy “Working together to manage natural resources”

Natural Resources Wales' Grant Funding Strategy

Working together

to Manage Natural Resources Sustainably

Summer 2019

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DRAFT

01

Welcome – words from Sir David

Possible words to include:

- Recognise the importance of building confidence across the wider environmental, biodiversity and land management family in a period of challenge and uncertainty. The climate emergency and the continuing decline in biodiversity highlight now, more than ever the need to work and act together.
- Grant funding is an enabling mechanism for all We want to use our powers and resources to benefit all. We fully accept that we have not met our own ambitions for our grant funding. But we have listened to the concerns of staff and partners and have optimised the process for all.
- We are keen to play our part providing greater certainty of our funding priorities and approach. We are committed to moving towards a longer-term funding approach and being more flexible and responsive to getting money out of the door.
- We will provide a clear statement in our business plan on our intentions for grant funding in that year. This aims to provide clarity for you.
- In return, we would ask that you have early discussions with our staff about your intentions and ambitions, to allow us to capture this insight in our work programmes. We want to avoid last minute requests for funding to support bids to other funders etc
- Working with Welsh Government to provide clarity of purpose in our respective grant funding programmes that complement and support one another, providing transparency for partners and sectors on the direction of travel.

02

Why do we need a grant funding strategy?

We want to reach out to public, private and third sector organisations to work together to maximise investment in natural resources across Wales. Our grant funding powers and resources give us the opportunity to effectively drive investment to the communities, sectors and organisations who can deliver best for the environment and natural resources of Wales.

We have listened to feedback from staff and partners and simplified our application processes and requirements. We have prepared a new grant funding policy and procedure that sets out four principles that are at the heart of grant funding decision making:

- **Proportionate**
- **Consistent, transparent and fair**
- **Risk assessment and management**
- **Due diligence** in line with Managing Welsh Public Money

This strategy sets the direction and ambition for our grant funding, to align funding to the strategic objectives set out in our corporate plan and the priorities and opportunities identified in Area Statements.

03

Our vision and ambition for grant funding

We are changing the way we work.

We are a placed based organisation actively engaging with local communities, sectors, partners, charities and Public Services Boards to collaborate more effectively and better understand opportunities to work together.

Healthy, resilient ecosystems underpin the well-being of communities. Action across the public, private and third sector is the key to building ecosystem resilience.

Our vision for grant funding is to enable and facilitate action by others. We recognise that together with our partners we can extend our reach further, enhance expertise, and generate a better understanding of the issues and people working in a Place. Others bring additional strengths and are often better able to make the connections and build the collaboration.

As a funding body in Wales we want to use our grant funding to test innovative approaches and opportunities. We recognise that in time this contribute to the creation of new markets.

Area Statements are driving us to engage and collaborate with public, private and third sector organisations. By March 2020 we will publish seven Area Statements across Wales identifying the priorities and opportunities for action.

Our ambition is to use our grant mechanisms to fund prioritised actions emerging from Area Statements as well as those identified in functional plans and programmes.

04

Outcome focus

In the face of the climate emergency, we all need to seek out and drive innovative and creative approaches. Our grant funding will explicitly support outcomes. We want applicants to think beyond their specific project objectives, to make connections that allow them to deliver a wider range of benefits for people and nature.

We want all our grant funding to demonstrate ways of working that:

- Support communities across Wales to make the step change in the use and management of natural resources.
- See evidence of collaboration between different organisations and interests.
- Explore and test new ways of doing things, bringing new and innovative skills and technologies to bear and sharing the learning.
- Draw on quantitative and qualitative evidence to support outcomes over the short, medium and long term.

All projects should evidence these ways of working.

We expect all projects in receipt of NRW grant funding to contribute to outcomes that:

- Build in measures to enable nature and people to adapt to climate change.
- Build ecosystem resilience at the appropriate scale – in catchments or at a landscape scale.
- Make a difference to people and communities at the same as building ecosystem resilience.
- Connect people with nature and environmental issues.

Small proposals of less than £10,000 may contribute to one or two of these outcomes. Larger, more complex proposals seeking larger amounts of funding will be expected to contribute to more outcomes.

We want our grant funding to drive change in the use and management of natural resources. Some projects will have unintended consequences, others will fail. We have a higher risk appetite as we are committed to innovation.

DRAFT

05

Working with other funding bodies

With continuing uncertainty about the direction of the UK's exit from the European Union, we recognise the importance of building stronger strategic relationships with other parts of the public and private sector to maximise opportunities for investment in Wales' natural resources.

NRW and its predecessor organisations secured over 24 million Euros directly through successful bids to LIFE, were involved in over 15 million Euros of LIFE projects as a partner and currently have a project circa 5 million Euros at concept note stage. These projects have secured improvements in protected areas across Wales, particularly peat bogs, sand dunes and fens, protected species such as the freshwater pearl, developed collaborative programmes for restoration of Natura 2000 sites in Wales and worked with partners across Europe to address waste crime by testing innovative technologies and intelligence sharing.

Strategic regional investment funds also play an important role. Ensuring that regeneration activities support natural resource management through any replacement funding programme is also crucial. Developing alternatives for these funding sources is a key priority for all of us in Wales. We will be working across sectors to build an understanding of the shared outcomes we are all seeking to strengthen the programmes of funding for the environment in Wales.

In parallel, we are stepping up our strategic engagement with other funding bodies in Wales, promoting opportunities to combine resources to co-fund grant programmes. UK based funding bodies recognise the different legislative and policy context in Wales resulting from the Well-being of Future Generations Act and

Environment (Wales) Act. We will act on this opportunity to explore the mechanisms for co-funding grant programmes that support the sustainable management of natural resources.

We will explore with other Welsh public and private sector organisations the opportunities to co-fund grant programmes to support specific shared outcomes. Alternative funding mechanisms such as the UK Woodland Carbon Code and Peatland Code also have an important role to play and we will explore how they can be used to lever in additional monies for grant holders, to provide a longer-term business model once grant funding has ended.

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06

Simplifying our approach

We have worked with staff and partners to simplify grant processes to optimise the impact of grant funding. We are committed to making the application process as simple and effective as possible, only asking for information that we need to reach a decision.

Continuous improvement is central to our way of working in NRW and our grant funding processes will continue to be enhanced as we receive feedback from all.

Our Grant Policy and Procedure sets out the guiding principles which inform all our grant decision making:

- Proportionate processes in terms of the scale, value and risk.
- Consistent, transparent and fair processes with procedures and guidance for staff and applicants. There must be sufficient flexibility to make changes in response to identified risks, issues or poor performance.
- Risk assessment and management throughout the lifespan of a grant scheme particularly at the appraisal and monitoring stages where appropriate.
- Proportionate due diligence to ensure that grants are awarded to financially viable bodies that are able to deliver activities in line with the defined purpose of the grant scheme.

07

Our grant funding mechanisms

NRW will run three grant funding mechanisms:

- Competitive Grant Funding
- Strategic Allocated Funding
- Shared Outcome Request Funding

In developing these funding mechanisms we have drawn on the relevant Welsh Government's Grant Centre of Excellence Minimum Standards. We have also built in the Welsh Government's requirements set out in the Code of Practice for Funding the Third Sector. The principles set out in section 5, have been applied to the design of each funding mechanism.

Individuals, charities, universities, SMEs, public and private sector organisations can apply to NRW for grant funding. We are moving towards longer term funding and being more flexible and responsive. The three funding types are defined in Annex 1.

Competitive Grant Funding

A competitive grant is one where applications are received during a defined time period with specific opening and closing dates. The grant is run on a competitive basis as the budget is predefined.

Once the application period closes, all applications are judged against the openly stated and pre-determined criteria for the scheme, attributed a score and ranked. Any applications received outside the application period are not considered. Applications are judged on the information submitted during the application period alone. It is not appropriate to request further information from

applicants either during or after the application period. The only circumstance where it is acceptable to request or provide further information is where **all** applicants are given or asked to provide the same additional information, and **all** are given the same deadline by which to submit it. This is to ensure fairness and consistency towards all applicants.

Strategic Allocated Funding

This mechanism underpins our work with identified strategic partners who are critical to the delivery of NRW priorities identified in the corporate plan, Area Statements and functional plans and strategies. The identification of suitable strategic partners is determined by NRW. Funding is allocated using a prescribed formula, which is applied consistently to the relevant organisations. In confirming the allocation of funding to a strategic partner, the award letter specifies the priority outcomes the money should be used to support. Strategic Allocated Funding Grants will be awarded for a minimum of 3-5 years, to demonstrate a longer-term commitment to working with these strategic partners.

Shared Outcome Request Funding

Shared Outcomes Requests are ad hoc, external applications to NRW for funding to deliver projects/initiatives which NRW may have an interest in. The applicant initiates the preparation of a proposal that they “own”. The format of the submission is within their gift. There is no NRW template, but a checklist will be provided setting out the criteria that should be included in any application for funding. NRW staff can discuss the strategic objectives and outcomes that the proposal will address. Staff need to be clear in any exchanges that these do not prejudice the assessment or decision to award funding, or give any such impression. Once the application is formally submitted those involved in earlier discussions can play no role in the assessment or final decision to award funding.

08

Resourcing

We currently allocate £4million per year to funding grants and partnerships (excluding funding via EU programmes and LIFE projects). This is mostly funded from grant-in-aid. We use £1.2 million to fund the Wales Coastal Path, Areas of Outstanding Natural Beauty and National Trails. The remainder is allocated to priorities aligned to our corporate plan.

We expect to increase the size of the NRW grant funding budget in 2020/21 and thereafter, as grants will play an important role enabling delivery of the priorities and opportunities identified in Area Statements.

We expect the total level of investment in grant funding to grow as we lever in additional monies from other funding bodies and the private sector. We are committed to playing our part in shifting the economy in Wales by pump priming new and innovative technologies and driving wider networking to drive investment in the green economy.

09

Our commitment to partners

At the start of each financial year we will confirm in our business plan:

- The size of the budget allocated to grant funding.
- How we propose to allocate the money between the three funding mechanisms.
- Any competitive grant programmes we will run.

Ahead of these decisions we will talk to organisations and charities across the public and private sector to seek their input and gauge their appetite for competitive funding programmes.

Paper Title:	Area Statements
Paper Reference:	19-07-B16
Paper Sponsored By:	Gareth O'Shea, Executive Director of Operations South
Paper Presented By:	Martyn Evans, Head of Operations South West. Prepared with input from Sarah Williams, Russell De'Ath and Bill Purvis.

Purpose of Paper:	Information. To present an update on progress on Area Statement development and delivery.
Recommendation:	To invite the Board to note and comment on progress.

Impact:	<p>The activities described in this paper help NRW achieve the Well-Being of Future Generations Act principles of:</p> <ul style="list-style-type: none"> • Looking at the <u>long term</u>: • Taking an <u>integrated</u> approach: • Involving a <u>diversity</u> of the population: • Working in a <u>collaborative</u> way: • <u>Preventing</u> issues from occurring: <p>Area Statements will apply all the above principles in their development of evidence, opportunities and interventions to pursue sustainable management of natural resources in Wales. Led by NRW, Area Statements will involve and collaborate with a wide range of others in this work.</p>
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Issue

1. Nine months ahead of the target date of publication of all 7 Area Statements (31 March 2020), the Board is provided with an update on Area Statements to ensure it is informed of current progress.
2. A brief presentation at the Board meeting will support this paper that outlines our approach and progress to date.

Background

3. Under the Environment (Wales) Act 2016, NRW has a duty to prepare Area Statements to help facilitate the implementation of the Welsh Government Natural Resources Policy.

4. NRW has considered how this duty can be delivered in the spirit of the new ways of working set out in the Act, whilst also meeting its Sustainable Development Duty under the Well Being of Future Generations Act 2015. This paper describes how NRW is undertaking this duty.

What will an Area Statement look like?

5. NRW took an early decision to work at an appropriate scale for the delivery of Area Statements, driven by the needs of the place to implement the desired change. There are seven Area Statements: six for the terrestrial 'Places' and one Marine Area Statement covering Wales' marine environment.
6. We later aligned our operational structure to these places which demonstrates a commitment to embed a 'Place' based approach (one of the priorities of the WG Natural Resources Policy). We also wanted to ensure that Area Statements change the way we work by feeding into our operational planning processes.
7. We have committed to Area Statements being an online resource that will:
 - Provide a summary of the Natural Resources priorities, risks and opportunities in that place¹.
 - Show how we have come to that point² based on:
 - Existing Policy (Natural Resource Policy, Wales Marine Plan, etc)
 - Natural resources in that place
 - The benefits they can provide
 - Our engagement and involvement of others
 - Set out what we and others can do to address the priorities, risks and opportunities³. This could be at any scale, including across two or more Areas, and should specify the delivery mechanisms through which we need to work. It will need to incorporate and cross reference the work looking at embedding SMNR across our functions as this also relates to section 11 3(c) of the Act.
 - Include inspiring information and resources (such as case studies) and links to other sources. Collaborative actions will be agreed / endorsed by all parties involved as far as possible.
 - Contain information on how we will be measuring progress / what success looks like⁴.

¹ Environment Act s11. (3) Each area statement must—
 (a) explain why a statement has been prepared for the area, by reference to—
 (i) the natural resources in the area,
 (ii) the benefits which the natural resources provide, and
 (iii) the priorities, risks and opportunities for the sustainable management of natural resources which need to be addressed;

² (b) explain how the principles of sustainable management of natural resources have been applied in preparing the statement

³ (c) state how NRW proposes to address the priorities, risks and opportunities, and how it proposes to apply the principles of sustainable management of natural resources in doing so;
 (d) specify the public bodies which NRW considers may assist in addressing the priorities, risks and opportunities.

⁴ Meets Statutory Guidance ask to "Monitor and measure SMNR outcomes, and how the NRP has been implemented, at a local level."

- A Task and Finish group has been set up to develop a mock-up of the Area Statements webpages. This will use an external customer focus group to help us understand how stakeholders will access and use the information provided, so we can design our website resources accordingly.

Annex 1 provides more detail on our approach. .

Progress to date

8. **Annex 2** slides show the Wales-wide picture and how we are managing programme risks and delivery. Key points are:
 - We are on track for delivery of milestones and final products
 - Our approach is consistent across Wales (all 7 'Places')
 - We have defined the products (our Business Plan dashboard measures summarise these)
 - We are making Area Statements relevant to stakeholders and explaining why they should become involved/own.
 - We are meaningfully involving stakeholders by not presenting proposals/assessments that are too far advanced / a fait accompli.
 - We are documenting / auditing decisions we make throughout.
9. Since April, we have been in the stakeholder engagement phase that will last until September, after which we will be analysing the input and material gathered. We will be formulating (via further stakeholder workshops) the key priorities, challenges and interventions we and others will need to make.
10. The process is generating significant interest from stakeholders around levels and methods of engagement, expectation, relevance and impact. The July Board session is a good opportunity for these matters to be explored, as well as our overall experience to date.

Recommendation

11. The Board is invited to note and comment on progress made on delivery of Area Statements.

Key Risks

- Ensuring we deliver Area Statements on time, to the standard set out above.
- Ensure we secure wide internal and external ownership of Area Statements and the subsequent interventions. The Area Statement dialogue will be an important opportunity for this.
- Staff continuity and stability following 1 July OD implementation. Sufficient staff resource is in place and we have minimised the disruption to delivery of this key work area during this period.

Financial Implications

12 Staff and financial resources are in place across NRW to support the work.

Equality impact assessment (EqIA)

13 The Area Statement project was subjected to an EqIA.

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Annex 1: Area Statements Briefing for Ministerial meeting.

Annex 2: National 05.19 PPT

Area Statements briefing for Ministerial Meeting, May 2019.

Key high-level messages:

- Area statements are about taking an integrated approach to delivering the Ministers priorities in the NRP in a place. This includes biodiversity and climate change. (See section, 1)
- Working in a place, using the principles and ways of working, is about delivering lasting change and building social and capital. (Section 2).
- Area Statements are about both a local evidence base (which supports wider delivery of the priorities by public service delivery such as LPDs and wellbeing assessments) and action to deliver the priorities across all of NRW, and NRW's leadership role in working with others to deliver them.
- We are committed to producing the first Area Statements by March 2020. (See timeline – section 4). The pace of development is ramping up. Considerable work has already been undertaken e.g. such as the local evidence packs / area profiles for well-being assessments.
- It's important to ensure these are developed in the right way, which is why NRW have spent time getting the foundations right through organisational design and governance (Section 5 and 6), and through developing a range of engagement approaches. (sections 3 and 7)
- Area statements will play a crucial role in delivering the transformational change demanded by the climate emergency and the recent Biodiversity report. (Section 8)

1. Background

Under the Environment (Wales) Act 2016, NRW was given the duty to prepare Area Statements to help facilitate the implementation of the Natural Resources Policy. NRW has considered how this duty can be delivered in the spirit of the new ways of working set out in the Act, also meeting its Sustainable Development Duty under the WFG Act.

The infographic attached explains a little more about what Area Statements are.

2. Working at the appropriate scale

2.1 Rather than seeing the work as being driven by one part of NRW, taking a systems approach we can see that it is driven by the needs of the place to implement the desired change. We took an early decision to align the Area Statements to our Operational Areas (see map on infographic).

2.2 This shows our commitment to embed a Place-Based Approach (one of the priorities of the NRP); to ensure that Area Statements change the way we work by

feeding into our operational planning processes. Work on Organisational Design has taken this into account.

2.3 Our task is to focus on what those needs are and bring together a mix of skills and knowledge from across NRW and beyond to address those needs. Doing that enables us to build on the social capital already in place, sharing our expertise where needed.

2.4 The Statutory Guidance to NRW on Part 1 of the Environment Act has been helpful in focusing on the products that will emerge from the process, including the role the Area Statements will play in providing evidence for Local Development Plans, Well-being Plans and Protected Landscapes Management Plans.

3. Consistency

Having the work being driven by place has meant that we have put measures in place to ensure that we take a consistent approach where needed, whilst enabling more creativity in the engagement and involvement methods being adopted in different places. We want to encourage innovative ways of working, and to support this we are asking staff to be consistent in the following ways:

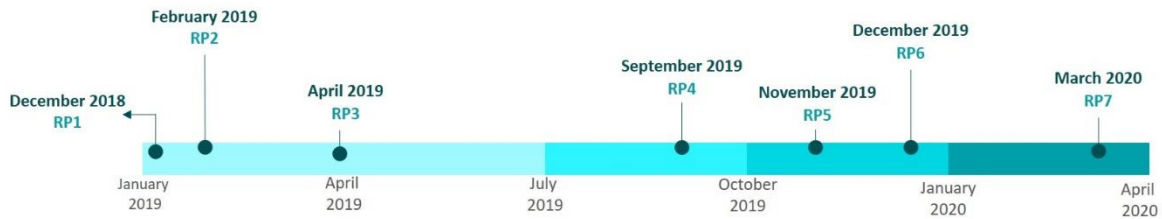
- **Method** – ensuring that when we are considering ecosystems and their benefits, we follow a particular methodology (we are calling this the 5- step method). This ensures that all benefits are recognised and taken into account.
- **General Approach to engagement** - we are building this 5 step method into an approach which ensures that we are transparent about the stakeholders we have involved, and why, and the questions we have asked along the way (see box 1).
- **Timeline** - We set out our approach and timeline to developing Area Statements in our October Position Statement which is currently in the process of being reviewed. The timeline shows regular Review Points where we communicate how we are working and assess whether we are meeting our approach. (See box 2)
- **Approach to Evidence** - We have set out our approach to evidence in a series of evidence principles and are providing support to staff to recognise and manage risks, such as Bias. (See box 3)

BOX 1: Our approach to engagement

- i) Drawing on the NRP challenges and priorities, use local information and engagement to turn them into **emerging themes** using our area profiles (a repository of national evidence cut to each area) and other data tools. An emerging theme can be any issue or opportunity (with line of sight to the NRP challenges and priorities) that reflects the challenges and priorities for SMNR in that place and allows us to hone in on the potential actions that need to be developed.

- ii) Working with stakeholders to help us to **define the problem(s)** and/or opportunities and frame them by theme. We will do this collaboratively in a way that we develop a **common understanding of challenges and opportunities** from all angles / perspectives not just our own. We expect each theme will have a whole series of problems and opportunities defined, some of which have implications for different scales, and we will need to consider the timing and prioritisation of these.
- iii) Develop options for intervention based on the resilience of ecosystems and the benefits they provide, using SMNR 5-Step Method. A **Theory of Change** approach will help us to capture and record the assumptions we are making. **Participatory Appraisal** will enable us to do that collaboratively, including exploring the best / good practice from elsewhere. We will explore what success looks like, and we'll jointly evaluate those options against those measures.
- iv) Agree a series of potential collaborative actions to take the preferred options forward
- v) Considering the objective and applying the principles of SMNR throughout, and documenting this.

4. TimeLine



BOX 2: Timeline showing Review Points (RP):

- RP1. We have tested and refined our emerging themes with our National colleagues internally (Dec 2018).
- RP2. We have tested and refined our emerging themes with National and Local stakeholders (Feb 2019).
- RP3. We have defined the issues underneath each theme with more specificity, to help us further explore them. We have a common understanding of the issues and the factors that are likely to effect change, and the opportunities for joint working. (Apr 2019).
- RP4. For each theme, we can define what success looks like. We have a series of potential options for solutions and are building our “theory of change” (September 2019).
- RP5. We have explored these options using the SMNR 5 Step Method. We have begun to set out areas where we can deliver most benefit, together with the rationale for why they have been prioritised (Nov 2019)
- RP6. Together, we have identified key actions that we, and others, will take. (Dec 2019)
- RP7. Area Statements published online (Early 2020)

At each review point we will be asking the following:

- Have the right people been involved?
- Have we applied the SMNR principles / ways of working and does it support our contribution to the Well-being Goals?
- We have described the process we’ve been through in a clear and logical way, linked back to the SMNR objective (5 Step method).
- What have we learnt from the process?
- What do we need to do next? What supporting processes / products do we need that will help that? Who is going to do what?

Whilst we have met the first two review points, the learning is that we need further conversations to test and refine these themes. This is part of the ongoing dialogue and is feeding into our stakeholder engagement strategy.

We are in currently at Review Point 3 and are in the process of evaluating.

Our latest programme report is attached in Annex 1.

5. Governance

5.1 The Area Statement Steering Group is responsible for overseeing the development of the Area Statements, addressing any organisational challenges or barriers such as resourcing issues. The Area Statements Steering Group reports to the NRM Business Board which includes Heads of Service for Place and Heads of Business across all of our functions. Heads of Place are ultimately responsible for the Area Statements themselves, negotiating central services and support through the respective Heads of Business.

6. Independent Scrutiny

6.1 We are in the process of establishing an independent external Critical Friends group chaired by our Board member Howard Davies. The purpose of the group is to provide a sounding board during the process of developing Area Statements across Wales to ensure that they are embedding the purpose and principles of SMNR. Their first meeting will be in June 2019.

7. Engagement and Involvement

7.1 Each Area is managing their own approach to engagement of stakeholders in the process, through the use of local networks, Well-being Plan forums, and tailored events. We are using our local evidence packs to start a conversation about what is significant or special about the natural resources in that place, and where are there opportunities to build ecosystem resilience. A video from a recent event held in South Wales is available here:

<https://web.microsoftstream.com/video/2040349d-77b3-4a78-9d59-690e41fb8026>

7.2 We are also using existing National Stakeholder forums to maintain a dialogue with stakeholders at the national level.

7.3 To date we have participated in a number of national stakeholder groups including the Wales Biodiversity Conference; the Wales Water Forum; Wales Land Management Forum; Wales Environment Link; Wales Marine Action and Advisory Group; Protected Landscapes Liaison group and jointly with Welsh Government through the Environment Act Implementation Group.

7.4 We have also jointly hosted two workshops with Welsh Government and local planning authorities looking at the potential role of Area Statements in supporting Planning Policy Wales – in particular the requirement to develop Green Infrastructure Assessments.

7.5 We acknowledge recent feedback from stakeholders, particularly eNGOs that it is currently quite hard for national stakeholders to know how best to engage in the Area Statements process, or to find out what is going on. The challenge is maintaining meaningful conversations with National Level stakeholders when much of the conversations are happening, and moving forward rapidly, at a more local level in Place. **In response**, we are developing an Area Statements National Stakeholder Engagement and Involvement strategy to ensure we can improve our communications and develop more sophisticated involvement mechanisms.

8. What will Area Statement look like?

8.1 We have committed to Area Statements being an online resource that will:

- Provide a **summary** of the Natural Resources priorities, risks and opportunities in that place¹.
- Show how we have come to that point² based on:
 - Existing Policy (NRP, WMP, etc)
 - Natural resources in that place
 - The benefits they can provide
 - Our engagement and involvement with others
- Set out what we and others can do to address the priorities, risks and opportunities³. This could be at any scale, including across two or more Areas, and should specify the delivery mechanisms through which we need to work. It will need to incorporate and cross reference the work looking at embedding SMNR across our functions as this also relates to section 11 3(c) of the Act.
- Include inspiring information and resources (such as case studies) and links to other sources. Collaborative actions will be agreed / endorsed by all parties involved as far as possible.
- Contain information on how we will be measuring progress / what success looks like⁴.

8.2 A Task and Finish group has been set up to develop a mock up of the Area Statements webpages. This will use an external customer focus group to help us understand how stakeholders will access and use the information provided, so we can design our website resources accordingly.

¹ Environment Act s11. (3) Each area statement must—

(a) explain why a statement has been prepared for the area, by reference to—

(i) the natural resources in the area,

(ii) the benefits which the natural resources provide, and

(iii) the priorities, risks and opportunities for the sustainable management of natural resources which need to be addressed;

² (b) explain how the principles of sustainable management of natural resources have been applied in preparing the statement

³ (c) state how NRW proposes to address the priorities, risks and opportunities, and how it proposes to apply the principles of sustainable management of natural resources in doing so;

(d) specify the public bodies which NRW considers may assist in addressing the priorities, risks and opportunities.

⁴ Meets Statutory Guidance ask to “Monitor and measure SMNR outcomes, and how the NRP has been implemented, at a local level.”

8.3 What will Area Statement feel like? is probably a better question to ask. If Area Statements are working, then:

- Stakeholders are bought into the process
- We all know what our roles are –and are able to talk about the process with trust and confidence internally and externally
- Ownership of Area Statements is shared across the public sector and beyond
- Communication is flowing (all ways)
- We are comfortable with challenge
- Change is occurring which will address the Climate Emergency.

8.4 We are working jointly with Welsh Government on the monitoring and evaluation framework for the NRP and Area Statements which will include both quantitative and qualitative measures.

BOX 3: Our approach to Evidence

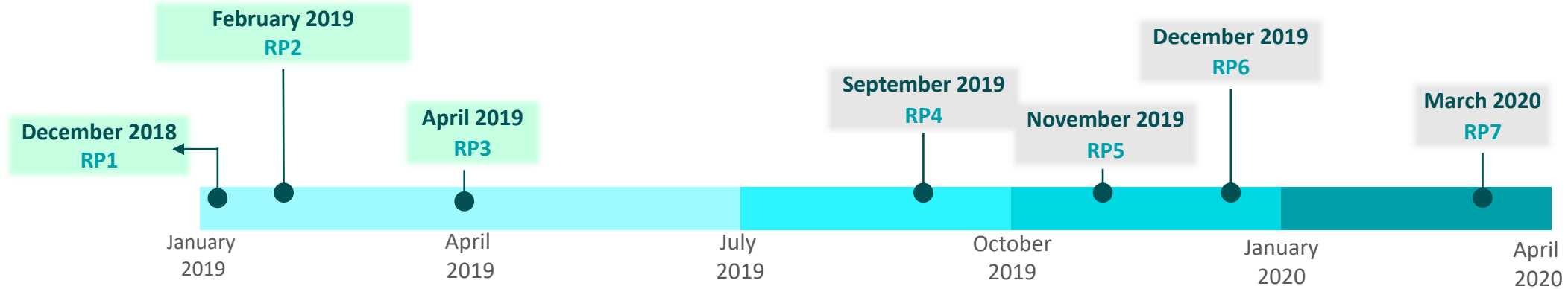
We have adopted a set of Evidence Principles to be clear about how we will treat qualitative and quantitative evidence as part of this process. These are:

- We will respect all forms of evidence and knowledge (including local knowledge).
- Whenever we are presenting data in spatial or numerical forms we will be transparent about the source and date of that data, and the confidence we have in that data.
- Whenever we capture empirical data from others we will ask that they provide a source and a confidence level.
- When we set out to engage others in discussions we will recognise the potential bias that we and other stakeholders may have and will put measures in place to manage that bias.
- When we derive our own primary data (through workshops, involvement, etc) we will be clear about the questions we posed and who the participants were and what new knowledge was obtained from the process.
- When we identify any conflicts between national level information (data or policy) and local knowledge, we will highlight this, and investigate it further.
- Recognising that area statements cover a broad area of work, we will reflect the appropriateness of the evidence to the action that it is guiding or shaping.
- We will endeavour to make sure we use a consistent interpretation of the data when drawn from common sources but representing in different places.



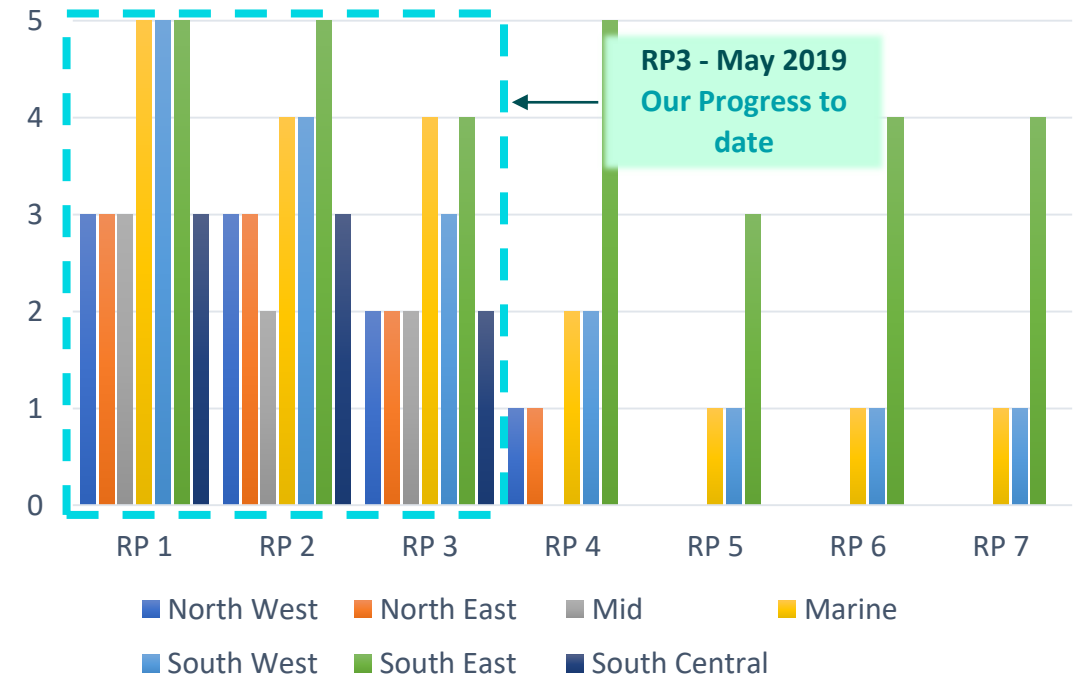
May 2019

Progress against Review Points



Review Point (RP)	Review Point Description	Date to review progress	Average Score
RP1	We have tested and refined our Emerging Themes with our National colleagues internally.	December 2018	4
RP2	We have tested and refined our Emerging Themes with National and Local Stakeholders.	February 2019	3.5
RP3	We have defined the issues underneath each theme with more specificity to help us further explore them. We have a common understanding of the issues and the factors that are likely to effect change, and the opportunities for joint working.	April 2019	3
RP4	For each theme, we can define what success looks like. We have a series of potential options for solutions and are building our "Theory of Change".	September 2019	2
RP5	We have explored these options using the Sustainable Management of Natural Resources (SMNR) 5 Step Method and assessed value for money (this is the final check – we will be doing this throughout).	November 2019	1
RP6	Together, we have identified key actions that we, and others will take.	December 2019	1
RP7	Area Statements Published online.	March 2020	1

Progress against Review Points





May 2019

Top 5 Risks – Page 1

Risk ID	Risk Scenario	Risk Effects	Possible Opportunities	Risk Proximity (Decreasing Steady Increasing)	Risk Management Plans (updates from Area Statement Steering Group 30 th April 2019)
A09002	If No Deal Brexit happens	<p>... Work on Area Statements will stop because staff will be deployed elsewhere</p> <p><i>Redeployment will happen to ensure NRW maintains essential operations and activities</i></p>	... Practitioners may develop new skills and new relationships (internally and externally)	Steady	<ol style="list-style-type: none"> Sarah Williams - check how Area Statements are being factored into No Deal Plans & meet with Ruth Jenkins about No Deal Brexit Prioritisation. Andy Robinson / Justin Hanson / Kirsty Lindenbaum / Lloyd Jones meet with Heads of Place regarding Area Statements and No Deal Brexit Priorities.
A09006	If Organisation Design does not ensure that there are appropriate people within the roles	<p>... May delay delivery</p> <p>... May affect the quality of product</p> <p>... May incur extra costs to employ staff with necessary skills</p> <p>... May affect NRW reputation (disengaged staff)</p>	<p>... Broader skillset / relationship network</p> <p>... New structure may inject enthusiasm / different perspectives</p>	Increasing	<ol style="list-style-type: none"> Next Area Statement Steering Group there will be an agenda item to review Area Statement Steering Group membership, roles and handover. Sarah Williams & Helen Jenkins to review barriers to Day 1 readiness in terms of Area Statements Rachel Stevens-Church to escalate risk on to NRM BB Risk Register. Risk needs to be highlighted in ET Deep Dive.
A09007	If people employed with Fixed Term Contracts have a finish date before the end of the project	<p>... May affects timings to deliver the Area Statement process</p> <p>... May affect the overall quality of the Area Statement product</p>	<p>... Broader skillset / relationship network</p> <p>... New person may inject enthusiasm / different perspectives</p>	Steady	<ol style="list-style-type: none"> Sarah Williams: <ol style="list-style-type: none"> Meet with Bill Purvis & Moira Reynolds regarding 2-year extension for Fixed Term Contracts Meet with Rob Bell to understand 1-year contract driver Meet with Rhian Jardine to understand Change Implementation Group implications



May 2019

Top 5 Risks – Page 2

Risk ID	Risk Scenario	Risk Effects	Possible Opportunities	Risk Proximity (Decreasing Steady Increasing)	Risk Management Plans (updates from Area Statement Steering Group 30 th April 2019)
A09012	If there is not organisation-wide buy in of the Area Statements process	<p>... May affect NRW reputation (internal friction)</p> <p>... May affect the quality of the Area Statement product</p> <p>... May delay the Area Statement product</p> <p><i>If people / teams across NRW are unclear how to contribute to the Area Statement process</i></p>	<p>... Strengthen NRW reputation (cross-working together)</p> <p>... Better quality product delivered</p> <p>... Speed up the Area Statement process</p>	Increasing	<ol style="list-style-type: none"> Ruth Tipping & Russell De'Ath to finalise minutes with proposed actions & agree at next Steering Group.
A09016	If the audit approach is not adaptable to the new ways of working	<p>... May affect the quality of the Area Statement product (if the audit approach is not continuous)</p>	N/A	Increasing	<ol style="list-style-type: none"> To identify next appropriate milestone to be audited on Sarah Williams to confirm with Dorota about the next appropriate milestone for next audit To formally acknowledge Alun Griffiths (auditor) from the Area Statement Steering Group





May 2019

What's happened in May

What's happened?

External engagement has been a key theme throughout all place-based work. This has covered working with local / public / private groups. Details of some of the meetings below:

- **01/05/2019 – What does an Area Statement look like?** – Kick off meeting, setting up group and working up aspirations
- **08/05/2019 – South Central External Area Statement Ecosystem Panels meeting** – meeting with external stakeholders to find out where we join up
- **13/05/2019 – Building a Climate Change Resilient North Wales** – taking a multi-disciplinary approach
- **15/05/2019 – North Area Statement Contractor work** – designing engagement plans for upcoming workshops
- **23/05/2019 – Area Statements Drop-in (Ty Cambria)** – a chance for people around the organisation to find out what's been happening across Wales for Area Statements

Benefits realised so far

- **Improving buy-in** to the Area Statement process by developing meaningful relationships with wide-range of Stakeholders
- Improving **understanding of environmental challenges** by collaborating within and outside the organisation

These both help us work towards the [Sustainable Management of Natural Resources \(SMNR\) principles](#).

Achieving future benefits

The Ecosystem Benefits Task and Finish Group are:

- Working towards **understanding current status of ecosystem resilience** across Wales.
- Developing ways to **evidence impact of future actions on ecosystem resilience** and the wider benefits potentially achieved.

Issues

- South West Team – are continuing to have issues obtaining stakeholder contact information using Granicus (this application sends out newsletters to send out Area Statement information):
 - The team are working with the Communications team to resolve this issue.

Challenges

- Some people who have **Fixed Term Contracts** are due to finish in July 2019
- **Organisational Design go-live** in July 2019 and the potential effects it will have on the team structure
- Ensuring an **overarching view of what's going on nationally**
- Only **2 x people resourced on Marine** Area Statement – challenge to engage with 6 other places to support land-sea interface

People updates

- **Jerry Griffiths** (South West) left the organisation in May.
- **Sally Evans** (South West) taking a more active role in South West team
- **Kathryn Hughes** (Marine) due to go on parental leave in June
- **Max Stokes** (South West) on shared parental leave until July.
- **Gillian Wells / Mark Hughes / Helen Fletcher** (Mid / North East / South East) – Team leaders joining the team on 1st July
- **Cover for Kathryn Hughes** (Marine) due to join in mid-July



May 2019

What's happening next?

Date	Event	Which Team Involved / Leading?	Where?
30 th May	Meeting with Pembrokeshire Coast National Park & Marine Area Statements	South West / Marine	TBC
18 th June	Meeting with Pembrokeshire Coast National Park & Marine Area Statements – Awareness-raising session	South West / Marine	TBC
18 th June	Meeting with Pembrokeshire Coast National – Climate Change Working Group	South West	TBC
18 th June	Area Statements Steering Group	National & Area Statement Leads	TBC
19 th June	Conwy East & Denbighshire Local Access Forum Meeting	North East	TBC
25 th June	Bangor Drop-in	National (North representation)	Bangor
End June	Themed discussion at Marine Planning Reference Group	Marine	TBC
9 th July	External Stakeholder Engagement Workshops	North East	Shotton
10 th July	External Stakeholder Engagement Workshops	North West	Holyhead
12 th July	External Stakeholder Engagement Workshops	North East	Wrexham
16 th July	External Engagement Workshops	North East	Denbigh
16 th July (tbc)	Engagement Event with third sector partners	South Central	TBC
17 th July	External Stakeholder Engagement Workshops	North West	Blenau Ffestinog
18 th July	External Stakeholder Engagement Workshops	North West	Penmaemawr

Places are continuing to build on external engagement, strategies through a variety of workshops and discussions. They are also refining emerging themes by holding internal & external focus groups

Other upcoming work focuses include:

1. Collaborating on **SoNaRR II**
2. Rolling out **Theory of Change Training** (being delivered on 1st July)
3. **Updating Intranet pages** with confirmed methods and approaches
4. **Launching NRW consultation** on Water Management issues
5. Continuing work on Wider **Benefit assessment tools**
6. Finalising **Biodiversity Audit**

Please refer to reports for specific information.





Page views – This year

- 5,700 + – Page Views
- 2,100 + – Unique Page Views
- Approx. 35 seconds spend on the page

Page views – All time

- 11,400 + – Page Views
- 4,276 + – Unique Page Views
- Approx. 35 seconds spend on the page

Page views – This year

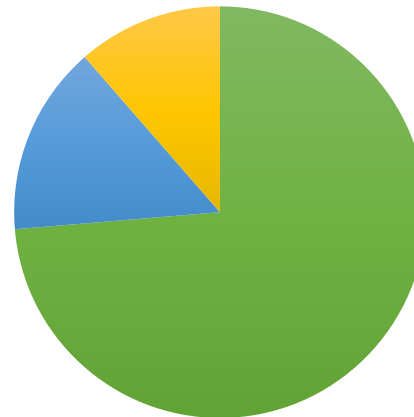
- **Tuesday between 8am – 5pm** – most people visit the Area Statements pages
 - Suggests that most people access these pages in work time

Top 10 locations visiting the Area Statements (UK only) pages:

1. London – 26 users
2. Cardiff – 19 users
3. Newport – 6 users
4. Sandy – 5 users
5. Brecon – 5 users
6. Caernarfon – 5 users
7. Caerphilly – 4 users
8. Neath – 4 users
9. Peterborough – 3 users
10. Abergavenny - 3 users

Devices used to access pages

■ Computer ■ Mobile ■ Tablet



Pages most accessed:

1. Area Statements Home Page – 375 views
2. Area Statements Overview – 221 views
3. South East – 111 views
4. South West – 91 views
5. Mid – 78 views
6. North West – 78 views
7. Marine – 78 Views

Searched for phrases in these pages:

1. Area Statements Emerging Themes
2. Offices
3. Mid Wales Area Statement
4. Broad Habitat Type
5. Area Statement Sign-up
6. Area Statements



April 2019

Useful Links

[Area Profiles](#)

[Area Statement DMS](#)

[Area Statement Branding](#)

[Emerging Themes](#)

[Issue Log](#)

[Place based reports](#)

[Project Management Area](#)

[Risk Register \(old version\)](#)

[Risk Register \(newer not signed off version\)](#)

[Steering Group documents](#)



Paper Title:	Identifying potential priority actions for NRW in response to the ‘Climate Emergency’ declaration
Paper Reference:	Paper 19-07-B17
Paper Sponsored By:	Ceri Davies, Executive Director of EPP
Paper Presented By:	Clive Walmsley, Senior Climate Change Adviser

Purpose of Paper:	Scrutiny
Recommendation:	<p>Consider the prioritisation of the identified priority actions, including consideration of their cost/resource implications, carbon benefits and wider multiple benefits and SMNR.</p> <p>Agree the need for development of a fully costed work programme (in liaison with WG) to upscale both decarbonisation within NRW and our wider support across Wales, in particular to Welsh Government, PSBs and other Welsh public bodies.</p>

Issue

- On the 29 April the Welsh Government declared a ‘Climate Emergency’ in Wales <https://gov.wales/welsh-government-makes-climate-emergency-declaration> with the intention of prompting ‘a wave of action at home and internationally’. The declaration reiterated the ambition for the Welsh public sector to be carbon neutral by 2030 and for the next Low Carbon Delivery Plan to be published in 2021 to ‘go further and faster’.
- At the May Board meeting, it was agreed that NRW would welcome and support the declaration by Welsh Government, including pledging to deliver actions in support of it. It was agreed that a list of 10 priority decarbonisation actions should be developed and considered at the July Board. On 5 June the Chair sent a letter to the Minister (see Annex 1), and both an external press release and internal email to staff were sent setting out our intentions. The priority actions outlined in these communications were principally in relation to:
 - better management of our forests to increase carbon storage and extensive peatland restoration to minimise their emissions;
 - considering further significant afforestation through expansion of the woodland estate;
 - exploring more opportunities to generate renewable energy on NRW managed land;
 - increasing energy efficiency and renewable energy generation within our buildings;

- a rapid transition to electric vehicles and more efficient use of the fleet;
- greater consideration of carbon within our procurement process to encourage action by the wider supply chain for our goods and services;
- sharing NRW's experience of managing carbon emissions with other Welsh public-sector bodies to help bring about a greener public-sector.

These priorities build upon the existing work of the Carbon Positive Project to evaluate potential mitigation options within NRW.

Assessment

3. Since the May Board meeting the Carbon Positive team, with input from other relevant specialists, have reviewed the mitigation options that NRW is best placed to deliver through a series of small workshop sessions. These sessions have built upon the priorities identified previously in the mitigation options exercise that formed part of the Carbon Positive project but with consideration of other possibilities. The prioritisation exercise took account of their likelihood to deliver substantial carbon benefits and the financial costs/benefits, alongside their potential to deliver wider multiple benefits. In some cases it was possible to estimate the carbon benefits but for some actions it was not. For a number of the prioritised actions, it has been identified that they are likely to facilitate significant emission reductions in the wider public sector but that these benefits cannot be quantified at present. Further work is required to scope and cost many of the actions after the priorities have been agreed by the Board.
4. The proposed 'Top 10' priorities are listed below:
 - Restoration of deep peat on the NRW Estate is a critical priority given peatland emissions are around 2.5 times greater than all other NRW emissions. Some 3,150 ha of deep peat (excluding afforested peat) has been identified for restoration with estimated costs between £4.1 - £23.2m. There are already advanced discussions with WG to fund a £4m programme of restoration over the next 4 years.
 - Woodland creation through the purchase of land and planting to expand the WGWE can provide a further 'offset' resource for the ambition for the public sector to be carbon neutral by 2030. Alternatively enabling woodland planting elsewhere through the support offered by Bexit and Our Land proposals can help deliver on the 100,000 ha target for Wales. Both approaches are complementary but with different strengths and weaknesses – the expansion of the WGWE has higher up front costs but has 'added value' in offsetting for the public sector and potentially lower long-term costs.
 - Development of renewable energy generation has already been scoped in terms of both self-supply for use in offices/assets or standalone generation for supply to grid. Eleven offices and 2 visitor centres have been identified as suitable for solar PV with a wind turbine at one visitor centre. An Invest to Save bid to deliver some of these installations is being developed. An initial desk-based assessment of standalone wind, solar and hydro renewable potential on the whole Estate has identified 33 sites with 21MW capacity. It would be a substantial undertaking to evaluate each of the options to a position where decisions could be made

regarding delivery. A prerequisite to further work on standalone renewables is resolving the legality of NRW selling to grid.

- Delivering EV infrastructure, vehicles for NRW's fleet and some charging capacity for visitors or staff at both offices and visitor centres is essential given the Prosperity for All target for all new cars and small vans in the public sector fleet to be 100% ultra low emission by 2025. Seven offices and 2 visitor centres have been identified for prioritisation with site visits and assessment of feasibility. In addition the need for infrastructure at 24 other sites has been identified and costed.
- Low carbon heat and energy efficiency in buildings and assets has been identified as it has been recognised as a priority area for action by the UK Committee on Climate Change and hence included in the Prosperity for All Low Carbon Delivery Plan for Wales. This is a new relatively unexplored opportunity requiring scoping of the potential across the whole NRW built Estate. It has already been recognised through the Carbon Positive Project that installation of insulation, biomass boilers and air source heat pumps should be considered at some sites. The proposed scoping exercise is a prerequisite to any significant delivery of this priority.
- Building consideration of carbon and emission reduction into procurement is a clear priority as it represents 59% of NRW's total operational GHG emissions. Working with WG, Value Wales and the National Procurement Service to ensure that carbon is a key criteria in product and contract selection will be a key action for NRW to build upon our previous Carbon Positive project work assisting Value Wales's assessment of the embedded carbon from all public sector procurement in Wales. Working with contractors as well as embedding consideration within the procurement policy and process are equally critical to making progress on this most challenging emissions category.
- Through Carbon Positive we have already developed for WG a decarbonisation survey for the public sector bodies and commissioned advice on emissions accounting and reporting methods to inform Welsh public sector decarbonisation policy delivery. Currently, we are in on going discussions with WG decarbonisation team as to our potential future role in development of a Welsh public sector approach to carbon accounting and standards that would drive action to meet the ambition for a carbon neutral public sector by 2030. As part of our wider support an expanded, more coordinated and proactive range of decarbonisation support and advice for Welsh-public sector bodies and PSBs based on Carbon Positive Project would help deliver wider emission reductions beyond NRW.
- Beyond reducing NRW's emissions, there is also significant potential to consider embedding consideration of carbon in NRW's work with customers and stakeholders to drive decarbonisation beyond the public sector. It is suggested we need to work with WG to understand the role of planning and regulatory regimes in decarbonisation and agreement on NRW's part in providing advice on decarbonisation within those systems. A review of this potential role in collaboration with regulation and planning teams would be an essential starting point.

- Behaviour change and staff engagement are essential to embedding consideration of carbon across NRW. This work would require further scoping but we have already identified the need for development of a Sustainable Travel Plan and a Climate Change Network and Champions across teams to help the mainstreaming of consideration of carbon. Through Yammer, we know that many staff are enthusiastic about accelerating work on this topic and there would be potential to catalyse further action from this enthusiasm, with staff potentially acting as ambassadors to raise decarbonisation with stakeholders across Wales.
 - NRW is well placed as the custodian of a wealth of monitoring and research evidence for the Welsh environment to evaluate and communicate the current impacts of climate change to stimulate further public debate and support for rapid decarbonisation to minimise future impacts. SoNaRR will be important for presenting this to the policy community but it is recognised that a wider programme of communications relating to climate change impacts, adaptation and mitigation should be developed.
5. The identified 'Top 10' were presented to the First Minister and Minister in Ty Cambria on 20 June. They have also been outlined and briefly discussed informally with the WG decarbonisation team during a recent decarbonisation liaison meeting – there was general support for them amongst the team.
6. As part of the First Minister presentation a series of challenges and opportunities were presented that will require further discussion with Welsh Government, namely:
- Ensuring Brexit and Our Land proposals enable all land managers (not just farmers) contribute to woodland creation and peatland restoration;
 - Revising financial thresholds to facilitate land acquisition for woodland creation;
 - Considering investing receipts from windfarms in delivering woodland expansion and/or other measures;
 - Resolving legal barriers to NRW selling to grid that restrict our development of renewables;
 - Reviewing the case for integrating consideration of carbon in NRW's roles in planning and regulation in relation to our remit.

Next steps

7. It is suggested that the following steps are undertaken:
- Complete the scoping of potential NRW actions in response to the Climate Emergency declaration and their feasibility by September 2019. There is potential to significantly explore and improve some of the estimates developed to date.
 - In liaison with WG complete the development of an initial climate emergency work programme for Wales, including discussions around resourcing and working through difficult legal and technical issues such as the legality of selling to grid and our role in considering decarbonisation in regulatory and planning systems.
 - Establish an NRW Decarbonisation Programme Board, forward work programme and mechanism for managing implementation.
 - Deliver decarbonisation projects that sit within the priorities that have already been developed through the Carbon Positive Project e.g. EV infrastructure and self-supply of solar PV and wind to offices and visitor centres.

- Complete development of the Carbon Positive Action Plan to act as a key management tool for coordinating decarbonisation action across NRW.

Key Risks

8. Decarbonisation action both internally and externally needs to be undertaken within the framework of SMNR otherwise there is a significant risk that actions can result in significant biodiversity loss and ecosystem damage. However, many actions such as afforestation, peatland restoration and reductions in pollution through energy efficiency measures have the potential to deliver multiple benefits including for biodiversity. This risk can be mitigated by locating the right measures in the right place.

Financial Implications

9. Both on the ground delivery and coordination of an expanded programme of decarbonisation will require additional financial and staff resources. The current strategic assessments of mitigation options, e.g. for EV infrastructure and self-supply of renewables, will enable further refinement of the costs and their inclusion in the Carbon Positive Action Plan. The Plan will help build a wider picture of informed estimates of costs and benefits. Where estimates do not currently exist, the Carbon Positive team will seek to evaluate them and identify options for resourcing where possible as part of the delivery of the Action Plan, including skills, staff time and capital funding.
10. Although delivery will require upfront capital investment, it is anticipated that many measures will yield cost savings for the organisation over time (for example, in electricity costs in buildings or fuel costs in fleet vehicles). This may present opportunities to support resourcing further measures in the future through reinvestment of cost savings or 'return on investments' e.g. renewables income and fleet smart grid services .

Equality impact assessment (EqIA)

11. The recommendations in this paper are not considered to have any equality or diversity implications.

Index of Annexes

Annex 1 - Climate Emergency response letter to Minister

Annex 2 - Table of Top 10 priorities, including consideration of their cost/resource implications, carbon benefits and delivery of wider multiple benefits



PSMEERA@gov.uk

Lesley Griffiths AM
Minister for the Environment, Energy & Rural Affairs
PSMEERA@gov.uk

28 June 2019

Dear Lesley

NRW's support for Welsh Government's climate emergency declaration

I am writing to you to offer you NRW's wholehearted support to your declaration of a Climate emergency. At the last NRW Board meeting a few weeks ago, we discussed the declaration and what commitments we could make in response to your desire that the declaration triggers 'a wave of positive action'. We are committed to deliver a range of decarbonisation measures under three areas mitigation, adaptation and behaviour change.

Through endorsement of the Carbon Positive Project's Enabling Plan, the Board is supporting action on the following work areas:

- better management of our forests to increase carbon storage and extensive peatland restoration to minimise their emissions;
- considering further significant afforestation through expansion of the woodland estate;
- exploring more opportunities to generate renewable energy on NRW managed land;
- increasing energy efficiency and renewable energy generation within our buildings;
- a rapid transition to electric vehicles and more efficient use of the fleet;
- greater consideration of carbon within our procurement process to encourage action by the wider supply chain for our goods and services;
- sharing NRW's experience of managing carbon emissions with other Welsh public-sector bodies to help bring about a greener public-sector.

These work areas are being costed and will be discussed further at our July meeting where we will identify the resources needed to accelerate action. The team will be talking to your officials on this and I'm happy to discuss this further with you at our next bilateral.

As part of NRW's existing commitments to deliver on Welsh Government's decarbonisation ambitions following advice from the Intergovernmental Panel on Climate Change and the UK Committee on Climate Change, we already have approved Environmental Objectives for 2019 to 2022 as part of our accreditation to ISO14001 this includes delivery of an extensive range of measures covered within the Carbon Positive Enabling Plan. But the board were committed to 'go further and faster'.

We are fully committed to playing a lead role in helping to meet the ambition for the public-sector in Wales to be carbon neutral by 2030. We will be working closely with your officials, local authorities, PSBs and other public bodies to plan further work and facilitate delivery of this ambition.

In terms of facilitating wider decarbonisation, we are already working with several PSBs sharing our learning from the Carbon Positive project to help their assessment of current emissions and the mitigation actions they may take. We will also continue to advise your officials on the future approach to monitoring and evaluating progress to achieve a carbon neutral public sector. Decarbonisation has also been identified as a priority in the Area Statements we are delivering this financial year, with on-going discussions on local emerging priorities to deliver emission reductions and climate resilience through adaptation measures.

Over the coming months we will be revisiting our targets and ambitions for both decarbonisation as well as adaptation to the impacts of climate change across NRW's remit. We urge that this Climate Emergency declaration should also acknowledge the wider environmental emergency, particularly that of biodiversity loss, so improving land management to deliver both greater carbon storage and wildlife will be an essential component of our work and we will be advocating this to other land managers across Wales.

We would welcome further dialogue on our role delivering upon the Climate Emergency declaration particularly regarding our potential to play a bigger role. We would need to discuss with you these opportunities but also some of the barriers to more rapid progress on achieving your ambition such as, our ability to reinvest the receipts from wind farm development on your estate on accelerating decarbonisation measures. We recognise the urgency of the action needed so we will be coming forward shortly with our ideas and proposals.

We very much welcomed the First Minister's decision yesterday not to proceed with the M4 corridor around Newport and the strong signal he made about the importance of the environment in that decision. This decision makes a clear demonstration of support for the Climate Emergency declaration leading to difficult decisions that will necessitate environmentally sustainable solutions. However, we also acknowledge that there remain significant congestion issues in and around the Brynglas tunnels and we are keen to work with you in helping find sustainable solutions. To this effect, I am happy to offer the support of NRW on the expert commission mentioned yesterday if that will be helpful.

Yours sincerely



Sir David Henshaw
Cadeirydd Dros Dro, Cyfoeth Naturiol Cymru
Interim Chair, Natural Resources Wales

<i>Top 10 priority</i>	<i>NRW emission reduction</i>	<i>Wider emission</i>	<i>Sequestration/C storage</i>	<i>Identified in LCDP</i>	<i>Costs</i>	<i>Carbon benefits</i>	<i>Key multiple benefits</i>
Peatland restoration	Y		Y	Y	3,158 ha deep peat on Estate require restoration with c. £4.1 - 23.2m costs	9,372 ha modified deep peat on Estate emitting c. 99,653 tCO ₂ e/yr with up to c. 27,000 tCO ₂ e/yr emission reduction (excluding most afforested)	Biodiversity, hydrological and community
Woodland creation			Y	Y	Estimated total cost including land purchase for 4,130 ha (NRW emissions offset), 37,110 ha (Welsh public-sector offset) and 100,000ha (WG target) £90.5m, £812m and £2.2bn	4,130 ha of new productive woodland would offset NRW's operational GHG emissions for 50 yr sequestering 41,300 tCO ₂ e/yr	Biodiversity, hydrological, recreation, landscape and community. Long-term financial returns
Renewable Energy	Y			Y	Self-supply to 11 offices and 2 visitor centres c. £550K while scoping standalone c.200K – current estimate 33 sites, 21MW	Self-supply to 11 offices and 2 visitor centres c. 70 tCO ₂ /yr while standalone depends on further scoping	Economic and air quality/health benefits with financial returns
EV infrastructure/vehicles	Y			Y	Deliver charging infrastructure to 7 offices and 2 visitor centres c.£400K with scoping of other 24 remaining offices c. £250K	Replacing 56% fleet with EVs estimate 413 tCO ₂ e/yr emission reduction and c. £136,000 cost saving	Air quality/health and long-term cost savings, and potential financial returns
Low carbon heat/energy efficiency	Y			Y	Scoping study required to determine costs	Scoping study required to determine carbon benefits but over 340 tCO ₂ /yr for heating	Air quality/health and long-term cost savings

Top 10 decarbonisation priorities

Procurement	Y			Y	Mainly staff costs	Likely very significant but estimation difficult	Some potential long-term cost savings NRW/others
Support & advice for Welsh-public sector		Y		Y	Mainly staff costs	Likely very significant but estimation difficult	Some potential long-term cost savings for others
Planning & regulatory systems		Y			Mainly staff costs	Uncertain, likely to be significant but estimation difficult	Air quality/health and long-term cost savings efficiencies for others
Behaviour change and staff engagement	Y	Y			Mainly staff costs	Uncertain, likely to be significant but estimation difficult	Some potential long-term cost savings and efficiencies for NRW
Evaluate & communicate current impacts		Y			Mainly staff costs	Uncertain, likely to be significant but estimation difficult	Wider awareness, resilience and potential community benefits

Annex 2 - Table of Top 10 priorities, including consideration of their cost/resource implications, carbon benefits and delivery of wider multiple benefits

NB. Note that staff resource requirements and cost are currently being considered and are not included in estimates