

Agenda

Title of meeting: NRW Board Meeting Day 2 - Public Session

Date of meeting: 24th March 2022 **Time of meeting:** 9.00-16.05

Venue: **Microsoft Teams:**

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Observers:

Time	Item
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9.00
(5 mins)

1. Open Meeting

- Welcome
- Declaration of Interests
- Explain conduct of meeting

Sponsor and Presenter: Sir David Henshaw (Chair)

Summary: To NOTE any declarations of interest.

9.05
(5 mins)

2. Review Minutes and Action Log
2A. Review Minutes from Public 28th January meeting
2B. Review Public Action Log

Sponsor and Presenter: Sir David Henshaw (Chair)

To APPROVE the minutes of the previous meeting and the action log.

9.10
(10 mins)

3. Update from the Chair

Sponsor and Presenter: Sir David Henshaw

Summary: To NOTE the Chair's update to the Board.

9.20
(20 mins)

4. Report from the Chief Executive

Sponsor and Presenter: Clare Pillman, Chief Executive

Summary: To NOTE the current position and update the Board on key activities.

Paper ref: 22-03-B04

9.40
(30 mins)

5. Update Report of Committees

Sponsors and presenters: Committee Chairs

Audit and Risk Assurance Committee – 10th March
Evidence Advisory Committee – no meeting held
Finance Committee – 10th February and 11th March

Paper ref: 22-03-B05

Flood Risk Management Committee – no meeting held
People and Remuneration Committee – 2nd March

Paper ref: 22-03-B06

Protected Areas Committee – 1st February

Paper ref: 22-03-B07

Summary: To NOTE the updates from the Board committees, both within and outside of any meetings held.

10.10
(30 mins)

6. Business Plan Performance Dashboard Quarter 3 Report

Sponsors: Clare Pillman, Chief Executive

Presenters: Caroline Hawkins, Corporate Planning, Performance & Strategic Assessment Manager, Sarah Williams, Head of Corporate Strategy and Programme Management Office; Sue Ginley, Lead Specialist Advisor, Corporate Planning & Performance

Summary: To APPROVE the Quarter 3 Report

Paper ref: 22-03-B08

10.40
(15 mins)

Break

10.55
(20 mins)

7. Diversity and Inclusion Annual Report 2021-22

Sponsor: Prys Davies, Executive Director of Corporate Strategy and Development

Presenter: Steve Burton, Head of People Management; Julia Allen, Lead Specialist Advisor, Human Resources

Summary: To APPROVE the Diversity and Inclusion Annual Report 2021-22

Paper ref: 22-03-B10

11.15
(20 mins)

8. Wellbeing, Health and Safety Quarter 3 Report

Sponsor: Prys Davies, Executive Director of Corporate Strategy and Development

Presenter: Charlotte Morgan, Wellbeing, Health and Safety Manager

Summary: To NOTE the Wellbeing, Health and Safety Report for Quarter 3.

Paper ref: 22-03-B11

**11.35
(30 mins)**

9. The Governance of the Public Service Board Wellbeing Sub-Group

Sponsors: Ceri Davies, Executive Director of Evidence, Policy and Permitting; Gareth O'Shea, Executive Director of Operations
Presenters: Fen Turner, Lead Specialist Advisor, Natural Resources & Wellbeing Strategy; Bill Purvis, Health, Education Access and Recreation Manager; Ruth Jenkins, Head of Natural Resource Management

Summary: To APPROVE the Public Service Board Wellbeing Sub-Group

Paper ref: 22-03-B12

**12.05
(10 mins)**

10. Proposed changes to the Statutory and Legal Scheme (SaLS)

Sponsor: Clare Pillman, Chief Executive
Presenter: Colette Fletcher, Head of Governance and Board Secretary

Summary: To APPROVE the proposed changes to the Statutory and Legal Scheme (SaLS) from the Corporate Services Business Board

Paper ref: 22-03-B16

**12.15
(35 mins)**

11. Digital Strategy

Sponsor: Sarah Jennings, Executive Director of Communications, Customer and Commercial
Presenter: Catrin Hornung, Head of Communications and External Relations; Heledd Evans, Digital Services Team Leader; Helen Wilkinson, Manager, Knowledge and Information Management; Christopher Collins, Head of Knowledge and Evidence

Summary: To APPROVE the Digital Strategy and NOTE the update on the Hazardous Waste Pilot Project

Paper ref: 22-03-B13

**12.50
(70 mins)**

Lunch

**14.00
(30 mins)**

12. Review of Forestry Safety

Sponsors: Prys Davies, Executive Director of Corporate Strategy and Development; Gareth O'Shea, Executive Director of Operations

Presenters: Charlotte Morgan, Wellbeing, Health and Safety Manager; Dominic Driver, Head of Land Stewardship; Elsie Grace; Head of Sustainable Commercial Development; Katherine Gostick, Health & Safety Executive

Summary: To DISCUSS the update on the review of forestry safety

Paper ref: 22-03-B14

**14.30
(45 mins)**

13. Review of NRW's Approach to Regulating the Shooting and Trapping of Wild Birds: General Licences

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

Presenters: Sarah Wood, Biodiversity and Ecosystem Resilience Manager; Nadia De Longhi, Head of Regulation and Permitting

Attendees: Adam Cole-King, Lead Specialist Advisor, Biodiversity Policy; Patrick Lindley, Lead Specialist Advisor, Terrestrial Habitats and Species; Katherine Morris, Principal Advisor, Legal Services

Summary: To APPROVE the approach to granting general licences.

Paper ref: 22-03-B15

**15.15
(5 mins)**

14. Board Forward Look

Sponsor: Sir David Henshaw

Presenter: Colette Fletcher, Head of Governance and Board Secretary

Paper ref: 22-03-B17

**15.20
(5 mins)**

15. AOB

End of Public Board meeting

**15.25
(10 mins)**

Break

**15.35
(30 mins)**

16. Public Q&A Session

16.05

Close Meeting

Unconfirmed Minutes

Title of meeting:	NRW Board Meeting – Public Session All Attendees via Microsoft Teams
Date of meeting:	28 th January 2022
Present Board Members:	Sir David Henshaw, (Chair) Clare Pillman, Chief Executive Prof Steve Ormerod, Deputy Chair Karen Balmer Catherine Brown Julia Cherrett Geraint Davies Paul Griffiths Zoë Henderson Prof Calvin Jones Mark McKenna Dr Rosie Plummer Prof Peter Rigby
Present Executive Team Members:	Rachael Cunningham, Executive Director of Finance and Corporate Services Ceri Davies, Executive Director of Evidence, Policy and Permitting Prys Davies, Executive Director of Corporate Strategy and Development Sarah Jennings, Executive Director of Communications, Customer and Commercial Gareth O'Shea, Executive Director of Operations
Additional Attendees Present:	Colette Fletcher, Head of Governance & Board Secretary (All items) Julia Allen, Lead Specialist Advisor, Human Resources Item 6 Lyn Williams, Specialist Advisor, People Management Item 6 Elsie Grace, Head of Sustainable Commercial Development Item 8 Vernon Lambert, Procurement Manager Item 8 Ian Mowatt, CMSS Manager Item 8 Andrew Wright, Senior Specialist Advisor, Plant Health Item 9 Dominic Driver, Head of Land Stewardship, Item 9 Sian Williams, Head of North West Wales Operations Item 11 Nadia de Longhi, Head of Regulation and Permitting Item 11 Mark Squire, Sustainable Water Manager Item 11 Ruth Jenkins, Head of Natural Resource Management Policy Item 11
NRW Observers:	None
Public Observers:	Danielle Phillips, Chwarae Teg Kim Waters Lucy O'Neill Rachel Evans – Countryside Alliance

Declarations: Dr Rosie Plummer – Pembrokeshire Coast National Park Authority Board Member, Plantlife Trustee, Centre for Alternative Technology Trustee
Prof Calvin Jones – Steering Committee Member, Skyline

Apologies: Steve Burton, Head of People Management Item 6 and 7

Secretariat: Jocelyn Bengier
Natalie Williams

Item 1. Open Meeting

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

Item 2. Review Minutes and Action Log

2A. Review Minutes from Public 18th November meeting

2. The minutes from the public November meeting were reviewed and agreed.

2B. Review Public Action Log

3. The action log was reviewed and noted. The Executive Director of Operations provided an update on Action 10, which had now been discharged as a briefing note had been circulated to Board members on this issue.

Item 3: Update from the Chair

4. The Chair gave an update on the Green Recovery work. The Group continued to meet and were working through the post-pandemic role of the Group. The continuation of the Group was supported by Ministers.
5. The Chair, Chief Executive and Executive Director of Evidence, Policy and Permitting had attended the Senedd's Climate Change, Environment, and Infrastructure Committee to give evidence on NRW's Annual Scrutiny. A range of issues were considered and a further session on water quality was planned for 3 February.
6. The Board Secretary had sent out surveys on Board skills and to obtain Board input on the criteria for inclusion of items on either the public or private agenda.

Item 4: Report from the Chief Executive

7. The paper was taken as read and the following items were highlighted. The dominating issue for the Executive Team (ET) and Leadership Team Group (LTG) was the Baseline Exercise and Budget. This had been discussed in detail at the private Board meeting on the previous day. The international standard for Health and Safety Management ISO 45001 had been achieved, following an extensive period of work by the Wellbeing, Health and Safety (WHS) team, and the wider NRW team. This was an important milestone and a significant achievement, although it was noted that work on WHS was an ongoing process, supported and challenged by the People and Remuneration Committee.
8. Board members considered the content of the report. Questions were asked about levels of sickness absence due to Covid. A spike had been recorded just before and over the

Christmas period, but normal levels of sickness absence were now being reported. The Strategic Incident Response and Review Group (SIRRG) were meeting regularly and encouraging staff to report Covid infections in order to monitor the situation.

9. Thanks were offered to the team for their positive input into COP26 Wales Panel.
10. Board members noted the Welsh Government (WG) Trees and Timber Deep Dive but highlighted that there was limited mention of extending natural regeneration and the importance of this in relation to biodiversity and tree health. It would be important to include this in discussions on woodland creation alongside tree planting. It was noted that this would also relate to the new Sustainable Farming Scheme (SFS). The recommendations of the Trees and Timber Deep Dive were discussed and the accountability and opportunity for influence on these were queried.
11. The Executive Director of Communications, Customer and Commercial had represented NRW at the Trees and Timber Deep Dive and provided an update on the latest situation. It was confirmed that NRW had a strong voice at all the groups working on the recommendations and therefore had the opportunity to input into discussions on appropriate tree planting and the relationship to flooding and biodiversity. NRW were leading on Action 39 on the approach to alternative timber sales and the Executive Director of Communications, Customer and Commercial confirmed that she had been asked to Chair the Investment in Woodland Creation Group. This would help to ensure that the outcomes were embedded as part of the solutions going forward.
12. Board members requested that regular stock takes on this work were built into the reporting to the Board. It was noted that this would also tie into the discussions on the five priority areas identified by WG.

ACTION: Regular updates on progress against the recommendations from the Welsh Government Deep Dive on Trees and Timber to be included on the Board Forward Look and discussed in conjunction with the five priority areas.

13. Board members were concerned about the level of collaboration with landowners on tree planting. The Executive Director of Communications, Customer and Commercial updated the Board on WG work in this area, including through the SFS and National Forest, and obtaining public views. The website would be updated to include advice and guidance on tree planting. Board members expressed concerns around farms being sold for tree planting and that the SFS was unlikely to be in place until 2025. Engagement would be needed, particularly on biodiversity issues and potential commercial forestry increases. The Chief Executive confirmed that WG were very much engaged on this issue and looking to improve the end-to-end process. Discussions with Farmers' Unions on advice and guidance, and conversations with stakeholder groups would take place.
14. The staff who had achieved Professional status of the Institute of Chartered Foresters (ICF) were congratulated by Board members. The accreditation by ICF was welcomed and it was highlighted that this could be a key part of the attraction and retention strategy in recruitment.
15. The Creative Nature Programme in partnership with the Arts Council for Wales (ACW) was discussed. The Programme was funded by the ACW and followed the signing of a Memorandum of Understanding between NRW and ACW. It was confirmed that this would sit alongside Natur a Ni.

Item 5: Update Reports of Committees

16. Catherine Brown as the Chair of the Audit and Risk Assurance Committee (ARAC) updated the Board on the meeting held on 16th December. Thanks were offered to the other Committees for their work in following the new approach of scrutinising risks and collaborating on the Internal Audit Reports. This was noted as a demonstration of good practice by NRW. ARAC were focused on the risks around contract management and had requested that more work be done on mitigating the risks in the interim while the full team and resolution were put in place. ARAC requested that the Board have more clarity on the risks in this area and the team were putting this together.
17. Peter Rigby as the Chair of the Evidence Advisory Committee (EAC) provided a summary of the meeting held on 18th January, which had discussed three main topics. The internal issue about how the various evidence programmes were prioritised with time and resource limitations was considered. A technical conversation around Water Quality measures had taken place. NRW's large collection of evidence reports and how these could be made more widely available was discussed. The issue of placements and opportunities for young people to support NRW, for example in the field of social science, was considered. It was noted that there were barriers to taking partnerships and placements with universities forward. The Executive Director of Evidence, Policy and Permitting and the Executive Director of Corporate Strategy and Development agreed to discuss this offline and report back to the next meeting.

ACTION: The Executive Director of Evidence, Policy and Permitting, and the Executive Director of Corporate Strategy and Development to meet to discuss the barriers to placements and report back to the next meeting.

18. Sir David Henshaw as the Chair of the Finance Committee (FC) updated the Board on the meeting held on 7th December. The Grants update report was awaited. The complexity of the Grants regime in Wales was recognised, and therefore it would be helpful to have one portal for all applications. The approach to this was being developed. A contract had been let to pull the work on Grants together. An update would be brought to the next FC meeting.
19. Julia Cherrett as the Chair of the Flood Risk Management Committee (FRMC) updated the Board on the meeting held on 13th January. A good discussion had taken place on the Recovery and Review Implementation Programme, and the Committee had been reassured by the Internal Audit report. The timing of the programme closure was discussed. Strategic Risk SR02 was considered in detail and it was agreed that a separate session of FRMC would be arranged on the measures, targets, and community engagement prior to a full discussion on these issues at the next Board meeting. There was an update on skills and succession planning, including partnership working with universities around developing a Flood module. A discussion took place on Internal Drainage Districts. It was noted that there had been some issues with the standard of work and an Internal Audit in this area was welcomed.
20. Zoe Henderson as the Chair of the People and Remuneration Committee (PaRC) updated the Board on the meeting held on 10th December. The work on the People Strategy, Equality Diversity and Inclusion, and workforce planning were highlighted from the report. A detailed discussion had taken place on the root causes of fatalities on the Welsh Government Woodland Estate (WGWE) in recent years and the team were reviewing this and would bring an item on safety in the forestry sector to the Board meeting in March. A good update and demonstration were provided on the Customer Relationship Management (CRM) system and it was suggested that this would be a

valuable item for a future Board agenda. Fixed Term Appointees (FTAs) were discussed, and work was ongoing on a process around this.

21. Dr Rosie Plummer as the Chair of the Protected Areas Committee (PrAC) updated the Board on work since the last meeting in October. The meeting on 1st February would include items on the Designated Landscapes and Protected Sites Delivery Programme, and Strategic Risk SR05. A key focus of the meeting would be a substantive discussion on the initial draft procedural guidance for Statutory Landscape Designation and the overview in the context of the Defra consultation and the response to the Landscapes Review. Formal confirmation on funding for this area of work was awaited.

Item 6: All Together – NRW’s Diversity and Inclusion Strategy

Attendees: Julia Allen, Lead Specialist Advisor, Human Resources; Lyn Williams, Specialist Advisor, People Management

22. The Executive Director of Corporate Strategy and Development introduced the item. Following the Board discussion in September on priorities for Equality, Diversity and Inclusion, work on developing the Strategy had taken place. Input had also been received from PaRC and the Steering Group which included Board members. The leadership elements had been woven into the Strategy, and the draft and objectives were finalised. The next steps would involve identifying the actions to progress, communicate and engage on this.
23. The All Together Strategy was considered by the Board. Thanks were offered to the team for their work on this and the efforts to integrate it with NRW’s overall mission and values. Questions were asked on how the risks would be mitigated. It was confirmed that the resource risk would need to be baselined and ensure that the agenda was taken forward as a priority. Accountability would lie with ET collectively with reporting on progress taking place through PaRC. It was highlighted that there was a collective responsibility across the organisation and there would be a need to articulate this to staff.
24. Board members welcomed the indicators relating to recruitment but recommended that progress should also be monitored during employment. The consideration of the customer within the Strategy was highlighted as important. The work of the Customer Hub was described and work on the website would continue. Board members recommended that a stronger element on neurodivergence should be developed. The Board approved All Together subject to strengthening these areas.

APPROVED: All Together – NRW’s Diversity and Inclusion Strategy subject to minor amendments

Item 7: NRW People Strategy

25. The Executive Director of Corporate Strategy and Development provided the background and an overview of the People Strategy, which interlinked with All Together. This had been developed with input from a staff engagement group, the People Board and ET. Priorities were tested with these groups and PaRC and a strategic direction developed on the offer to staff and the expectations of NRW. The next steps would be to progress a plan to take the Strategy forward and engage with staff.
26. Board members welcomed the progress on the People Strategy. It was recommended that the element relating to staff empowerment on decision-making should be strengthened. Comments were also made around the pressure on middle managers being reflected in the strategy and ‘competent’ rather than ‘confident’ leadership as a priority. The Executive Director of Corporate Strategy and Development would discuss

this further offline with Board members. The Board approved the People Strategy subject to these additional recommendations.

APPROVED: The NRW People Strategy subject to minor amendments

Item 8: 3Ps (People, Planet and Prosperity) and Social Value Update

Presenters: Elsie Grace, Head of Sustainable Commercial Development; Vernon Lambert, Procurement Manager; Ian Mowatt, CMSS Manager

27. The Executive Director of Communications, Customer and Commercial introduced the item, which would provide an update on the work on social value and the 3Ps (People, Planet and Prosperity) approach. NRW procured around £100m of services each year and therefore the approach to procurement had a fundamental impact.
28. The Head of Sustainable Commercial Development gave a presentation on the 3Ps approach. The key element of the 3P approach within the Commercial Strategy was highlighted. 3P benefits were currently being delivered but this was not being measured in a standardised way and therefore the aim was to create a holistic approach across NRW. New methodology was being developed to measure the three main areas of outgoing (procurement), incoming (such as partnership agreements) and outcomes (delivered by NRW). Metrics would be aligned across the three areas and in a standardised way across the organisation. The aim would be to demonstrate a balance of the 3Ps across the NRW Estate. The Head of Sustainable Commercial Development was involved in a procurement exercise with WG on measuring the 3Ps in community woodland, the results of which would feed into the exercise, along with evidence gathered on what was currently being measured throughout the business and how this data was used. This was due to end in June, after which the handbook would be developed, and the approach delivered in a phased way.
29. The Procurement Manager gave a presentation on the procurement approach, which was aligned to WG and their progression of social value using the Welsh TOMs (Themes Outcomes Measures) Framework and the Social Value Portal. Alignment across Wales on achieving social value was being developed. The 3P approach to sustainability and social value through the procurement life cycle was explained and an example given. NRW's Contract Management Support Service and its role in delivering and monitoring was described. The 3P commitments through procurement pilots and the detail around this was shared. The different ways of engaging with suppliers was described and examples were given. It was aimed to create NRW-specific TOMs based on the Welsh TOMs to focus on the key deliverables that would meet NRW's corporate objectives and capture the 3Ps and social value.
30. The content of the presentations was discussed by the Board. Board members welcomed a standardised approach within the organisation but recognised potential difficulties in applying a standard approach outside NRW. It would be important to ensure that smaller companies were able to access opportunities and that there was a level playing field. It was noted that the third sector would already be delivering on social value and this should be considered when awarding contracts. The example of carbon reduction was raised as an area where the measurement and impact would need to be fully considered. Board members highlighted the issues around policing and monitoring contracts once these had been let.
31. It was queried whether all the 3Ps had an equivalent rating. Whilst the Head of Sustainable Commercial Development confirmed that none of the 3Ps had priority it had been recognised by ET that there were choices to be made, and a greater emphasis on the "planet" criteria might be appropriate in some instances. Engagement sessions on

social value had been held with suppliers and the team were working with Business Wales.

Item 9: Update on Tree Health including a Presentation on *Phytophthora pluvialis*

Presenters: Andrew Wright, Senior Specialist Advisor, Plant Health; Dominic Driver, Head of Land Stewardship

32. The Executive Director of Evidence, Policy and Permitting introduced the item. ARAC had identified that disease outbreaks should be included as an emerging risk. The risk was currently being managed through the Business Board Risk Register, but this was being reviewed on whether it needed to be escalated to ET. The team were working closely with the Office of the Chief Veterinary Officer in WG, on both *Phytophthora pluvialis* (*P. pluvialis*) and Avian Flu. Mechanisms were in place with WG when disease outbreaks were suspected or identified.
33. The Senior Specialist Advisor, Plant Health gave a presentation on the role of the Tree Health team in providing a strategic overview of tree health within the wider organisation, and a general update on pests and diseases in Wales, which would set the *P. pluvialis* outbreak into context. The last ten years had seen a significant increase in pests and diseases and some of the causes for this in relation to imports and climate change were described. The three-stage process within the UK for control of new pests and diseases and NRW's role in this was explained. NRW's work with partners, including WG, Forest Research, the Animal and Plant Health Agency, and Forestry Commission, was highlighted. Examples were provided of current pests and diseases. The team were working closely with Forest Research and the Land Stewardship teams to understand the impacts and work towards ways of encouraging resilience.
34. The Senior Specialist Advisor, Plant Health presented the latest information on the *P. pluvialis* outbreak. The background to the disease and its identification in the Dyfi Forest, Gwynedd was provided. Seven sites additional sites had now been identified and a map of the affected areas was shared. The impact on the trees was described. The demarcated zones were shared where a ban on movements was in effect. WG were considering the strategic approach to demarcated zones for recently discovered areas. The next steps were explained which included inspection of wider sites, detailed surveys, regulation and felling once the statutory notice was agreed.
35. Board members queried how the impact of diseases would influence the current policy approach of rapid tree planting. The Senior Specialist Advisor, Plant Health, confirmed that new forestation would be carried out to UK Forestry Standards. It was recognised that more work may be needed around diversity of species and stricter requirements for applicants looking to plant a single species. The Head of Land Stewardship gave an update on tree stress and the importance of the thinning of trees to improve resilience, and highlighted the impacts of climate change and drought on crowded trees.
36. Board members emphasised the impact of pests and diseases on SMNR (Sustainable Management of Natural Resources) across a range of areas, with impacts noted on the economy, landscape, health and safety, and recreation. The potential use of citizen science in monitoring and notifying was highlighted. The Senior Specialist Advisor, Plant Health, commented that this was an emerging situation and gave an update on the research into the impact on other tree species that was being carried out by Forest Research. The impact of climate change on emerging pests and diseases was discussed and it was noted that Cambridge University were working on modelling weather patterns from the past few years.

37. The costs related to ash dieback measures were discussed. Board members were informed that there was evidence that monocultures were more at risk, but appropriate management was important, such as thinning, clear felling and restocking. Acute oak decline was highlighted by Board members. It was suggested that Area Statements could be used to capture these issues. Board members highlighted the importance of communications and enabling communities to access information and develop understanding of these issues.

38. A Board paper was requested for the next meeting to include a stock take on forestry, and issues and pressures on the Welsh Government Woodland Estate (WGWE) including a consideration of the approach to regular reporting.

ACTION: A Board paper to be produced for the next meeting to include a stock take on forestry, and issues and pressures on the Welsh Government Woodland Estate (WGWE) including a consideration of the approach to regular reporting.

Item 10: Proposed changes to the Statutory and Legal Scheme (SaLS)

Presenter: Colette Fletcher, Head of Governance and Board Secretary

39. The Head of Governance and Board Secretary gave an overview of the proposed changes, which were directly related to the item on Tree Health, and would facilitate NRW's ability to serve notice allowing notice of movement of material in a demarcated zone.

40. The Board approved the changes to the SaLS as set out in the paper.

APPROVED: Changes to the Statutory and Legal Scheme (SaLS) from the Regulatory Business Board.

Item 11: Outcomes from Strategic Discussions

Presenters: Sian Williams, Head of North West Wales Operations; Nadia de Longhi, Head of Regulation and Permitting; Mark Squire, Sustainable Water Manager

41. The Executive Director of Evidence, Policy and Permitting introduced the item, which would draw from the themes from the separate strategic discussions and apply them to the water quality issue. A strong theme had come through on working with others and encouraging sharing with others to dispel myths, change behaviours, and accept help. There would be an opportunity to discuss what roles NRW might want to play in the future.

42. The Head of North West Wales Operations gave a presentation on the challenges posed at previous meetings and the approach to moving forward in an integrated way. The interconnected strands of work were described. The importance of working with communities, stakeholders and partners was emphasised. An overview of the approach to storm discharges was described, which included working collaboratively with partners and being agile to new and emerging issues, and emphasising a collective responsibility approach. Discussions were ongoing with Ofwat on ensuring the correct metrics. An SMNR approach to water quality planning would be taken, considering the customers and environment of Wales together. A diagram illustrating the complexity of the interconnected issues was presented. The steer from WG was shared and the next steps were described. A programme would be developed across teams to integrate land and water management. A meeting was planned for 9th February to agree what specialisms and resourcing would be needed to take the development of this programme forward.

43. Board members discussed the content of the presentation. It was noted that the Ministry of Rural Affairs would need to be included within the approach. Public pressure over agricultural discharges was noted. The progress made by the Wales Land Management Forum Sub-Group on agricultural pollution was highlighted. It was recognised that there was a need to bring the work on this forward. The importance of the NRW Dairy team was emphasised and concerns were raised regarding the impact of FTA roles on the progress being made by the team.

44. The importance of taking a full, evidence-based approach was emphasised by Board members. It was recognised that there was a rich source of evidence collected by NRW and the Environment Agency (EA) over the past 30 years. There would be a need to take an empirical look at this to develop a foundation to use going forward. It was suggested that a substantial two-to-three-day seminar would be necessary to review this and feed into the governance around this issue. The Chair requested that Prof Steve Ormerod and Prof Peter Rigby meet to discuss the process for taking this forward.

ACTION: Prof Steve Ormerod and Prof Peter Rigby to meet to discuss the process for developing the approach to the evidence base for Water Quality.

45. The resource required to progress the planned approach was considered. There would be a need to understand the resource envelope across the whole piece, looking at the flows of funding to ensure that they were moving in the most effective way.

Item 12: Welsh Government Framework Document

Presenter: Colette Fletcher, Head of Governance and Board Secretary

46. The Head of Governance and Board Secretary provided an overview of the item. The previous WG Framework Document version had been signed in 2014. The updated version had been in progress for around two years, and thanks were offered to staff who had worked on this during that time. The key differences were highlighted. The remaining items noted in the papers had been resolved since publication and there were now no outstanding items, and it was recommended for approval without reservation.

47. Board members considered the document and suggested a minor addition to the text at section 3.4. The WG Framework Document was approved by the Board.

APPROVED: The new Framework Document between NRW and Welsh Government.

Item 13: Board Forward Look

Presenter: Colette Fletcher, Head of Governance and Board Secretary

48. The Head of Governance and Board Secretary updated the Board on an additional item to the Forward Look since publication on the Hazardous Waste Pilot Project.

49. It was noted that the Digital Strategy item would be a stock take rather than for approval.

Item 14: AOB

50. The following items had been circulated in advance of the meeting for approval or information by correspondence and comment by exception.

APPROVED: The Counter Fraud Strategy 2022-26

APPROVED: The Internal Drainage District (IDD) special levies, drainage rates and precepts for 2022-23; authorisation of the common seal to be affixed to the Approved Drainage Rates.

NOTED: Progress on embedding Area Statements in NRW's work and that of others to help address the climate and nature emergencies, aligned with the green and just recovery; the use of Area Statements in the preparation of Well-being Assessments currently being undertaken via Public Service Boards.

- Board meeting closed -

Item 15. Public Q&A Session

51. The Chair invited questions from the public.

52. A question had been submitted in advance by Mr Gareth Wardell. The Head of Governance and Board Secretary read the question out to the Board; "In the letter sent on the 20th December 2021 to the Chair of the Senedd's Climate Change Committee, the Chair of NRW clearly states that the Welsh Government's environmental regulator does not intend to launch its own investigation into the breaches of permit compliance from wastewater treatment works in Wales. Knowing that the EA and Ofwat is already carrying out such an investigation in England, why does the NRW Board not abandon its vacillating and self-congratulatory, complacent stance, and announce today its decision to conjoin with the EA and OFWAT, since both DCWW and Severn Trent Water operate in parts of both England and Wales?"

53. The Executive Director of Evidence, Policy and Permitting provided a response. NRW had been investigating this issue since 2014 when it came to light from the information following a programme of installation of continuous monitors on the discharges from WTW. In the period since then action has been taken to rectify 32 unpermitted sewage discharges through the previous AMP process (2015 to 2020); a further 37 are under investigation with an expectation that these will be dealt with in this AMP period ie by 2025. As more continuous monitoring is installed on Water Company assets NRW would review the information, understand the causes of any unpermitted sewage discharges and require them to be rectified in the AMP process. If NRW felt action was not progressing as required, enforcement action would be considered. The main difference between NRW's approach and that in England, and hence the response given to the CCEIC Chair that Mr Wardell cited, was that NRW started the equivalent of the investigations underway in England in 2014. This was therefore not being started afresh. NRW would be working closely with Ofwat and EA on the investigations in England and involve them in NRW's approach too, so that learning could be shared. If sharing that learning meant NRW would need to do something different in Wales then that would be done. Plans were in place with Ofwat to work on the information coming out of the investigation in England over the next month. NRW had always worked closely with Ofwat and every year jointly held water companies to account against performance measures agreed by Ofwat and NRW, and this would continue into the current AMP programme performance assessment period.

54. A written response would be sent to Mr Wardell, and a meeting with the team was being arranged. Board members noted the importance of communicating the response to all interested parties. It was agreed that it would be important to provide clear communications on this issue.

- Public Meeting closed -

Board Meetings

Action No.	Meeting Category	Meeting Date	Item No	Para No	Paper Sponsor	Action	Owner	Due	Status	Notes/Updates
2	Public	26/11/2020	6	20	Prys Davies, Director of Corporate Strategy and Development	ACTION: Executive Director of Operations to discuss with Head of North East Wales Operations having a future discussion with the Board on the 4-hour limit on incidence response.	Gareth O'Shea, Executive Director of Operations South	23/03/2022	Ongoing	Added to the list of potential strategic discussion items, Place presentations, Evidence sessions and site visits. Suggest this is the strategic discussion item for the Sept Board meeting and we delay the theme wrap up on previous strategic discussions to accommodate. Added to Forward Look for November. To be considered as part of the item on Place Presentation cross-cutting themes, moved to May 2022 Board
3	Public	24/03/2021	4	10	Clare Pillman CEO	ACTION: Secretariat to canvass availability for a Board Development Day in July to focus on reflection and future challenges post-Covid.	Secretariat	07/07/2022	Ongoing	The Chair has confirmed that Board Development Days to be on hold until face to face meetings are possible. Next Board Development day scheduled for 07/07/22.
9	Public	28/01/2022	4	12	Clare Pillman CEO	ACTION: Regular updates on progress against the recommendations from the Welsh Government Deep Dive on Trees and Timber to be included on the Board Forward Look and discussed in conjunction with the five priority areas.	Sarah Jennings Executive Director CCC	04/03/2022	Ongoing	Forestry discussion at March Board to help to formulate how and when this happens
10	Public	28/01/2022	5	17	Sir David Henshaw	ACTION: The Executive Director of Evidence, Policy and Permitting, and the Executive Director of Corporate Strategy and Development to meet to discuss the barriers to placements and report back to the next meeting.	Ceri Davies, Executive Director EPP; Prys Davies Executive Director CS&D	04/03/2022	Ongoing	Meeting arranged for 15th March
11	Public	28/01/2022	9	38	Ceri Davies, Executive Director EPP	ACTION: A Board paper to be produced for the next meeting to include a stock take on forestry, and issues and pressures on the Welsh Government Woodland Estate (WGWE) including a consideration of the approach to regular reporting.	Ceri Davies, Executive Director EPP; Sarah Jennings Executive Director CCC; Gareth O'Shea, Executive Director Operations	04/03/2022	Completed	Item included on the March Board agenda
12	Public	28/01/2022	11	44	Gareth O'Shea, Executive Director Operations	ACTION: Prof Steve Ormerod and Prof Peter Rigby to meet to discuss the process for developing the approach to the evidence base for Water Quality.	Prof Steve Ormerod and Prof Peter Rigby	04/03/2022	Completed	Meeting arranged for 31st March with the EPP and Operations teams

Board Paper

	Paper Details
Paper title:	CEO Report
Paper Reference:	22-03-B04
Paper sponsored by:	Clare Pillman, Chief Executive
Paper Presented by:	Clare Pillman, Chief Executive
Purpose of the paper	Information/Discussion

Introduction

1. In the time between two Board meetings, the world has shifted yet again. As March heralded the shoots of Spring and we look to open up again post pandemic, our thoughts have quickly turned to the people of the Ukraine during what are now very dark and dangerous days.
2. Our thoughts are also with those people and communities affected by the recent storms of Dudley, Eunice and Franklin which in quick succession brought disruption across the UK and which came hot on the heels of the second anniversary of the 2020 floods that caused widespread devastation across Wales. There is more detail on our response later in the report and for those who have not yet see Jeremy Parr's excellent blog on this, it is attached in Annex 1 for ease of reference.
3. Aside from the extreme weather, it has been Welsh Government's budget, announced on 1 March, and our continuing negotiations with them on our budget, the consequences for our business planning process, and the ongoing work falling out of the Baseline Review, that have occupied a significant amount of Executive time across the organisation. But we are also in the thick of preparing for the anticipated removal of all Covid restrictions from the end of March and how we can come together to reflect on our experiences, renew our relationships and reconnect with each other. The Executive and Leadership Team meeting in Llandrindod on 17 March will provide a great platform for this and will explore how we can cascade this approach through the organisation,

using the discussions around the development of our next Corporate Plan as a good way of getting people together talking about the future.

Senior Staff Recruitment

4. The Head of Organisational Development vacancy is currently being advertised externally through Odgers. The closing date is Wednesday 23 March. As an interim we have temporarily secured an acting Head of OD to take forward discrete pieces of work. Sarah Stacey joined us on 28 February for six months.

Awards & Recognition

5. I am delighted to share with you that Michael Cresswell has been named as the Institute of Chartered Foresters' Future Leader. In a very strong field, the judges said they had been impressed by his leadership qualities, both as Forestry Operations Team Leader with Natural Resources Wales and through his roles with the Institute of Chartered Foresters.

Condolences

6. We also received the very sad news that Brian Prosser has passed away. During over 50 years in the forest industry, Brian worked in many local office teams, from South East Wales, Talybont, to Resolven and finally in the Llandovery office. He will be deeply missed, and our thoughts are with his family, friends and colleagues.

External Engagement

7. It has been another productive period in terms of engagement, and I am pleased to begin to get out and about again to meet with colleagues and our stakeholders.
8. In February, I met the Minister with Rachael and Prys to discuss our Baseline Exercise and I will be on a panel with the Deputy Minister later this month to mark a year since the launch of Welsh Government's new Digital Strategy. I am also pleased to say that the Minister has agreed to join us for the public day of the Board on 24 March.
9. Over the last few weeks I have met Lucy Smith, DEFRA's Director General for Strategy and Change, and the new Director of Academi Wales, Alex Walters, who we'll be working with to develop Board member training for the public sector across Wales.
10. I had meetings with the Chief Executives of Dŵr Cymru/Welsh Water (DCWW) and Ofwat and I also spoke at a Hafren Dyfrdwy Board Meeting. I had a productive meeting with the Leader of the Welsh Local Government Association (WLGA) and Welsh Government officials to discuss flooding, and had meetings with the Chief Executive of Network Rail and with Chief Executive of the Welsh Council for Voluntary Action.
11. I very much enjoyed my visit with the National MEICA Team at the Afon Wydden Flood Scheme in Llandudno and look forward to visiting the Llyn Tegid flood scheme just

before the board meeting. I will also be speaking at the Community of Air Pollutions Effects Researchers Conference in Swansea later that week.

Natur a Ni (Nature and Us): What future do we want for our natural environment?

12. The Natur a Ni conversation began on 17 February, with online materials being shared with our stakeholder database (2,700 contacts) one week ahead of launch, with an ask to share messages and toolkit materials with their own networks.

13. Initial update on levels of engagement (as of 1 March)

- Number of completed surveys: 1289 (1273 English, 16 Welsh)
- Number of webinar registrations: 160 (149 English, 11 Welsh) Of which would like to partake in a focus group: 104
- Number of organisations that downloaded the toolkit: 171
- Number of stakeholder workshop registrations: 68 (62 English, 6 Welsh)

14. What you can do?

The NRW Board, Executive Team (ET) and the Natur a Ni Advisory Group have all been contacted with an ask to share Nature a Ni with their networks. NRW staff have been approached through the intranet, a webinar, and the Natur a Ni Champions Yammer group to share the information with their networks. Printed postcards and posters are also available to board members to help in spreading the word.

15. Press coverage

Ten news outlets have so far have published items on Nature and Us. A press briefing was held on 14 February attended by BBC Wales, ITV Wales, Wales online and the Nature and Us ambassador Richard Parks. The media pack included a video clip from the Minister, Julie James.

16. ITV Wales, Wales online, S4C and Cardiff TV attended a live opportunity with NRW's Executive Director for Corporate Strategy and Development, Prys Davies, and Richard Parks at a Cardiff school on 17 February which featured on ITV Wales.

17. BBC Radio Wales ran a five minute article on Nature and Us as part of their Country Focus series (first broadcast on Sunday 20 February)

18. The ad campaign commenced on 17 Feb, however, NRW held back social media posts to ensure our channels focussed on the storms and flooding incidents during the bad weather.

19. Ambassadors

Richard Parks will be continuing to help support the national conversation through additional school visits to areas of Wales with diverse communities, which we will capture in video form.

20. Iolo Williams has recorded a video message to open the public webinars as well as some additional sound bites video clips, which we can use on social media to encourage people to get involved.

21. Poets in residence

Poets will attend some of the webinars, focus groups and stakeholder workshops to gather insight to use in their work. Both are organising engagement events in their own communities. This includes a bilingual session (Urdu and English) at a Cardiff mosque, a creative writing workshop on the theme of climate emergency specifically aimed at BAME groups, and a series of interviews with farmers in south Gwynedd/ Maldwyn.

Communications

22. We launched the next in the series of projects to be supported by the EU's LIFE Programme and the Welsh Government. The £13.8million Four Rivers for LIFE and LIFE Quaking Bog projects will help restore these habitats for the benefit of nature and the environment in Wales.

23. We worked closely with Natural England and our partners in Wales to launch the new Countryside Code for Land Managers in early February, and we worked with Forest Holidays to announce that Garwnant Visitor Centre would become the next location for its next cabin holiday experience. A significant amount of national media interest was also achieved from our work with Cardiff University and volunteers on the National Survey for Otters.

24. We also worked closely with the Welsh Government and National Trust to announce the locations of the Commemorative Woodlands, which includes Brownhill on the Welsh Government Woodland Estate (WGWE) in the Tywi Valley in Carmarthenshire.

25. To mark the two-year anniversary of the February 2020 floods, we published an opinion piece in The National and issued a press notice highlighting the fact that flooding and extreme weather was set to become a harsh new reality for Wales. This triggered a flurry of interest from national and local media. In-depth interviews were done with a range of outlets including GB News, and a live studio interview on ITV Wales Tonight. This work also sparked an in-depth interview on extreme weather in Wales on BBC Wales Live (broadcast 2 March) and we are holding briefing sessions with The One Show who are looking to highlight flood defence schemes in Wales as part of a piece on extreme weather and flooding that they're looking to commission soon.

26. In the lead-up and during Storms Dudley, Eunice and Franklin we put into practice many of the lessons learned from the February 2020 floods around early engagement with partners. This included briefing the Welsh Government's Warning and Informing

communications group which was stood up ahead of the storms to ensure partners were aware of and were using the social media messages and assets that we had prepared for them last year. We also developed messaging and facilitated over 30 interviews with NRW spokespeople over the duration of the storm period. Further details on our web statistics are available in Annex 2.

27. We have publicised several court outcomes and the sanctions that have been imposed for a range of activities including several illegal fishing cases and river pollution offences. Our enforcement work on Operation Keyhole also appeared as a feature in BBC's Fraud Squad.

Customer

28. The Complaints Standards Authority are currently auditing all Public Sector organisations in Wales to improve consistency and customer service. We approached them directly to audit our current complaints process and provide us with support and training to improve how we handle customer complaints and embed lessons learned. This work will continue until June 2022.

29. After an extensive, competitive tendering process we have appointed a provider to design and deliver customer service excellence training for all NRW colleagues. This bespoke training will help us ensure that we to put customers at the heart of everything we do.

30. We have also appointed an external specialist to deliver our Customer Journey Mapping work. After a detailed procurement process, we are pleased to be working with Mima Group Ltd who will help us to understand the holistic view of NRW's customer perceptions.

31. Last month, work began with the Continuous Improvement team to review the end-to-end process of responding to customer licensed data requests. This is in line with reviewing all the Customer Hub's customer facing services to ensure customers can access our data and information quickly and easily.

On-line Public Register improvements

32. Certain permitting/licencing legislation has a requirement that we hold a public register for most of the application, compliance, and enforcement documents.

33. Since the formation of NRW, we have used the Document Management System (DMS) as our public register. The only way for members of the public to view these documents was by request. As this, in some cases, did not meet the legislative requirements and in line with being an open and transparent organisation, work started in 2017 to develop an on-line public register (OPR). In November 2019, the OPR went live on our

website and showed all public register documents received or created since September 2018. This date was chosen as we were more confident with the quality of metadata from this date.

34. Since going live, the OPR has been a successful system and is well used, receiving thousands of 'hits' per year. However, recently we have been receiving an increasing number of requests for pre-2018 public register documents. This is time consuming and often requires significant co-ordination to find the correct documents and get them to the customer.
35. To address this, the Regulatory Innovation team have reviewed the 2018 date and are working on removing this via a staged approach. Despite some initial teething issues, the approach has been a success with so far over 6,000 more documents appearing on our public register, with many more to come, making access to information considerably easier for customers.

Ordnance Survey APIs in flood products

36. NRW are part of the Public Sector Geospatial Agreement (PSGA) which gives us access to spatial data from Ordnance Survey (OS). We have recently used a new interface product which consumes data directly from Ordnance Survey. The NRW "check your flood risk by postcode" product was one of the first applications to use the new approach which means we can consume data in much quicker ways and allows seamless access to OS Data.

Strategic Issues

Landfill Disposals Tax

37. The Welsh Revenue Authority (WRA) was established in 2017 to collect and manage two new devolved taxes as of 1 April 2018: Landfill Disposals Tax (LDT) and Land Transaction Tax. Certain WRA powers to investigate LDT tax risks have been delegated to NRW, and a fully funded specialist team of NRW staff has been established to deliver this. Since LDT was introduced, we have built a strong partnership working closely with the WRA to bring together the tax and environmental expertise to help collect and manage this tax effectively.
38. The Landfill Disposals Tax (Wales) Act 2017 introduced a new tax charge on unauthorised disposals of waste in Wales. Unauthorised Disposals Tax (UDT) is levied at 150%, a significantly higher rate than deposits at authorised sites, which provides an additional tool in addressing illegal waste sites.
39. Through the joint Information Sharing Agreement, NRW have referred 31 illegal waste cases to WRA since 2019 for consideration of application of the UDT powers. A major milestone has been reached earlier this month with WRA issuing their first Preliminary

Notice. This will send a clear message to those involved in waste crime that the financial penalties are significant and will hopefully act as a powerful deterrent.

Strategic Review of Charges (SROC)

40. NRW regulates a range of regimes, for which we are legally allowed to charge for most. Our Regulatory charges currently raise around £39 million annually in support of our regulatory activities (largely permitting & compliance).
41. These charges allow us to recover our costs in line with Welsh Government's principles, namely '*Managing Welsh Public Money*'. Those regimes we cannot charge for are fully funded by around £1.3m of Grant in Aid (GiA) per annum, whilst others such as Fisheries are partially supported by GiA.
42. Since establishment of NRW, we have made modest year-on-year alterations to our charging scheme allowing us to keep up with changes in legislation; manage charge balances; and to support key requirements such as funding reservoir safety improvements on Section 20 Welsh Water reservoir sites. We are currently seeking Ministerial approval of our annual charge proposals for 2022/23.
43. Our SROC programme has undertaken wide ranging and detailed work to establish our current cost base and to establish revised fees for all the regimes for which we are able to charge. Based on current timelines, we are focussing on revised Permitting charges initially for introduction in late Autumn 2022, and revised Subsistence fees (for compliance assessment) for introduction from April 2023. This is the first time that NRW has undertaken such a wide-ranging root and branch review of regulatory charges.

Waste Tracking Service consultation launched

44. On 21 January, the UK-wide public consultation on the 'Introduction of mandatory digital waste tracking' was published.
45. Approximately 9 million tonnes of waste are produced in Wales each year, and there is currently no central way of tracking where and how waste is recycled or disposed of, leaving opportunities open for criminal activities. The waste tracking service offers a novel and exciting opportunity to really understand what happens to waste produced and handled in the UK, and will enable NRW to carry out its regulatory duties more effectively and support our move to a more circular economy.
46. The introduction of mandatory digital waste tracking represents a significant transformational change for Welsh businesses, registered waste carriers, brokers, dealers and permitted waste operators. The service is set to launch during 2023-24 and there is a programme of work underway to ensure that NRW's current processes and systems are set up to interact with the waste tracking service.

47. We are in the process of contacting permitted waste operators, licenced waste carrier/broker/dealers, waste exempt site operators, waste exporters, and a host of other key stakeholders to inform them about the consultation and encourage responses. Over 200 responses across the UK have been received so far, and they indicate overwhelming support for a single digital waste tracking system. The consultation closes on 15 April 2022.

Review of Motorsport on the Welsh Government Woodland Estate (WGWE)

48. The recommendations of the review were accepted at the NRW Board meeting on 14 July 2021, where it was decided that permission for motorised rallying would continue on the WGWE, subject to ongoing discussions with Motorsports UK (MSUK) and their Affiliated Clubs to improve sustainability and reduce the sport's carbon footprint while operating on the WGWE.

49. Since then, we are in regular and productive dialogue with MSUK on a revised agreement. The work needed to make the changes to fulfil the decision by the NRW Board will be set out in a schedule to the master agreement with MSUK for rallying on the WGWE. In the meantime, alongside recovery from the disruption of the Coronavirus pandemic, MSUK are already making changes to reduce the sport's carbon footprint and further improve sustainability in other ways.

50. MSUK has adopted the United Nations Sports for Climate Action Framework, joined the British Association for Sustainability in Sport, appointed a Head of Sustainability and published a sustainability strategy 2021 – 2030. NRW is represented on MSUK's Sustainability Working Group for Stage Rallies and we are currently on course to get a revised agreement with Motorsports UK that fulfils the NRW Board's decision in time for the expiry of the current agreement on 31 December 2023.

New fishing byelaws on the Usk, Wye and Severn (in Wales)

51. As you will be aware, we consulted last year on new byelaws for salmon and sea trout fishing on the River Usk, and the rivers Wye and Severn in Wales. The existing byelaws on the Usk and Wye which mandated C&R expired at the end of 2021 and new byelaws were needed. Likewise, the emergency byelaws on the Severn in Wales are due to expire at the end February.

52. Following the consultation, we submitted our case to Welsh Government, and the Minister has now confirmed these new byelaws which came into force on 1 March 2022. The Usk and Wye byelaws will be in place until 31 December 2029, to coincide with the end of the 'All Wales' and 'Cross Border Rivers' byelaws. They require:

River Usk

- Mandatory catch and release fishing of all salmon

- Mandatory catch and release of all sea trout caught before 1 May

River Wye

- Mandatory catch and release of all salmon and sea trout
- Revised end date for the salmon season so that it runs from 3 March to 17 October for the whole river and tributaries

The River Severn byelaws will be in place for 10 years and require:

- The mandatory release of all salmon and sea trout caught by rod and line,
- Restrictions to angling fishing methods to improve the handling and survival of released salmon, including:
 - Ban on all bait fishing for salmon and sea trout
 - The mandatory use of barbless hooks
 - Restrictions on hook type, size, and their number

53. To ensure that salmon and sea trout on the River Wye receive the same level of protection on both sides of the border, the Environment Agency are still pursuing concomitant byelaws for the Wye in England, and whilst they have concluded their consultation and submitted their case to DEFRA at a similar time to us, unfortunately, the byelaws for the Wye in England are yet to be confirmed. As the season on the Wye and Usk started on 3 March, we have already engaged with relevant stakeholders and issued a press release on the announcement of new byelaws in Wales.

Sustainable Commercial Development

Timber Sales

54. The February e-sales are now closed and the markets are beginning to flatten over the past two sales.

55. The Timber Sales Liaison Day went well with some spirited conversation and some good points made. Customers seemed to welcome the more condensed Terms and Conditions and we have significantly improving trade interactions, and this was a useful event despite low numbers, particularly from those smaller organisations. We recognise that people are doing business in different ways as we emerge from the pandemic and we are looking at ways to adapt to these changes so that we can maximise our reach.

Internal Business

Incident Rotas

56. Following the Rota Consultation via the five Trade Unions I am pleased to report Trade Union members across all five Trade Unions voted to accept the proposed changes.

Therefore all staff affected will receive a compensation payment in their March salary. We are now moving forward with implementation with further guidance being developed in relation to how personal circumstances are taken into account, the training for each of the rotas as well as considering the appeals – of which 46 were received.

Pay

57. Following consultation with Trade Unions all five trade unions agreed to accept the 2% pay award for 21/22 as well increases to some enhancements and payments. This will be backdated to July 2021. The back pay will be paid in March salary.
58. Both the Pay and the Rota have been significant pieces of work, so I would like to thank the teams involved.

Renewal

59. The Strategic Incident Response, Recovery and Review Group that was stood back up as a result of the changing Covid alert levels, has been stood down again, with work once more transferring to the Renewal Programme Board. The Tactical Response Group continues to meet regularly to ensure any new of Covid-related issues are captured and addressed.
60. The Renewal Programme Services Manager and Renewal workstream lead roles are all now appointed with one vacancy currently being recruited in Programme Support. As of 1 April, the Enterprise modernisation programme is moving into Renewal.
61. The Fleet and Facilities Management restructure, which will facilitate the strategic outcomes of the Renewal Programme, is progressing well and the new desk and meeting room booking system continues to receive positive feedback.
62. Work continues on the baseline for Carbon and Financial costs to measure against targets to be determined on the publication of the space and travel strategies.
63. Work continues to drive the Space workstream, with Place-based teams presenting their proposals to the Renewal Programme Board on 30 March. The travel workstream is working with fleet customers to influence the specification of EVV for next year's fleet requirement and is also leading on procuring an EVV infrastructure supplier. HVO (Hydrotreated Vegetable Oil) will replace red diesel in operational vehicles as of 1 April 2022.
64. Executive Team, Leadership Team, Management Team and Team Leaders continue to engage to support the integrated approach across the organisation and to further disseminate communications for the programme.

Forward Look

- Pre-election period for Local Government elections begins – 21 March
- Flood Risk Management Committee – 7 April
- Board Update Call – 13 April
- Finance Committee – 14 April
- Finance Committee Year End Update – 28 April
- Protected Sites Legal Training – 13 May
- NRW Senedd Event – 18 May
- Board Meeting in Carmarthenshire – 25 and 26 May

Index of Annex

Annex 1

Responding and Recovering from Storms Dudley, Eunice and Franklin – Blog by Jeremy Parr, Head of Flood & Incident Risk Management, NRW

Annex 2

Web statistics from Eunice and Franklin (17 – 21 Feb)

Annex 1. Responding and Recovering from Storms Dudley, Eunice and Franklin – Blog by Jeremy Parr, Head of Flood & Incident Risk Management, NRW

Two years on from the devastation caused by the February 2020 floods, the UK faced the onslaught of three named storms in the space of less than a week (16 - 21 February 2022).

Storms Dudley, Eunice and Franklin hit UK shores in quick succession, bringing damaging winds and rain which would lead to widespread disruption in communities right across the country.

The impacts on people, property, livelihoods, and our natural environment have been widespread, and our thoughts are with those affected.

The frequency and ferocity of such weather events are increasingly being considered in the context of climate change, raising significant questions about how we respond to such incidents now and how we must adapt to what the future will bring.

Putting the preparations in place

It has certainly been a busy week for Natural Resources Wales and our partners. For the first time since Met Office starting naming storms in 2015, we had three in one week, plus two Red Weather Warnings were issued across the UK – one of which spanned the south Wales Coast - as Storm Eunice encroached on our shores.

In the lead up, for several days previously, we were fully engaged with our colleagues at the Met Office and the Flood Forecasting Centre (FFC), attending briefings and sharing information on potential impacts with the Welsh Government and our partners to ensure swift and appropriate measures were be put into place.

The information they supply to us, and other agencies across the UK is invaluable – particularly when the trajectory and impacts of the storms are as unpredictable as those we experienced last week.

They share detailed, technical data and analysis on the range of possibilities in the forecasts, helping us to make critical decisions related to potential flood and environmental impacts here in Wales.

Their expertise also informs how we communicate potential risks to the public to ensure they can prepare and take the necessary steps to protect themselves from the worst impacts of the storms. As the situation escalated, our excellent spokespeople were regularly featured on national and regional media outlets,

warning and informing listeners and viewers on the evolving risks and what they needed to do to ensure their own safety and that of their loved ones.

Out on the ground in Wales, our own highly skilled operational teams were checking flood defences in key locations along the coast and inland were in good working order to reduce the flood risk to people and property. Our colleagues who care for and manage the Welsh Government Woodland Estate were also ensuring that our woodlands, trails and visitor centres were braced for the effects, making crucial decisions to close our sites to visitors to ensure their ongoing safety.

Storm Dudley

Storm Dudley was set to make landfall on Wednesday 16 February, triggering a yellow warning for wind that spread across most of Wales. While its impacts were most significantly felt across the North of the UK, there was some wind damage in Wales, with Capel Curig registering gusts of up to 81mph.

Storm Eunice

Hot on its heels, Storm Eunice was gathering strength as it tracked across the Atlantic, bringing the threat of extremely high winds and the potential for coastal flooding impacts that would span the entire Welsh coastline.

The Met Office issued two rare Red Warnings for Wind for 18 February, signalling that there would be a 'danger to life' for those living in communities that came under the warning area. This included communities along the length of the South Wales coast.

The uncertainty in the timing and location of Eunice's strongest winds posed significant difficulties when trying to pinpoint potential impacts.

Our land management teams took the crucial decisions to close our visitor centres, walking and mountain bike trails at sites right across Wales, including Coed y Brenin and the Afan Forest. The car park at Llanddwyn Beach on Anglesey was also closed to visitors.

There was the very realistic prospect of the strongest onshore winds and the peak of the storm coinciding with the high tides. This would create a very potent and dangerous mix and could have led to 2 metre plus storm surges and significant flooding to coastal communities.

This eventuality was considered at every turn by our expert forecasting team, recognising the challenge this exceptional scenario posed when trying to pinpoint where exactly that combination would occur.

All the while, we worked with our professional partners to plan for and respond to the weather, chairing and attending multiple strategic and tactical response meetings and working out on the ground to check and erect defences and closing our woodlands, trails and car parks for the safety of staff and visitors.

There was no denying that the message from the Met Office, all levels of government, NRW and our partners was that Storm Eunice had the potential to be one of the most significant storms experienced on UK shores, and the need to prepare effectively was crucial.

The Flood Warning Service operated by NRW is a key component in the flood risk management service we deliver. This free service provides vital information to signed-up customers in areas at risk from flooding from rivers and the sea, giving advance warning and therefore time for people to take action to protect both themselves and their property.

Before Storm Eunice made landfall, because of the significant potential for widespread impacts across the whole Wales coast and the challenges in pinpointing where exactly would see the worst impacts, we made the decision to issue Flood Warnings for all of our coastal flood warning areas – 113 in total – to ensure people had the time to prepare accordingly.

Our forecasting, warning and incident response teams worked tirelessly to deal with a dynamic and ever-changing picture, to interpret the data, make decisions, inform people and take action on the ground.

As high tides passed across Wales during Friday morning, the wave and surge heights followed the best estimates. We were really fortunate though that the surge peak and strongest winds did not coincide with high tides – the margins were extremely close. Had that very realistic prospect materialised, Wales' coastline would probably have experienced very significant and serious flood impacts. In the event, we thankfully did not see the reasonable worst-case projections, and our coastal defences did their job to help protect the communities that lie behind them.

The strong winds resulted in some damage to trees across the woodland estate but the overall impact to our forestry and woodland was minimal. We continue to inspect for damage and make areas safe as required which we always do following periods of bad weather.

Storm Franklin

No sooner had Storm Eunice moved away from UK shores, Storm Franklin was named, bringing further bands of heavy rain and strong winds to Wales over the weekend – particularly across Mid Wales on the Sunday (20 February).

With the ground already saturated and river levels high, the impact of further rainfall would see rivers reacting quickly and we issued many Flood Warnings for Mid Wales in particular.

Our engagement with Welsh Government, our partners and the public continued as we urged those living in at risk areas to remain vigilant and to be prepared to act if a warning was received.

Large areas of low-lying land in the Severn, Teme, Vyrnwy, Wye and Usk catchments were affected by flood water with reports of around 50 properties.

Some areas saw the highest river levels ever recorded – breaking some of the records set during Storm Dennis two years ago.

New record levels were set on the River Severn at Newtown, Llanidloes and Munlyn. On the River Teme at Dutlas and Knighton and on the River Vyrnwy at Meifod. There were also exceptionally high river levels recorded on the River Vyrnwy and the Upper Wye.

Our defences and Flood Warnings

Whilst some people have experienced flooding, our defences, which benefit 73,000 properties, have done their job in reducing the risk for thousands of people. Investments made to these crucial pieces of infrastructure since previous major flood events have significantly improved our resilience and reduced the risk of flooding for the communities behind these defences.

The uncertainty surrounding exactly where the coastal impacts would be greatest and where the heaviest downpours would hit made pinpointing where the most significant impacts would be that much harder. But we did our job and issued alerts and warnings with pace and precision as the storms rolled in.

And the number of warnings and alerts issued over this period were significant. We issued 142 Flood Warnings and 68 Flood Alerts with over 76,550 properties potentially warned.

While it is heart-breaking to hear of the flood impacts experienced, the tireless work of all our staff has allowed us to ensure early action to warn and inform was taken, helping to reduce the impacts for many people.

Next steps

Our work does not stop after the storms pass. Our teams have been out on the ground checking flood defences for damage and clearing debris, and also checking our nature reserves for damage and forests for windblown trees. We will also be checking our network of walking and mountain bike trails and clearing any obstructions. Some remained closed while this important work gets underway.

Just as we do after every significant incident, we will take stock of the work we did in the lead-up, during and following the storms to see if there are lessons to be learnt and improvements we can make.

From our land managers to our flood risk teams, to everyone working behind the scenes, I am proud to recognise the fantastic work that has been done - and continues to go on - during this challenging period.

Climate change

Climate change is causing more extreme weather events and we are certain to see more of the types of storms we have seen recently in the future.

Today's latest report from the Intergovernmental Panel on Climate Change (IPCC) serves as a stark warning of the true scale of the global adaptation and urgent climate resilience needed now if we are to arm ourselves for the climate shocks ahead.

We have to accept that we cannot stop the rain and that some flooding is inevitable. Our message to people is clear - just because flooding hasn't happened to you in the past, it doesn't mean it won't happen in the future.

Flood defences will always be at the heart of managing the nation's risk, but we all need to adapt to the changing climate. This means making big decisions about how and where we live and work and learning to live with more water - and do so better than ever before.

We need to build or convert properties to be more resilient to flood water, so that people and businesses can bounce back quicker when the waters start to rise.

We'll also need to be more innovative and look at new approaches to work more effectively with landowners to make space for the huge quantities of water we are seeing during floods.

It is clear though that this is not just about planning for the future, the impacts of climate change are happening now, and the need to adapt to these changes is real and pressing.

What we can all do

We must all adapt the way we live and work as the climate emergency evolves – to learn to live with variations in temperature and more water and to support our communities to become vigilant and more resilient to more frequent extreme weather events.

Advances in the range of services available on our website means that people now have more information at their disposal to take their own preparatory steps. People can now identify their future **flood risk simply by entering a postcode**. Our website also includes information on what to do **before, during and after** a flood and how to **sign up to NRW's free flood warning system**. Our new **Flood Map for Planning** also includes information on how climate change will affect flood risk over the next century.

The impact of climate change is something for all of us to tackle as a collective and is an issue that must be tackled without delay.

Annex 2. Web statistics from Eunice and Franklin (17 – 21 Feb)

Most of the feedback from people using the website over the recent storms was positive. This suggests that the improvements to our online flood services and content over the last 18 months are helping people understand their flood risk and take action.

Checking for flood warnings

356,099 unique page views

Around 70% are using their mobiles

Flood alerts and warnings on the North Wales coast, River Taff, and Upper Severn were the top viewed pages.

Checking flood risk

30,459 unique page views (simple address search tool)

1,680 unique page views (check your flood risk on a map)

River levels

130,780 unique views of the river levels info

Severn at Llandrinio, Vyrnwy at Llanymynech and Wye at Erwood were the most popular river gauges being checked

5-day flood forecast

9,623 people checked to understand their flood risk over the next 5 days

This is a service that more people accessed using a desktop (rather than mobile or tablet), which could suggest a different type of user.

Advice on what to do

Around 5000 people checked for advice on how to prepare for flooding. 177 people went on from here to the sign up for flood alerts page.

Around 1000 people have looked for advice on what to do during a flood.

80 people have looked for advice on what to do after a flood.

Disclaimer

- Assumption is that numbers are actually a lot higher, but if people don't 'accept cookies' we can't track them

Board Paper

Paper Title:	Finance Committee update
Paper Reference:	22-03-B05
Paper Sponsored By:	Sir David Henshaw - Finance Committee Chair
Paper Presented By:	Sir David Henshaw

Purpose of Paper:	Information
Recommendation:	To note the update

Issue

1. This paper provides an update to the Board following the Finance Committee (FC) meeting on 10 February 2022.

Update

Finance update

2. The Committee were updated on NRW's current financial performance and any risks around expenditure.
3. A discussion was had on the competing demands and the governance and accountability arrangements in place for forestry and timber. We suggest that consideration is given to the oversight arrangements for this work area following the discussions at the March NRW Board meeting regarding the purpose and role of the Welsh Government Woodland Estate.

Workforce Affordability and Controls

4. An update was provided on the changes around workforce affordability and controls. The Committee noted the relaxation of some controls and that recruitment decisions which were now generally being made at directorate level.
5. The Committee discussed the benefits intelligence led recruitment, such as recruiting to skill sets rather than job specifics which may possibly be a more effective and efficient model. FC have requested that the People and Remuneration Committee consider this matter to ensure that the right balance is achieved.

Baseline Exercise and Budget 2022-23

6. The Committee were updated on the work being undertaken around categorising NRW's activities. Discussions were required with Welsh Government around the available options to reduce the funding gap, as identified during the summer budget exercise, in order to alleviate the pressure on the organisation.
7. I emphasised the importance of the NRW Board being sighted on the information being provided to Welsh Government around the service levels that NRW could provide going forward.

Charge Proposals for 2022/23

8. The Committee accepted the recommendation of proceeding with the Charge Proposals, as set out in the consultation.
9. The Strategic Review of Charging consultation later in the year would look at permitting costs and the compliance aspect. Calvin Jones, has also offered this advice and assistance in assessing the wider benefits from a strategic context.

Grants update

10. A progress update was provided around exploring alternative delivery models to administer grants in Wales. It is anticipated that the Committee will be provided with a strategic proposition on an alternative delivery model at FC in April 2022.

Committee Governance - Annual Effectiveness Review

11. The Committee discussed the draft actions in response to the effectiveness review survey feedback and offered general feedback around the effectiveness review process.

Future meetings

12. An additional meeting has been arranged for 11 March 2022 for the Committee to review the draft Business Plan and Budget 2022/23 and participate in an externally facilitated session on the Corporate Plan.

Board Paper

Paper Title:	People and Remuneration Committee update
Paper Reference:	22-03-B06
Paper Sponsored By:	Zoe Henderson - Finance Committee Chair
Paper Presented By:	Zoe Henderson

Purpose of Paper:	Information
Recommendation:	To note the update

Issue

1. This paper provides an update to the Board following the People and Remuneration Committee (PaRC) meeting on 2nd March 2022.

Update

2. PaRC welcomed the new interim Head of Organisational Development to the meeting. The key items below were discussed as well as updates provided on the rota and pay work. The Gender Pay Gap and the Diversity and Inclusion Annual Report 2020-2021 were endorsed in readiness for Board. PaRC provided their input on the new Corporate Plan through a facilitated session. There was also an update provided on the Adfywio/ Renewal programme.

Management Information / Interim Wellbeing, Health and Safety Update

3. PaRC considered the Management Information which focussed on the recruitment risk. The Committee discussed the current recruitment difficulties including the general shortage of applicants and the acute issues with the skill sets required for unique business critical roles at NRW.
4. PaRC were presented the Interim Wellbeing, Health and Safety Update. The Committee congratulated the team on the achievement of the ISO45001 Standard and discussed how to approach the findings from the Report. PaRC considered the issues with stress related leave and how best to approach the reporting of this issue to gain insight into the causes of stress.

Performance Management

5. PaRC welcomed the new approach to Performance Management at NRW which would be taking a more development and priority-based approach rather than the previous objective approach. The importance of linking with the Diversity and Inclusion work was emphasised.

Risk update/ including strategic risk on recruitment and resourcing

6. The Committee were updated on a recently developed risk in response to the emerging recruitment and resourcing issue. The Committee discussed the recent Workforce Planning audit and queried whether the two were related. There would be a review into staff staying and leaving NRW for insight into how to attract new and younger people into the organisation.

Deep Dive on Mental Health Absences

7. The Committee were presented with a paper which highlighted the key elements regarding the issue of mental health absences and the work NRW had undertaken to help support staff in this area. The Committee offered suggestions as to how this could be approached.

Succession Planning/ Business Critical Roles

8. The Committee were updated on NRW's work to address issues around business-critical roles in the organisation. The information gathered from the business had led to the development of the trial approach in the Flood team to identify the business critical roles set out in the paper. This had been successful and would be rolled out to further teams. PaRC further emphasised the need to attract younger people into the organisation.

People and Remuneration Committee Annual Effectiveness Review

9. PaRC considered the feedback received from their Annual Effectiveness Review and discussed ways to improve the Committee.



Board Paper

Paper Title:	Protected Areas Committee (PrAC) Update
Paper Reference:	22-03-B07
Paper Sponsored By:	Rosie Plummer - PrAC Chair
Paper Presented By:	Rosie Plummer
Purpose of Paper:	Information
Recommendation:	To note the update

Issue

1. This paper provides an update to the Board following the PrAC meeting on 1 February 2022. The minutes from the meeting are available on Diligent for access by all Board members interested.
2. Arising from the meeting and to keep the Board informed, the Chair provides an update on matters the Committee has discussed, including any matters for particular attention.

Update

Integrated Designated Landscapes Programme

3. PrAC were provided with an update on the work associated with the Integrated Designated Landscapes Programme:
4. Noting that Welsh Government funding for this work by NRW had not yet been finalised, PrAC was updated on the preparatory work taking place in advance of this. Informal meetings have commenced with the Local Authorities that are included in the potential Area of Scope for the proposed new National Park in North East Wales, to explain the process and provide them with the opportunity to raise any initial concerns.
5. The Committee were updated on the key matters from the Department for Environment, Food and Rural Affairs proposals, following the consultation in response to the Landscape Review (Glover Report). The proposals relating to legislative change would provide for stronger legal purposes for national landscapes and strengthened purposes for Areas of Outstanding Natural Beauty. PrAC discussed the opportunities for Wales associated with modernising legislation, and its scope to address the climate and nature emergencies whilst delivering the sustainable management of natural resources.
6. PrAC reviewed the draft Procedural Guidance: Statutory Landscape Designations. The guidance will be refined in line with feedback provided by the Committee and others.

PrAC were advised that training will be provided to the NRW Board around their responsibilities throughout the process. As such the need for early engagement with the Secretariat regarding any potential training dates was noted.

Global 30 by 30 Target update

7. An update was provided on the target for conserving and effectively managing at least 30 percent of the worlds land and sea areas by 2030, following the commitment made by the United Nations and world leaders. As Wales have met the marine target, discussions would primarily centre on how the land-based target may be achieved.

Risk Management - Deep Dive of Strategic Risk 05 (Championing SMNR)

8. The appreciation and understanding of SR05 has been re-developed. This Risk now includes outward focus on leadership as well as the opportunities to influence others in addressing the climate and nature emergencies. The Committee offered feedback on this Risk as well as the Risk Appetite Statement and will continue to review SR05 periodically, as it continues to develop.

Protected Sites Monitoring Issues

9. The Committee were updated on the issues around protected sites monitoring due to financial constraints associated with the existing model. It was agreed that a decision around the level and nature of NRW's monitoring, as well as the resource allocation and securing of skills for this, will be needed going forward to ensure a robust plan for delivery of NRW's statutory monitoring responsibilities and wider data information needs. The Executive Director of Evidence, Policy & Permitting offered to expedite this issue and will be arranging a meeting with key people, including drawing on the expertise of the Evidence Advisory Committee Board members, to progress this matter. PrAC took the view that NRW has a duty to clearly convey resource issues associated with this to Welsh Government.

Protected Sites Delivery Programme

10. There are no issues to report with the Protected Sites Delivery Programme. The Q3 milestone had been met and the end of year position is anticipated to be at Green status. Dashboard measures and milestones for 2022/23 will be framed by a delivery programme funded under Nature Networks, reflecting the Minister's priority for action on biodiversity. Nature Networks is described below.
11. **Nature Networks Multi-year programme 2022-2025**
Nature Networks is a part of Welsh Government's strategy to address the Nature Emergency in Wales. It aims to ensure that Wales' ecological networks, with protected sites at their core, on land and sea, are recognised and are under sustained and effective management which improves their resilience. These networks make a significant contribution to wider ecosystem resilience and halting biodiversity decline – becoming Nature Positive by 2030.
12. Nature Networks comprises a three-year Welsh Government funded programme to support partners via a National Heritage Lottery Foundation Fund and a delivery programme specifically funded through NRW. NRW has bid for c £3.4m, rising to

£7.4m for the period 2022/23 – 2024-25 under the Nature Networks programme. This programme will build on work delivered this financial year (2021/22) under the Biodiversity & Ecosystems Resilience Fund (BERF) programme, funded by Welsh Government. Programme planning is well advanced, along with the appropriate governance, capacity and mechanisms, which will work alongside work planned through annual grant in aid programmes. The delivery focus, incorporating terrestrial and marine elements, will be on:

13. Terrestrial and freshwater

- Habitat fragmentation
- Grazing (quantity, type, timing) for lowland semi-natural features e.g. grassland, heathland and non-peat-based fen, saltmarsh
- Atmospheric nitrogen deposition
- Terrestrial Invasive Non-Native Species

14. Marine

- Marine Invasive Non-native Species
- Marine litter
- Access and recreation
- Marine planning and development control
- Marine climate change and flood risk management.

PrAC Governance - Annual Effectiveness Review

15. The Committee discussed the draft actions produced in response to the effectiveness review survey feedback. PrAC felt most recommendations and actions, many of which were interlinked, could be addressed. However, given overall resource implications it could not envisage an increased frequency of PrAC meetings.

PrAC Governance - Forward Look

16. Arrangements have been made for a potential protected sites notification meeting in June 2022. This is dependent on whether any objections are received during the consultation process, which is currently underway.

17. As you may be aware, PrAC currently meet three times per year. From 2023 onwards, the Secretariat will make provisional arrangements for two additional 'reserve dates' for meetings, for protected sites notifications, should these be required.

Paper Title:	Business Plan Performance Dashboard Report for Quarter 3 2021/22 and New Internal Performance Report for end of Quarter 3
Paper Reference:	22-03-B08
Paper Sponsored By:	Clare Pillman, Chief Executive
Paper Presented By:	Executive Team
Purpose of Paper:	Scrutiny
Recommendation:	<p>The Board is requested to scrutinise NRW performance for the third Quarter of 2021/22 and specifically consider:</p> <ul style="list-style-type: none"> • Progress against each measure reported on the Business Plan Performance Dashboard • Format and content of our new Internal Performance Report • Predicted end of year out turn for each measure in both reports

Issue

1. Our Business Plan Performance Dashboard Report for Quarter 3 is now ready to present to the Board.
2. From this Quarter onwards, we are also presenting an additional Internal Performance Report. This sits alongside the Business Plan Performance Dashboard giving more insight into how we are performing as an organisation as well as what we are delivering on the ground. Five existing internal performance measures have been moved across from the Business Plan Performance Dashboard to be included in this new Internal Performance Report.
3. The Board is asked to scrutinise both the reports which are published on our website.

Background

4. The Business Plan Performance Dashboard Report is one of the Board's principal ways of scrutinising our delivery. It was developed as part of the process to prepare the 2021/22 Business Plan with the Board and the Executive Team, working closely with the

Leadership Team. It also relates to our Corporate Plan; our new Corporate Plan will now be published in Spring 2023.

5. The report consists of:

- A **dashboard** providing an overview of performance against the 2021/22 measures set out by strategic priority as set out in the Business Plan.
- **Table of strategic priorities and topics** to help navigate the report.
- **Summary for each Topic** showing progress relating to the subheadings in the Business Plan
- **Details for each specific measure** with year-end position

6. The Business Plan Dashboard Performance report for Q3 can be seen at Annex 1 and now consists of 20 Topics and 30 Measures. It includes a reintroduced measure from 2020/21 for Natur a Ni - work to develop a shared vision for the natural environment to 2050 - for which NRW is acting as a facilitator. As stated above, five internally focussed measures have been removed and are now presented in a new Internal Performance Report.

7. This Internal Performance Report at Annex 2 consists of 11 internally focused measures, providing a snapshot of how effectively we are managing NRW as an organisation at the end of Q3. The measures cover several of our Enabling Services including Finance, Well-being, Health and Safety, staff management, training and learning, and governance for example.

Assessment

8. Our Business Plan Performance Dashboard for Q3 is summarised below:

	Quarter 1 (1 April – 30 June 2021)	Quarter 2 (1 July to 30 Sept 2021)	Quarter 3 (1 Oct – 31 Dec 2021)	Expected Year End (31st March 2022)
Red	3	3	2	1
Amber	10	10	9	6
Green	21	21	19	23
Total	34	34	30	30

9. Our new Internal Performance Report for end of Q3 is summarised here:

	Quarter 1 (1 April – 30 June 2021)	Quarter 2 (1 July to 30 Sept 2021)	Quarter 3 (1 Oct – 31 Dec 2021)	Expected Year End (31st March 2022)
Red			1	0
Amber			1	3
Green			9	8
Total	N/A	N/A	11	11

10. The Board is requested to scrutinise the Business Plan Performance Dashboard Report, noting some key issues below. Further detail can be found in the report itself (Annex 1):
- There are **two measures** which are **Red** at the end of Q3 – our work on **metal mines** and our **River Basin Management Plans (RBMP) and water related investigations**. Changes in the metal mines programme have resulted in rescheduling of some work and in one case a project being incorporated into a much larger scheme. The RBMP work has been Red throughout the year due to the number of investigations we are able to undertake. We will continue to make progress but will not be able to complete those investigations that are more complex. We will, however, review and respond to the draft RBMP consultation stakeholder responses to inform Cycle 3 in the next quarter. While we expect the **metal mine work to be Amber at year end**, we expect the **RBMP work to continue to be Red**.
 - Of the **nine measures** rated as **Amber** for Q3, **four are expected to remain so at year end**. These are implementing flood risk recommendations, our customer experience strategy and stakeholder engagement plan, and implementation of Adfwyio – our Covid-19 renewal programme. Staff recruitment (including lack of applicants with the right skills) and Covid-19 restrictions in the case of our hybrid working (home and office) trial have slowed progress. The remaining **five Amber measures at Q3** - climate emergency and biodiversity action across NRW, flood risk assets, incident response and our Commercial Strategy **are all expected to be Green at year end**.
 - We expect our contribution to EU Exit work to shift from **Green to Amber** due to the lack of a permanent staff resource to undertake the additional work that this area will continue to entail. We are currently in discussion as to how to address this.
 - **Nineteen measures** are rated **Green** at the end of Q3, and all of these are expected to be Green by year end except for the EU work described above. Of particular note is the protected sites measure, which was Red in Q4 of last year, but has made considerable progress this year and is on track to be green, and the new Natur a Ni measure where preparation is on track for a February 2022 campaign launch.
 - We currently expect one Red, six Amber and 23 Green measures at year end.
11. Similarly, the Board is requested to scrutinise the Internal Performance Report, noting some key issues below. Further detail can be found in the report itself (Annex 2):
- Of the 11 measures listed in the Internal Performance Report at Annex 2, **one measure is Red** (payments) **one Amber** (staff absence) and **nine Green**. Payments are currently running at 89% invoices paid within 30 days, whilst our target is 94.5% or higher. We are currently working to remove the backlog and expect to be Green at year end.
 - We expect there to be **eight Green measures, three Amber** (staff absence, enforcement response and Non-conformity/Corrective Action Request) and **no Red measures at year end**. Staff absence is likely to remain at Amber, and the

additional amber measures are because we expect to receive an Enforcement Response notice and a Non-conformity or Corrective Action Request in Q4.

Recommendation

12. The Board is requested to scrutinise and agree the Business Plan Performance Dashboard Report and the Internal Performance Dashboard for Quarter 3, and confirm its suitability for publication.

Key Risks

13. If the performance information provided does not accurately reflect progress towards delivery of the Business Plan, and the operation of NRW as an organisation, then the Board will be unable to fulfil their role to scrutinise NRW's delivery.
14. If we are further affected by Covid-19, the implications of EU Exit and extreme weather events in the last quarter, staff may be overstretched, and we will have reduced capacity to meet our expected year end performance.

Next Steps

15. Both performance reports will be discussed with Welsh Government and submitted to the Minister for Climate Change. They will be published on the Natural Resources Wales website.
16. We now welcome any comments or views from the Board.

Financial Implications

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

Equality Impact Assessment (EqIA)

18. The relevant equality impact assessment covers our Well-being Statement, Business Plan 2020/21, and Corporate Plan up to 2022 (now 2023) and was updated in March 2021.

Index of Annexes

Annex 1 – Quarter 3 Business Plan Performance Dashboard
Annex 2 – Internal Performance Report

Annex 1: Business Plan Performance Dashboard 21/22 (to Q3)

The green, amber or red status* of each of our [Business Plan](#)'s dashboard measures.

Respond to the Climate Emergency

Current	Measure	Year end	Page
Amber	Climate emergency action across NRW	Green	6
Green	Verification of Glastir Woodland grant scheme applications	Green	8
Green	Area of new woodland created on the NRW Estate	Green	9
Green	Actions undertaken to restore Welsh peatlands	Green	11
Amber	Implement Flood Review recommendations	Amber	13
Amber	Maintain flood risk assets in high risk systems at target condition	Green	14
Green	Properties with reduced or sustained protection through capital work	Green	15

Respond to the Nature Emergency

Current	Measure	Year end	Page
Amber	Biodiversity action across NRW	Green	18
Green	Priority actions undertaken on protected sites to improve condition of features	Green	20
Green	Actions undertaken on National Nature Reserves on NRW managed land to im+prove	Green	21
Green	Delivering targeted action for declining species or those on the edge of extinction	Green	22
Green	Number of UKWAS Corrective Action Requests and Observations open and progress...	Green	24
Red	Progress of our work to reduce pollution from metal mines	Amber	25
Green	Support implementation of the Welsh National Marine Plan	Green	27
Green	Progress NRW actions in Wales Marine Protected Area network management actions plan	Green	28
Red	Deliver remaining water related investigations & develop new River Basin Management Plans	Red	30

*The [key to green, amber or red performance assessment](#) is on page 59 of this report

Developing and using our evidence with partners to advocate for and deliver SMNR

Current	Measure	Year end	Page
Green	Develop Natur a Ni / Nature and Us campaign products for launch	Green	33
Green	Promote, advocate and encourage use of State of Natural Resources Report	Green	35
Green	Use of Area Statements within NRW to embed priorities and opportunities	Green	37

Developing NRW into an excellent organisation that serves the communities of Wales

Current	Measure	Year end	Page
Amber	Response to incidents (initial category 'High', within 4 hours)	Green	40
Green	Performance of regulated sites and water quality discharges	Green	42
Green	Deliver NRW's combined health and educator training	Green	44
Green	Develop and implement a People Strategy for NRW	Green	46
Green	Equality, Diversity and Inclusion action	Green	47
Amber	Progress the Customer Experience Strategy	Amber	49
Amber	Deliver our Stakeholder Engagement Plan	Amber	50
Amber	Implement our Commercial Strategy	Green	52
Green	Timber volume offered to market / sold / dispatched	Green	53

Responding to the Covid-19 pandemic and the UK Leaving the European Union, taking opportunities for a green recovery

Current	Measure	Year end	Page
Green	NRW's contribution following EU Exit	Amber	56
Amber	Implement Covid-19 Renewal programme	Amber	58

Note: five internal measures shown in Q2 have been removed for Q3 onwards. Internal performance is shown in a new accompanying report from this Q3 onwards. A new Measure for Natur a Ni has also been added.

Direct link to each Topic in this report (*links below / right*)

Respond to the Climate Emergency

- [Reducing Our Carbon Footprint \(page 5\)](#)
- [Creating New Woodland \(page 7\)](#)
- [Restoring Peatland \(page 10\)](#)
- [Managing Flood Risk \(page 12\)](#)

Respond to the Nature Emergency

- [Putting Nature at the Centre \(page 17\)](#)
- [Protecting Habitats and Species... \(page 19\)](#)
- [Managing Land Sustainably \(page 23\)](#)
- [Managing the Sea Sustainably \(page 26\)](#)
- [Managing Freshwater Sustainably \(page 29\)](#)

Developing and using our evidence...

- [Creating a Shared Vision... \(page 32\)](#)
- [Improving and presenting evidence... \(page 34\)](#)
- [Work with Partners and communities using Area Statement \(page 36\)](#)

Developing NRW into an excellent organisation...

- [Responding to and Managing Incidents \(page 39\)](#)
- [Regulation – permitting, regulating and... \(page 39\)](#)
- [Benefitting Communities \(page 43\)](#)
- [Developing our Organisation \(page 45\)](#)
- [Understand and improve our Customers' Experiences \(page 48\)](#)
- [Making the Most of Commercial Opportunities \(page 51\)](#)

Responding to the Covid-19 pandemic...

- [Providing Advice and Guidance \(page 55\)](#)
- [Delivering our Covid-19 Renewal... \(page 57\)](#)

Each topic report (*linked above / left*) reflects a short summary of recent progress in relation to that topic and also states the Business Plan dashboard measures related to that topic.

Priority: Responding to the Climate Emergency

Responding to the climate emergency through coordinating action and delivery in relation to climate adaptation and mitigation, including natural resources impacts and opportunities to reduce Wales' carbon footprint and contribute to [achieving a net zero Carbon Wales by 2030 \[note: external link\]](#).

Our NRW Business Plan sets out the following topics in relation to this priority:

- [Reducing Our Carbon Footprint](#)
- [Creating New Woodland](#)
- [Restoring Peatland](#)
- [Managing Flood Risk](#)

The following pages reflect recent progress on each of those topics, along with the latest performance position in relation to the Business Plan dashboard measure/s for each.

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Topic: Reducing Our Carbon Footprint

Topic summary progress:

- We have developed an evidence base consisting of homeworking emissions modelling, NRW built estate energy performance benchmarking, Low carbon pathway surveys for 11 of our high emitting sites and managing the NRW built estate. This was in response to our climate emergency guidance for our Renewal/Adfwyio programme to support the knowledge base for carbon positive decision making in the programme.
- We used this evidence to develop a scoring matrix for considering the climate emergency in the accommodation review which is part of Adfwyio/Renewal. This has been shared with our Facilities and Adfwyio/Renewal teams.
- We also worked with the Facilities team to develop Financing the transition to a low emission and climate adapted estate paper for our Adfwyio/Renewal Programme.

Topic owner: Ruth Jenkins

Business Plan dashboard measure/s for this topic:

- [Climate emergency across NRW](#)

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: Climate emergency action across NRW

The measure reflects activity being undertaken on the Climate emergency across NRW: through the delivery of our climate change decarbonisation programme.

Latest position (to end of December 2021):

- Our **milestone for this measure is to ensure the agreed decarbonisation principles are embedded in the Renewal Programme**
- We have partially completed this activity. We have developed a scoring matrix for building consideration of the climate emergency, including decarbonisation and adaptation, into decisions taken in the accommodation review which is an intrinsic part of our Adfwyio/Renewal programme. This needs to be incorporated into the ongoing accommodation review being led by our Heads of Place.
- This measure is **amber**.

What we are doing next:

- We will now work to complete low carbon pathway reports for our built estate, transport and procurement. These documents will identify possible pathways to 2030 and aim to identify a range of achievable emissions reductions for these 3 areas of NRW. We will work to refine and improve the data quality for the Annual Welsh Government Net Zero public sector reporting.
- We are currently on track to achieve our **year end milestone activity to produce an outcome report on delivery of the top ten priority areas of the Climate Change and Decarbonisation Change Programme** in quarter four.
- We currently expect we will be green at year end.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Amber	Green	Amber	Green

See [here](#) for key used for green, amber or red status

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Topic: Creating New Woodland

Topic summary progress:

- We are playing a key role in delivery and support for the 39 Recommendations from the Ministerial 'Deep Dive' on woodland creation and timber use. We are reporting to Welsh Government (WG) on progress for those recommendations which NRW are leading.
- We continue to provide WG with advice, technical guidance and support, including support for their Woodland Creation work and the upcoming Agricultural Bill and Sustainable Farming Scheme.
- We continue to progress woodland creation on the Welsh Government Woodland Estate

Topic owner: Ruth Jenkins

Business Plan dashboard measure/s for this topic:

- [Verification of Glastir Woodland grant scheme applications](#)
- [Area of new woodland created on the NRW Estate](#)

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: Verification of Glastir Woodland Grant scheme applications

This measure reflects NRW work to verify applications for Glastir Woodland Creation (GWC) and Glastir Woodland Restoration (GWR) Grant Schemes. This includes reflection of the number of plan applications and area (in hectares) verified for the relevant scheme rounds.

Latest position (to end of December 2021):

- Our **milestone for this measure is to provide the number of applications and area.**
- We have completed this activity. For GWC Round 9, we expect 196 plan applications totalling 1,644 hectares (ha). To date 168 (1,018ha) have been received. 145 (745ha) have been completed. 21 (272ha) are progressing. 2 (1ha) have been returned unverified. For GWC Round 10, we expect 138 (2,262ha). To date 55 (456ha) have been received. 24 (151ha) have been completed. 30 (302ha) are progressing. 1 (3ha) has been returned unverified. For GWR Round 09, we expect 31 (285ha). To date 31 (285ha) have been received. Of these none have been completed yet. 30 (284.5ha) are progressing. 1 (0.5ha) was withdrawn during verification.
- This measure is **green**.

What we are doing next:

- We will now continue to verify GWC Rounds 9 and 10 plus GWR Round 9. Up to 62 new GWC Round 11 plan applications, and up to 5 new Woodland Creation Planning Pilot Scheme plan applications are expected before or shortly after 25 February 2022.
- We are currently on track to achieve our **year end milestone activity to provide the number of applications and area** for the relevant scheme rounds in quarter four.
- We currently expect we will be green at year end.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: Area of new woodland created on the NRW Estate

This measure reflects the area of new woodland created on the NRW Estate (hectares acquired / identified if already in ownership and hectares planted). It covers the contribution of NRW's land estate to woodland creation and progress on the commitment to the [Welsh Government Woodland Estate \(WGWE\)](#) being bigger in 25 years than it was in 2018.

Latest position (to end of December 2021):

- Our **milestone for this measure is to have sufficient sites in progress to be confident of achieving our year-end milestone of 150ha acquired/identified and 150ha planted.**
- We have acquired/identified three sites totalling 63ha and have instructed solicitors on a further four sites totalling 232ha, all due for completion by the end of Quarter four. Beyond this we are investigating a further 10 sites totalling c.530ha.
- This measure is **green**.

What we are doing next:

- We will continue to investigate land, both on the open market and from other sources to build a pipeline of sites for planting in future years. Establishment work has begun on this years' planting sites, for completion in quarter four.
- We are currently on track to achieve our **year end milestone activity of 150ha acquired/identified and 150ha planted** in quarter four.
- We currently expect we will be green at year end.

Measure owner: Dominic Driver

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

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Topic: Restoring Peatland

Topic summary progress:

Projects led by NRW in 21/22:

- 5 Year National Peatland Action Plan programme - Delivering 600ha of restoration activity annually and co-ordinating effort on peatland restoration in Wales.
- LIFE Welsh Raised Bogs - Working to restore seven of the best examples of raised bogs in Wales.
- Pen Y Cymoedd - Restoration works as mitigation for the development of the Pen y Cymoedd windfarm (Aims to restore 1500 hectares over 25 years).
- Progressing a new LIFE bid for the Quaking Bog restoration project
- Lowland peatland survey
- NRW is also a partner in a number of other regional projects co-ordinated through our Place teams.
- We continue to progress conversion of degraded peatland on the NRW Estate to healthy wet 'bog' where it will help combat climate change.

Topic owner: Ruth Jenkins

Business Plan dashboard measure/s for this topic:

- [Actions undertaken to restore Welsh peatlands](#)

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Measure: Actions undertaken to restore Welsh peatlands

We are embarking on a national programme of peatland restoration across Wales. This measure reflects actions taken to [restore Welsh peatlands](#), including on the NRW Estate. It includes an update on the number of hectares of peatland restoration activity undertaken on the NRW Estate and other land.

Latest position (to end of December 2021):

- Our **milestone for this measure is National Peatland Action Programme groundworks commenced.**
- We have completed this activity. We have completed 21 ha of groundworks on the Welsh Government Woodland Estate and 5ha of groundworks on NRW Estate National Nature Reserves. 185 ha of groundworks are underway under active contracts. 30 ha of groundworks are out to tender / under evaluation prior to contract award. National Peatland Action Programme partners have been funded via Strategic Allocated Funding and Land Management Agreements and have commenced groundworks.
- This measure is **green**.

What we are doing next:

- We will now continue to support partners, continue with development of Land Management Agreements and continue with direct procurement of groundworks both on and off the NRW estate.
- We are currently on track to achieve our **year end milestone activity of 600 ha of peatland restoration activity undertaken (including up to 170 ha on the NRW estate)** in quarter four.
- We currently expect we will be green at year end.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

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Topic: Managing Flood Risk

Topic summary progress:

- Our **Capital Programme** of £17m continues to progress well, and end of year outturn is on track for utilisation of the budget. There are risks though, as is typical with a large portfolio of construction projects. Llyn Tegid work is on site and key schemes at Stephenson Street (Newport) and Ammanford are progressing. The value of the capital programme this year is high (e.g. compared to £13m last year) and is a significant draw on many key staff's time.
- The **Flood Recovery and Review Implementation Programme** is progressing well. We are on track to deliver the 51 recommendations scheduled for completion this year. The challenge remains around the more complex and longer-term tasks. Staff capacity is a significant issue, for this and for all flood risk work. There are recruitment challenges for all flood authorities, in a competitive external market with scarce specialist skills. We started a recruitment campaign in November, in response to these challenges, but still half of the 52 new (or backfill) posts remain unfilled at end of Q3.
- Our **Improvement Programme** contains 30 active projects across the range of our activities. Several are significant ICT projects which are delivering core customer-facing systems. We are working to ensure that the requirements for the ongoing operation and maintenance of these systems is recognised and fully funded.
- Our **Revenue Maintenance Programme** is delivering within the available budget. Our work on a new Risk-Based Revenue Allocation Model (RBRAM) is progressing but has hit some ICT issues and will deliver in 22/23. This will enable us to make better risk-based decisions on maintenance work.
- There is a **high and continuing workload arising from previous flood events**. This includes large numbers of requests for information and for flood alleviation work from public and politicians, right across Wales.
- We have continued to assess the recommendations from the 'Toddbrook review' into **reservoir safety**, as we seek to do more to go beyond compliance to ensure safety.
- We continue to push for recognition of and action against the challenges ahead, particularly in regard to the need for significant **adaptation** in response to the **Climate Emergency**.

Topic owner: Jeremy Parr

Business Plan dashboard measure/s for this topic:

- [Implement Flood Review recommendations](#)
- [Maintain flood risk assets in high risk systems at target condition](#)
- [Properties with reduced risk or sustained protection through capital work](#)

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Measure: Implement Flood Review recommendations

This measure is the delivery status against the recommendations identified in our Review of the February 2020 floods. These were the most significant floods in Wales since the 1970s, and our review into our own performance identified areas for improvement and recommended actions. The Flood Recovery and Review Implementation Programme (FRRIP) was established to manage and track delivery of the recommendations.

Latest position (to end of December 2021):

- The review had a range of actions for delivery over the short, medium and longer term. 51 of the 74 actions (69%) have been scheduled for delivery by the end of March 2022 and are on track to be delivered. The other actions are those which we always knew would require sustained effort over the longer term. The Review identified that additional resources would be required to deliver all the recommendations.
- This measure is amber because whilst we have continued to press for delivery where we can, our pace of progress continues to be affected by challenges in recruiting staff with the right skills to create the delivery capacity required, and increasing demands on our resources. There are shortages across the whole sector and difficulties experienced in recruitment / retention across many flood organisations. So far, we have successfully filled half of the 52 posts created.
- We have strong Governance arrangements in place to manage the issues and risks and ensure delivery of the lessons identified in the Review.

What we are doing next:

- We are continuing to press for delivery of the 51 actions and Green status by year end, and are actively managing the issues and risks. We have implemented contingency arrangements where possible whilst we work on longer term actions, including in preparing for the winter season.
- We are reporting as Amber because there are risks around delivery of some of the 51 recommendations scheduled for delivery by end of March and we also want to have evidence that we have achieved the benefits. Post March, work will need to continue on the remaining 23 actions and will be reliant upon recruitment of sufficient staff with the right skills.

Measure owner: Jeremy Parr

Q1	to Q2	to Q3	Expected year end
Amber	Amber	Amber	Amber

See [here](#) for key used for green, amber or red status
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Measure: Maintain flood risk assets in high risk systems at target condition

NRW owns and/or maintains 3,500 assets in high risk systems, forming part of the national flood defence infrastructure, providing benefit to thousands of properties in Wales. It is vitally important that these assets are maintained, as a poor condition asset anywhere within the system can impact that location – it is only as good as its weakest link.

Latest position (to end of December 2021):

- Our **target for this measure is 98% of flood risk assets** in high risk systems at target condition.
- Our performance at end of Q3 is **Amber**, at 97.9%. We have missed the target by just 5 assets (out of the 3,500).
- We have made progress throughout the quarter and throughout the year. We started the year with 92 assets in Wales below required condition and this is 75 at the end of December.
- Assets are inspected on a rolling basis, so the performance can go down if our inspections reveal assets below target condition that are not fixable in the timeframe to the end of the year. The measure is therefore a snapshot at the time of reporting.

What we are doing next:

- We will now work to identify and implement the fixes required to get to green.
- We are also continuing work on improvements to our processes and our data handling, to further improve systems, evidence and assurance mechanisms.
- We are currently on track to meet our **year-end target of 98% of flood risk assets** in high risk systems at target condition, and be green. This depends though on the on-going rolling programme of asset inspections not revealing defects that cannot be fixed in the time period.

Measure owner: Mike Evans

Q1	to Q2	to Q3	Expected year end
Amber	Amber	Amber	Green

See [here](#) for key used for green, amber or red status

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Measure: Properties with reduced flood risk or sustained protection through capital work

This measure reflects the number properties benefitting from a reduced level of flood risk (moving from a higher risk category to a lower through a new scheme or improvement works) or sustained level of flood risk (through capital maintenance work).

Latest position (to end of December 2021):

- We have completed project work at both Cadoxton Brook (Vale of Glamorgan) and Ely Bridge (Cardiff) which will directly reduce risk to 162 homes and 80 businesses this year. Unfortunately, our planned work at LlanfairTH (Conwy) seeking to reduce risk to 33 properties has been delayed into next financial year.
- We have also undertaken maintenance work which will sustain the level of flood protection to 584 properties across Wales through our capital maintenance activities.
- Project development and planning work undertaken in this financial year's capital programme will ultimately benefit over 3,500 properties over the coming years as projects progress into delivery.
- This measure is therefore **green** with the annual target now met, 826 properties have benefitted from our FRM capital work to date this year

What we are doing next:

- We will continue the delivery of our capital works throughout the final quarter of this year. However, we will not add any additional properties to those benefitting from a reduction in risk as the projects due for finalisation this year have been completed. We will deliver further sustained protection to properties through our maintenance work, with the final out-turn likely to be over 1,000 properties benefitting from this by year end. We will also continue the project development work planning, to deliver benefits to properties in future years.
- We have achieved our **year-end target of 800 properties per year**, and it is likely we will add further benefitting properties to this by the end of the financial year, with an estimated end of year position at 1,200-1,300 properties.

Measure owner: Jeremy Parr

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

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Priority: Responding to the Nature Emergency

In 2018 NRW published its first nature strategy '[Vital Nature](#)'. Since then we've been delivering our annual action programmes to improve the conservation status of [protected sites](#). With partners we're delivering the Sands of Life dune project and a wide range of other projects. Through all our work we deliver direct and collaborative action to improve biodiversity and ecosystem resilience, protect habitats, species and natural resources, manage water, land and sea sustainably and minimise pollution.

Our NRW Business Plan sets out the following topics in relation to this priority:

- [Putting Nature at the Centre](#)
- [Protecting Habitats and Species – Terrestrial, Freshwater and Marine](#)
- [Managing Land Sustainably](#)
- [Managing the Sea Sustainably](#)
- [Managing Fresh Water Sustainably](#)

The following pages reflect recent progress on each of those topics, along with the latest performance position in relation to the Business Plan dashboard measure/s for each.

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Topic: Putting Nature at the Centre

Topic summary progress:

On the 21st of June 2021, the Senedd took the historic step to declare a nature emergency for Wales, one of the very first parliaments in the world to do so. NRW is progressing the priorities of the Vital Nature Strategy and Work Programme, putting biodiversity and ecosystem resilience at the very centre of our work. Examples include:

- Working with Welsh Government to develop Nature Networks, a 3-year costed programme to enhance biodiversity and build ecosystem resilience with protected sites at its core.
- Working with and supporting partners such Wales Biodiversity Partnership, Public Service Boards, Wales Environment Link and the Local Nature Partnerships to maximise opportunities for biodiversity.
- Contributing to updating the Nature Recovery Action Plan - the biodiversity strategy for Wales.
- Delivering the objectives within Area Statements.
- Nature and Us, a year-long project to involve the people of Wales in a national conversation about the future of our natural environment - a Vision for 2050.
- In addition, as well as our Natural Resource Management Business Board, other Business Boards such as Land Stewardship and Flood Risk Management are working on their programmes to embed nature based opportunities and management of high value nature conservation sites.

Topic owner: Ruth Jenkins

Business Plan dashboard measure/s for this topic:

- [Biodiversity action across NRW](#)

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Measure: Biodiversity action across NRW

This measure reflects how we in NRW are responding to the nature emergency and putting biodiversity at the core of our work. We are doing this by identifying the priorities NRW needs to focus on and establishing a programme to help manage and track Vital Nature delivery through our wide range of roles

Latest position (to end of December 2021):

- Our **milestone for this measure is to produce the Vital Nature Biodiversity forward work programme for 2022 onwards**. This activity is underway. We have held a number of meetings and workshops to update the Vital Nature Programme, however due to the commitments of many staff a number of workshops are still pending and will be held over the next month.
- This measure is **amber**.

What we are doing next:

- We will now continue with the planned work that will deliver the updated programme.
- We are currently on track to achieve our **year end milestone activity to provide a progress delivery report to BREG (our Biodiversity and Resilient Ecosystems Sub-group) on the 2021-22 Vital Nature Biodiversity work programme** in quarter four.
- We currently expect we will be green at year end.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Amber	Green	Amber	Green

See [here](#) for key used for green, amber or red status

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Topic: Protecting Habitats and Species

Topic summary progress

Guided by our strategic steer 'Vital Nature' we will address the nature emergency. Highlights from the programme include:

- Providing technical specialist support for the £9.8M Nature Networks Fund in collaboration with Welsh Government and the National Lottery Heritage Fund.
- Delivering positive management for protected sites through a management agreement programme.
- Delivering species and habitats restoration projects, (e.g. LIFE projects, Invasive Non-Native Species Pilot Project)
- Action benefitting National Nature Reserves managed by other bodies.
- Development of advice to inform a Welsh Government funded prioritised programme of multi-year investment to build ecosystem resilience across ecological networks with protected sites at the core.
- Supporting 'Natur am Byth' species recovery project (development phase application was approved in June).
- Implementing biosecurity within NRW and sharing best practice and tools externally.

Topic owner: Martyn Evans

Business Plan dashboard measure/s for this topic:

- Priority actions undertaken on protected sites to improve condition of features
- Actions undertaken on National Nature Reserves on NRW managed land to improve
- Delivering targeted action for declining species or those on the edge of extinction

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Measure: Priority actions undertaken on protected sites to improve condition of features

Improving protected site condition is essential for maintaining biodiversity and building ecosystem resilience. This measure reflects how we are progressing with actions to improve protected sites to fully provide ecosystem service benefits and function as a core component of a resilient ecological network - enabling habitats and wildlife to thrive.

Latest position (to end of December 2021):

- Our **milestone for this measure is 50% of actions completed or underway.**
- We have completed this activity. 70% of actions in the work programme were reported as underway or complete by December, with 85 underway and 95 complete. This programme has received additional Welsh Government capital funding this financial year, which is focussed on Section 16 land management agreements with owners and occupiers, the Dynamic Dunes Project, Protected site management in Areas of Outstanding Natural Beauty, curlew, river restoration and marine projects.
- This measure is **green**.

What we are doing next:

- We will now continue the programme of delivery. We have been commissioned by Welsh Government to work with contractors to develop a three-year prioritised programme 'Nature Networks Programme' 2022-25, planned report delivery has been extended until end of January 2022.
- We are currently on track to achieve our **year end milestone activity of 80% of actions completed or underway** in Quarter four.
- We currently expect we will be green at year end.

Measure owner: Martyn Evans

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

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Measure: Actions undertaken on National Nature Reserves on NRW managed land

This measure reflects how much we are doing to maintain or enhance the ecological condition of the 56 NNRs in our direct care. We report on the number of priority planned management actions and the number of NNRs receiving significant investment to improve condition via these actions.

Latest position (to end of December 2021):

- Our quarterly **milestone for this measure is to have sufficient % of the planned priority actions in progress and/or completed to be confident about achieving our year-end milestone of 80% of planned priority actions completed resulting in significant investment in at least 50 of the 56 NNRs in our direct care.**
- 476 actions are planned across 51 NNRs. 472 actions were to commence by end Q3, of which 42 have now been deemed no longer required. Of the remaining 430 actions, 373 (87%) are Green, 12 Amber, 20 Red with 25 not reported. This measure is **green**.

What we are doing next:

- The measure is green and most works are now complete or underway. We will be celebrating and building on this success to consolidate the benefits while continuing to monitor progress closely. Where planned actions have not been carried out, we will identify the reasons why and work across teams to make further improvements.
- Our **milestone for this measure is to have a minimum of 80% of planned priority actions completed** by the end of Quarter four. We currently expect to **exceed the 80% target** and to be green at year end

Measure owner: Dominic Driver

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

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Measure: Delivering targeted action for declining species or those on the edge of extinction

This measure reflects actions to address biodiversity loss and build ecosystems resilience - what we are doing as targeted actions for declining species or those on the edge of extinction in Wales. Unless we reverse biodiversity decline and build resilient ecosystems, our well-being and that of future generations will suffer.

Latest position (to end of December 2021):

- Our **milestone for this measure is to develop our future approach for the management of the Cae Gwyn FWPM site on the Afon Eden Special Area of Conservation (part of the Fresh Water Pearl Mussel Strategy strategy)**.
- We have completed this activity. We have drafted a management plan for Cae Gwyn which details a long-term plan for the site including priority river and floodplain restoration activities. So far this year we have carried out key stock exclusion fencing as well as obtaining the species licence and flood risk permit for work in 2022-23. All of this work has also received assurance from our Programme Management Office (PMO).
- This measure is **green**.

What we are doing next:

- We will now continue our river and floodplain restoration work at Cae Gwyn to establish the framework for our Declining Species Programme.
- We are currently on track to achieve our **year end milestone activity to report on development of priorities for Declining Species Programme** in quarter four.
- We currently expect we will be green at year end.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

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Topic: Managing Land Sustainably

Topic summary progress (i.e. overview of work undertaken against this topic):

- We have published new standard advice on Ancient Woodland on our website and have provided consultation responses to UK Department of Business Energy and Industrial Strategy on proposed changes to National Policy Statements which provide the policy framework for determining Nationally Significant Infrastructure Projects. Following the Minister's decision to suspend the implementation date of Technical Advice Note 15 and the Flood Map for Planning until June 2023, we are reviewing what advice should be provided in response to planning application consultations. The Minister intends to issue a further letter to clarify procedure which will inform our approach. Notwithstanding, this review, WG's decision has caused disruption to our normal Development Planning Advice Service
- For the Welsh Government Woodland Estate, we continue to progress actions to close any Corrective Action Requests or Observations arising from the annual UK Woodland Assurance Standard audit and to prepare for the next audit.
- For metal mines, we have completed: surface water management construction (Llannerchyaur); channel works (South Frongoch) ; channel outline design (North Frongoch); 12 months' monitoring of Cwm Rheidol's Dispersed Alkaline Substrate trials; 6 months' field trials at Parys Mountain; detailed design of recreational access to Llyn Geirionydd (Pandora); fencing / signage of mine hazards & detailed designs for multiple flow-monitoring structures (Parc); Ground Investigation at Dylife; Grogwynion Habitat site survey at Cwmystwyth; Commenced construction for Cwm Rheidol's Blow-out Prevention lagoon; Ceredigion Council approved Permitted Development Rights (Wemyss).

Topic owner: Sian Williams

Business Plan dashboard measure/s for this topic:

- Number of UK Woodland Assurance Standard (UKWAS) Corrective Action Requests (CARs) and Observations (Obs) open and progress towards closing them.
- Progress of our work to reduce pollution from metal mines

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Measure: Number of UK Woodland Assurance Standard (UKWAS) Corrective Action Requests (CARs) and Observations (Obs) open and progress towards closing them.

Being certified via UKWAS shows we [sustainably manage the Welsh Government Woodland Estate \(WGWE\)](#) reaching Forest Stewardship Council® (FSC®) and Programme for the Endorsement of Forest Certification (PEFC) international standards. Wales' state forests have been certified via UKWAS since 2001 and we aim to keep it that way.

Latest position (to end of December 2021):

- In 2021 we retained certification with 1 major CAR, 1 minor CAR and 5 Obs, fewer than in 2020 and we want fewer still.
- Our auditors assess evidence of closure. They have closed the major CAR. Work is in progress to close out of the 1 minor CAR and 4 of the Obs at the 2022 audit. 1 Obs will remain open during the period of the certificate with evidence of progress being provided annually.
- This measure is **green**.

What we are doing next:

- Build on the good result to further embed progress on the quality of our sustainable forest management.
- Continue to work on closure of CARs and Obs.
- Prepare staff and systems for the 2022 audit, date and regions yet to be confirmed.
- We will be Green at year end due to us retaining certification this year.

Measure owner: Dominic Driver

Q1	to Q2	to Q3	Expected year end
Amber	Green	Green	Green

See [here](#) for key used for green, amber or red status

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Measure: Progress of our work to reduce pollution from metal mines

This measure reflects progress with the assessment and remediation of high risk [sites](#), in line with our Metal Mine Strategy - Delivering a safe local environment and improvements to local air and water quality and ensuring the sites are safe.

Latest position (to end of December 2021):

- Our **milestone for this measure is to produce a further 2 project definitions and 2 detailed designs**. We have not completed this activity. We have completed project definition at Pandora but have not completed project definition for Parc, which is now subsumed into the Gwydir Parc Mine Complex. We have not completed the detailed design for the main dam under the Flood Risk Management-funded Cae Conroi Orphan reservoir project or for surface water management and tips at Dylife. This will now go ahead in the next financial year.
- **This measure is red.**

What we are doing next:

- We will now continue with the initial Assessment/Definition for Parc, which has been subsumed into the Gwydir Parc Mine Complex. This commenced in Q3 and includes three years' monitoring. We will progress the detailed design for main dam under the Flood Risk Management-funded Cae Conroi Orphan reservoir project. This work will run into the next financial year. Ground investigations and detailed design for surface water management and tips at Dylife will now go ahead in the next financial year. We will progress with detailed design at Wemyss and scoping study at Nant-y-Mwyn.
- We are currently on track to achieve our **year end milestone activity to further 16 preliminary assessments** in quarter four. We currently expect we will be amber at year end because looking at performance for all four quarters, we will achieve the majority, but not all.

Measure owner: Sian Williams

Q1	to Q2	to Q3	Expected year end
Amber	Amber	Red	Amber

See [here](#) for key used for green, amber or red status

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Topic: Managing the Sea Sustainably

Topic summary progress (i.e. overview of work undertaken against this topic):

- Our work on the topic Managing the Sea Sustainably is coordinated via NRW's Marine Programme. Progress continues to be made in all key work areas including delivering: implementation of the Welsh National Marine Plan; NRW's Offshore Renewable Energy Programme; NRW's Integrated Coastal Management Programme, with a focus on coastal squeeze; plan and project level marine casework advice; blue carbon work programme; work on practical marine and coastal restoration and ecosystem resilience; contributing to the Wales green / blue recovery programme; implementation of the Marine Area Statement; Marine Protected Area (MPA) condition improvement projects and MPA network management actions; technical support to WG in identifying new Marine Conservation Zones to complete the Welsh MPA network; marine monitoring and reporting; the prioritised marine evidence programme; management of the Dee and Burry Inlet cockle fisheries and the Dee Conservancy.
- Whilst across the programme most work is on track, many areas are dependent on single-year funding. A number of areas have been flagged in terms of delivery risk due to resources, and in the 3-year GIA budget bidding exercise, including MPA management and restoration, marine monitoring, and, critically, the Offshore Renewable Energy Programme which is due to grow as a result of new technologies. Multiple routes are being pursued for delivery resources, including for example, the Nature Network Fund and energy deep dive actions.

Topic owner: Rhian Jardine

Business Plan dashboard measure/s for this topic:

- [Support implementation of the Welsh National Marine Plan](#)
- [Progress NRW's actions in the Wales Marine Protected Area network management actions plan](#)

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Measure: Support implementation of the Welsh National Marine Plan

This measure reflects progress in relation to Welsh National Marine Plan (WNMP) implementation including the need to support proportionate decisions that take full account of environmental, social and economic considerations under the new planning framework.

Latest position (to end of December 2021):

- Our **milestone for this measure is to progress development of priority products**. We have worked with the Marine Spatial Approach Expert Group and receptor leads to develop a work programme to deliver against the WG request for NRW to map ecological considerations. This has been approved by Marine Programme Planning and Delivery Group and WG and this work is ongoing and currently expected to report in October 2022. We continue to populate the Marine Advice Handbook, including work on proportionality. Following agreement internally and with WG, we will publish the core principles to support implementation of the enhancement and restoration element of the policy in the WNMP as an NRW product. Internal consultation on these principles is now complete. This measure is **green**.

What we are doing next:

- We will continue to work to capture relevant guidance and evidence in the WNMP Implementation Table, and to deliver shared priorities. The Marine Spatial Approach Expert Group will continue to deliver the work programme to map ecological considerations, and we will work with others across marine to ensure NRW can provide high-quality evidence advice that both supports marine plan implementation and wider stakeholder evidence needs (e.g. WG Tidal Lagoon Challenge programme). We will be looking to publish NRW's draft core principles to provide the context in which we (NRW) will be coming to discussions with developers. We are currently on track to achieve our **year end milestone activity to sign-off priority products** in quarter four.
- We currently expect we will be green at year end.

Measure owner: Rhian Jardine

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

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Measure: Progress NRW's actions in the Wales Marine Protected Area network management actions plan

This measure reflects progress with [Marine Protected Areas network](#) management actions. The marine protected area network is a key tool in developing greater resilience in the marine environment and is an integral consideration for all developments in the marine area, through Wales National Marine Plan policy (WNMP).

Latest position (to end of December 2021):

- Our **milestone for this measure is to review action progress and report to Wales MPA Management Steering Group**
- We have completed this activity. We have reported to the Steering Group that all NRW actions are underway and progressing well.
- This measure is **green**.

What we are doing next:

- We will now work to complete all NRW actions by the end of the financial year.
- We are currently on track to achieve our **year end milestone activity to sign off and report on final delivery** in quarter four.
- We currently expect we will be green at year end.

Measure owner: Rhian Jardine

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

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Topic: Managing Freshwater sustainably

Topic summary progress (i.e. overview of work undertaken against this topic):

- We continue to deliver Cycle 2 investigations, National measures and the local measures alongside the development of the Cycle 3 River Basin Management Plans (RBMP) where we are identifying local measures for opportunity catchments to commit to in the final Plans.
- Consultation on the draft RBMP closed at the end of June and we are reviewing responses. We will use these to help inform the final details for the updated RBMP, which are expected to be published in June 2022.
- Work on Periodic Review 24 and Water Resources Management Plans is progressing with key dates in 2022 and 2023.

Topic owner: Sian Williams

Business Plan dashboard measure/s for this topic:

- [Deliver remaining water related investigations and develop new River Basin Management Plans](#)

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: Deliver remaining water related investigations and develop updated River Basin Management Plans

This measure on water related investigations and [River Basin Management Plans](#) (RBMPs) reflects how we are progressing delivery of the current RBMPs, to protect and improve Wales' water environment and set the strategic direction for the updated Plans (2021- 2027).

Latest position (to end of December 2021):

- Our **milestone for this measure is to complete a further 270 investigations from Cycle 2.**
- We have not completed this activity. We have discussed this with our Executive Team in December and taken the decision that this will remain red but we will work to assess and develop new metrics for 22/23. Cumulatively we have completed 292 of the 447 investigations.
- This measure is **red**.

What we are doing next:

- We will continue to progress as many of the investigations as we can over the remaining Q4 period. We will now continue to deliver the programme but will not be able to complete those investigations that are more complex.
- We are currently on track to achieve our **year end milestone activity to review and respond to the draft RBMP consultation stakeholder responses to inform Cycle 3** in quarter four. This has now been completed and will inform Cycle 3 in quarter four including finalising the River Basin Management Plans.
- We currently expect we will be red at year end as we will not have completed the total of 447 investigations.

Measure owner: Sian Williams

Q1	to Q2	to Q3	Expected year end
Red	Red	Red	Red

See [here](#) for key used for green, amber or red status

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Priority: Developing and using our Evidence with Partners to Advocate for and Deliver SMNR

Developing and using our evidence with partners and communities to advocate for and deliver the sustainable management of natural resources (SMNR) through [state of natural resources reporting](#), area statements and joint working to improve the resilience, well-being and connection of nature and people: using evidence, sharing evidence and developing evidence.

Our NRW Business Plan sets out the following topics in relation to this priority:

- [Creating a Shared Vision for the Natural Environment for 2050](#)
- [Improving and Presenting Evidence about the Natural Environment](#)
- [Work with Partners and Communities using Area Statements](#)

The following pages reflect recent progress for those topics, along with the latest performance position in relation to the Business Plan dashboard measure/s for each.

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Topic: Creating a Shared Vision for the Natural Environment for 2050 - Natur a Ni / Nature and Us

Topic summary progress (i.e. overview of work undertaken against this topic):

- Preparations to launch the first phase of the Nature and Us national conversation are near completion. We've finalised or are close to completion of the survey, campaign materials (social media ads, videos) workshop and public webinars (scripts, scenario videos) and held a test stakeholder workshop with students at Cardiff University. This has helped us improve our products further and confirmed the suitability of the chosen approach.
- Close liaison with Welsh Government (WG) has been ongoing and Nature and Us is now developed with support from WG. Their feedback has improved campaign products and narrative.
- The Minister is supportive and will be involved in the launch. We are discussing the launch date with WG, reflecting the availability of Ministers and positioning Nature and Us alongside other initiatives they are launching, such as the National Forest Campaign.
- Awareness raising with stakeholders has been ongoing and included meetings with e.g. the Future Generations Commissioner's office and the Welsh Local Government Association. An offer has been prepared to the Public Services Boards to jointly host the regional focus groups being organised as part of phase 1. A meeting is being organised for organisations working with seldom heard voices. The aim is to understand better what tools and resources would support them to involve their networks with Nature and Us.
- Two poets in residence have been commissioned by Literature Wales to creatively respond to phase 1 of the conversation. Both poets have interestingly contrasting perspectives (North and South Wales, rural and urban, and Welsh and English) and complementary creative practices. They will be shadowing the conversations and carrying out a series of poetry workshops within their own communities.

Topic owner: Sarah Williams

Business Plan dashboard measure/s for this topic:

- **Develop Natur a Ni / Nature and Us campaign products for launch**

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Measure: Develop Natur a Ni / Nature and Us campaign products for launch

This measure reflects the work needed to develop the products for Nature and Us so that they are ready for launch in Q4. Once the products are in place we will be able to go live with the campaign in a timeframe agreed with Welsh Government and to input into our corporate plan.

What is the latest position? (to end of December 2021):

- Our **milestone for this measure is to provide an update on campaign products.**

We have almost completed this activity. We have finalised a number of campaign products, including: campaign and scenario videos, workshop and webinar scripts, branding, ad campaign and methodology to analyse the conversation findings.

The following products are at an advanced stage and will be finalised in time for launch in Q4: Public survey, stakeholder toolkit, stakeholder communications, campaign posters and postcards, supplementary learning resources for educators, press release and media brief

- This measure is **green**.

What we are doing next? (including activity to address current/predicted red or amber, and next target/milestone):

- We will finalise the remaining products and continue to raise awareness with stakeholders, ahead of launch early in Q4. There is some uncertainty around the final launch date and this has slowed down finalising some of the products.
- We are currently on track to achieve our **year end milestone activity of launch of campaign and update on initial responses** in quarter four.
- We currently expect we will be green at year end.

Measure owner: Sarah Williams

Q1	to Q2	to Q3	Expected year end
N/A	N/A	Green	Green

See [here](#) for key used for green, amber or red status

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Topic: Improving and Presenting Evidence about the Natural Environment

Topic summary progress (i.e. overview of work undertaken against this topic):

- NRW staff have liaised closely with Welsh Government to ensure the next SoNaRR Report (likely to be in 2025) is policy ready.
- To ensure timely delivery of the SoNaRR reports and enable planning of chapter authors SoNaRR has now become a project recognised by the Portfolio Management Office.

Topic owner: Chris Collins

Business Plan dashboard measure/s for this topic:

- Promote, advocate and encourage use of State of Natural Resources Report

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: Promote, advocate and encourage use of State of Natural Resources Report

This measure reflects action to promote, advocate and encourage use of [the State of Natural Resources Report \(SoNaRR2020\)](#) evidence and key findings to realise the benefits of the sustainable management of natural resources (SMNR).

Latest position (to end of December 2021):

- Our **milestone for this measure is to liaise with Welsh Government (WG) on the use of SoNaRR in any revised Natural Resources Policy (NRP)**.
- This activity is complete. We have had a series of meetings with the policy lead for the NRP in WG and discussed the use of SoNaRR2020 in any forthcoming NRP and in more specific policies.
- This measure is **green**.

What we are doing next:

- We will now build on SoNaRR2020 by using it as the basis of food systems research with stakeholders as part of the Bridges to the Future project. We will feed this research and unpack SoNaRR2020 into Area Statements at the point they are refreshed (we are uncertain when this will be with the NRP timeline being uncertain).
- We will be gathering feedback on the usefulness of SoNaRR2020 from stakeholders over the next few months.
- We are currently on track to achieve our **year end milestone activity of summary of engagement, feedback and use of SoNaRR and the application in Area Statements** in quarter four.
- We have placed SoNaRR within a project management framework approved by the Portfolio Management Office to ensure timely delivery for both work following on from SoNaRR 2020 and future SoNaR Reports .
- We currently expect we will be green at year end.

Measure owner: Chris Collins

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Topic: Work with partners and communities using Area Statements

Topic summary progress (i.e. overview of work undertaken against this topic):

- Our focus this quarter has been on working with Public Services Board (PSB) partners to develop Well-being Assessments, incorporating key messages and evidence from SoNaRR2020 and Area Statements.
- For our Marine work, we have developed briefings and provided evidence to support identification of marine and coastal opportunities and challenges within PSB processes across Wales.
- We have been working with communities in the Valleys to develop a shared vision for future local land management as part of 'Project Skyline'.
- We have kicked-off a farmer-led research project focused on sustainable grazing and soil health in South Powys.

Topic owner: Martyn Evans

Business Plan dashboard measure/s for this topic:

- Use of Area Statements within NRW to embed priorities and opportunities

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Measure: Use of Area Statements within NRW to embed priorities and opportunities

This measure reflects the use of [Area Statements](#) within NRW particularly in our Service and Place plans and through joint working to embed priorities and opportunities.

Latest position (to end of December 2021):

- Our **milestone for this measure is to update on programme and project progress and any action on areas for change, informing forward work programmes including using Area Statements to align our Service plans to and with our Place plans.**
- This activity is part of a rolling programme. We have been developing our 2022-23 Place Plans and have been structuring them around Area Statement priorities and opportunities. We have finalised the Position Statement which sets out how NRW will keep Area Statements under review.
- This measure is **green**.

What we are doing next:

- We will continue to take a place-based approach to aligning work programmes with Area Statement priorities and work with our Public Service Board partners to finalise Well-being Assessments. We will develop a concept paper for a national framework for Area Statements to better enable place-based delivery of the Natural Resources Policy.
- We are currently on track to achieve our **year end milestone activity to update on programme and project progress and any action on areas for change, identifying new work programmes/projects for 22/23** in Quarter four.
- We currently expect we will be green at year end.

Measure owner: Martyn Evans

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

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Priority: Developing NRW into an excellent organisation that serves the communities of Wales

Developing NRW into an excellent organisation, through engagement and collaboration with stakeholders around the [sustainable management of natural resources](#) and focussing on new ways of working, to improve benefits to communities from the environment

Our NRW Business Plan sets out the following topics in relation to this priority:

- [Responding to and Managing Incidents](#)
- [Regulation – permitting, regulating, and where required enforcing compliance](#)
- [Benefitting Communities](#)
- [Developing Our Organisation](#)
- [Ensuring Everyone’s Well-being, Health and Safety](#)
- [Understand and improve our Customers’ Experiences](#)
- [Making the most of our Commercial Opportunities](#)

The following pages reflect recent progress on six of those topics, along with the latest performance position in relation to the Business Plan dashboard measure/s for each.

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Topic: Responding to and Managing Incidents

Topic summary progress (i.e. overview of work undertaken against this topic):

- **Preparedness:** Development of the guidance materials that support our response roles has continued at pace, including the sign-off of the new Land Management Handbook, with a number of guidance updates in progress.
- **Response:** In a challenging year, we have continued to respond to several incidents recently, as well as managing the EU Exit, Covid, Avian Influenza and *Phytophthora pluvialis* response. We have also continued development of additional topic specific Critical Incident Plans to help guide our response to those incidents that have the largest potential impact.
- **Review:** Incident reviews have been carried out for a number of recent incidents with the recommendations resulting in actions and the embedding of learning from our experience. Further training has been provided to review facilitators to embed the recently updated Learning from Experience guidance.
- **Recording & reporting:** Preparations for upgrading our incident recording system to a new web version have continued, with testing to commence in Quarter 4. Continuous improvement and embedding of the incident management dashboard remains ongoing, with links made to the Master Data Team to address data quality issues.
- **Training:** Training of new rota volunteers has been taking place across the organisation, improving our skills and capabilities to deal with all types of incidents, including those officers on the new Land Management Duty Officer rotas.
- **Exercising:** Teams across NRW have continued to take part in exercises both internally and with our multi-agency partners. The learning from these exercises has been factored into our ongoing training programme.
- **Rota Resilience:** Additional rota volunteers have started to join rotas following completion of their training, helping to bolster the numbers of staff we have available to respond to incidents. Assuming the rota consultation is approved, we will be focusing on new staff members joining rotas from April, following relevant training.
- **Business Continuity:** Additional actions have been carried out (with others ongoing) to improve resilience and our ability to respond to incidents that could disrupt our critical and priority business activities. These actions have been driven by learning from the Coronavirus Pandemic and the sharing of information by our partners in relation recent Cyber-attacks and associated exercises.

Topic owner: Lyndsey Rawlinson

Business Plan dashboard measure/s for this topic:

- [Response to incidents \(initial category 'High', within 4 hours\)](#)

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Measure: Response to incidents (initial category 'High', within 4 hours)

For incidents we initially class as High Level (using our Incident Categorisation Guidance criteria), we aim to respond within four hours of being notified. This is to ensure we prioritise our efforts on the high impact incidents, and we act within a suitable timeframe to minimise harm and impact. Response may include physical attendance at the site, but also includes other activities, such as contacting professional partners

Latest position (to end of December 2021):

- Our **target for this measure is 95%**. We have not achieved this. Performance for this quarter **currently stands at 88%**. The cumulative total for the last 12 months is 91%. This measure is **amber**.
- Of the 1,222 initial High Level incidents in the year to end Quarter 3, 1,115 have a recorded response that took place within 4 hours of notification. 107 incidents failed to meet the target. Of these, 28 have a recorded response time of greater than 4 hours; 26 are showing as errors, and; 53 have missing response details. Lack of recording of response details therefore remains the biggest issue in meeting this measure.

What we are doing next:

- Throughout Quarter 4, we will be contacting officers who have missing or mis-recorded incident response details. Staff will be reminded how to correctly record these details in the database and asked to do correct and update records as soon as possible. The aim of this temporary approach is to raise awareness of the importance of this issue and to ensure that staff have access to clear guidance on the recording process.
- We will also be updating the incident recording guidance and rolling out further training on its use in 2022/23, as part of the planned update to our Incident Categorisation Guidance and ongoing data quality improvement work.
- We currently expect to meet our **year end target of 95%** in Quarter four, and to be green at year end, due to the planned approach outlined above.

Measure owner: Lyndsey Rawlinson

Q1	to Q2	to Q3	Expected year end
Amber	Amber	Amber	Green

See [here](#) for key used for green, amber or red status

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Topic: Regulation – permitting, regulating, and where required enforcing compliance

Topic summary progress (i.e. overview of work undertaken against this topic):

- Progress for Q3 in relation to the Performance of regulated sites measure has been as expected. The measure is green with 100% of the sites with category 1 and category 2 compliance breaches receiving an appropriate regulatory response determination within 6 months.
- It should be noted that more compliance breaches have been found in this reporting quarter (April – June 2021) than the previous reporting quarter (January – March 2021) and the number of compliance breaches are still significantly below the number of compliance breaches reported in the pre-pandemic reporting quarter of January – March 2020.

Topic owner: Nadia De Longhi

Business Plan dashboard measure/s for this topic:

- Performance of regulated sites and water quality discharges

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Measure: Performance of regulated sites and water quality discharges

This measure reflects the number of category 1 and category 2 compliance breaches with appropriate regulatory response determined within 6 months. Poor performance at permitted sites has the potential for impacts on the environment, communities and the reputation of a sector. They are also resource intensive in terms of our regulatory effort and are considered to pose a greater risk of incidents, which can also then consume a large amount of our resources and impact communities.

Latest position (to end of December 2021):

- Our **target for this measure is 75% of category 1 and category 2 compliance breaches to have an appropriate regulatory response determined within 6 months.**
- There have been 27 category 1 and category 2 compliance breaches over the period (April – June 2021) and **100%** have had an appropriate response.
- **NB** – The 27 compliance breaches in Q3 of 2021-22 (April – June 2021) is an increase on the 8 compliance breaches recorded in Q2 of 2021-22 (January – March 2021) and is a significant increase from the 13 compliance breaches recorded in Q3 of 2020-21 (April – June 2020).
- This measure is **green**.

What we are doing next:

- We are currently on track to meet our **year end target of 75% of category 1 and category 2 compliance breaches to have an appropriate regulatory response determined within 6 months** in quarter four, and are likely to be green at year end.

Measure owner: Nadia De Longhi

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

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Topic: Benefitting Communities

Topic summary progress:

- In this topic we focus on work to better engage with stakeholders at all scales in Wales to improve our approaches and how well we are engaging in our Places to understand the nuances of local needs impacting on approaches to delivery. To this end we continue to conduct regular meetings with key Environmental stakeholders to ensure they are involved in our thinking about our new Grants Portfolio. Their contributions have been helpful in understanding the priorities and appetite for our intended areas of grants support for the next two years. They have welcomed the opportunity to feed into the early steps of the process. We look forward to continued fertile conversations with this influential sector group as we enter the next steps as well as wider discussions about how we recognise each other's ambitions for delivering outcomes for Wales. Similarly, we have two representatives from the grants third sector community (Wales Environment Link (WEL) and Wales Council for Voluntary Action (WCVA)) representing the voice of customers to help us develop our grants offer. Our work this quarter to contribute effectively to the well-being assessments being developed by each PSB across Wales will help set the agenda for the next 5 years in the ensuing Well-being Plans.
- We have completed the recruitment to the new Grants Assessment and Monitoring team. The new recruits have settled in well and training has been delivered for them in the new processes. So, we now have trained staff to deploy to both ensure in flight grants are well managed as we approach year end and the associated increase in grants claim alongside processing the new grants emerging from the identified programmes for 2022/23. We have finalised the agreement with Arts Council Wales (ACW) and now have the green light to commence the Creative Nature Programme. This 12-month programme will explore how the arts can be used to enhance how we engage with people and communities. Work strands will use art installations as innovative approaches to challenge current thinking about food, energy and transport systems, decarbonisation, and the future of the natural environment.

Topic owner: Ruth Jenkins

Business Plan dashboard measure/s for this topic:

- [Deliver NRW's combined health and educator training](#)

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Measure: Deliver NRW's combined health and educator training

This measure on the development and delivery of NRW's combined health and educator training, resources and projects reflects our work to highlight the multiple health and attainment benefits the natural environment can provide.

Latest position (to end of December 2021):

- Our **milestone for this measure is to update on programme and project progress and any action on areas for change, informing forward work programmes.** This measure is **green**.
- We have completed this activity including our annual meeting with the Children's Commissioner who has praised NRW's work on the inclusion of Children's Rights in our decision making. We have delivered a session for 40 GP Training Programme Directors, responsible for the training of all the GPs in their geographical areas as part of a wider Health Education and Improvement Wales (HEIW) training session. The session raised/increased awareness of the value of green/blue prescribing and the wider benefits that can bring as a sole prescription or as a support for prescribed medication.

What we are doing next:

- We will now finalise four education resource packages, follow up the GP Programme Director Training leads and complete work to review our health and education web and intranet pages. We will continue with the Health Impact Assessment project, review of the Healthy Schools Framework Scheme in partnership with Public Health Wales and implement any outputs from the Ministerial Play review recommendations. Educator training events and support for the PSB Well-being Assessment and Plan process will continue.
- We are currently on track to achieve our **year end milestone activity of update on programme and project progress and any action on areas for change, identifying new work programmes/projects for 22/23** in quarter four. We currently expect we will be green at year end.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

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Topic: Developing our Organisation

Topic summary progress:

- There are two direct initiatives that we are developing and plan to start implementing they are:
 - People Strategy
 - Diversity and Inclusion StrategyThese will help collate a variety of initiatives under a single strategy to ensure they are delivering against organisational expectations.

Topic owner: Steve Burton

Business Plan dashboard measure/s for this topic:

- Develop and implement a People Strategy for NRW
- Equality, Diversity and Inclusion action

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Measure: Develop and implement a People Strategy for NRW

This measure reflects the development and implementation of our People Strategy.

Latest position (to end of December 2021):

- Our milestone for this measure is to finalise and **publish** our People Strategy, supported by an action plan setting out immediate priorities for the next 12 months.
- We have completed this activity. The People Strategy was shared with People and Remuneration Committee (PaRc) in December for Board approval in January. In the meantime, we have also set up the People Board to support implementation.
- This measure is **green**.

What we are doing next:

- We will now ensure a comms plan is developed to share the strategy with staff and use the People Board to implement the initiatives identified in the People Strategy.
- We are currently on track to achieve our **year end milestone activity to have priority actions underway and complete where appropriate, in line with the People Strategy action plan** in Quarter four, and we currently expect we will be green at year end.

Measure owner: Steve Burton

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

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Measure: Equality, Diversity and Inclusion action

This measure reflects development and implementation of our Equality, Diversity and Inclusion (EDI) Action Plan, now superseded by **'Gyda'n Gilydd - All Together' - NRW's Inclusion and Diversity Strategy 2021-25** and high-level plan.

Latest position (to end of December 2021):

- Our **milestone for this measure is to present to Board an Inclusion and Diversity recommendation report based upon Q2 and Q3 outputs.**
- We have completed this activity with Papers submitted to Executive Team (1 December meeting) and PaRC (10 December) with approvals. We have now completed Stages 1 and 2 of the initial Equality, Diversity and Inclusion (EDI) Project which began in January 2021, ending in November. The findings from the initial two stages included feedback from Stakeholders, and our NRW EDI Task and Finish Group, who also scrutinised the findings of the Stage 1 desktop review - carried out by consultants Diverse Cymru.
- This measure is **green**.

What we are doing next:

- We will now submit the Strategy and Paper to NRW Board meeting on 28 January 2022 requesting final sign off.
- We are currently on track to achieve our **year end milestone activity to complete a sub plan for 2022-2023 based upon the review in Q3 and agreement with the NRW Board** in quarter four, and will be green at year end.

Measure owner: Steve Burton

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

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Topic: Understand and Improve our Customers' Experiences

Topic summary progress:

- The Lead Specialist Advisor, Customer Experience recruitment is completed, the post will be filled in January 2022 and will lead the delivery of all aspects of the Customer Experience and Engagement Strategy.
- Procurement of a Customer Journey mapping supplier has been significantly delayed due to Welsh language/translation requirements.
- Stakeholder mapping workshops have been held with staff, a paper is being prepared to go to our Executive Team with recommendations for activities and quick wins.

Topic owner: Naomi Lawrence

Business Plan dashboard measure/s for this topic:

- [Progress the Customer Experience Strategy](#)
- [Deliver our Stakeholder Engagement Plan](#)

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Measure: Progress the Customer Experience Strategy

This measure reflects the Progress of the Customer Experience Strategy

Latest position (to end of December 2021):

- Our **milestone for this measure is to develop understanding of current sources of customer insight with a view to consolidating into a holistic view (Feedback framework)**.
- We have not completed this activity. We have only just completed the recruitment for the Lead Specialist, Customer Experience role who will be tasked with completing this activity.
- This measure is **amber**.

What we are doing next:

- We will now begin to work with colleagues across NRW to identify the current sources of customer insight, and develop ideas to provide valuable, qualitative and quantitative reporting. Due to delays in the Customer journey mapping procurement process, we have not yet selected our preferred supplier to carry out this piece of work.
- We are not currently on track to achieve our **year end milestone activity which is to begin a review of results of the customer journey mapping exercise and agree next steps** in quarter four.
- We currently expect we will be amber at year end.

Measure owner: Naomi Lawrence

Q1	to Q2	to Q3	Expected year end
Green	Green	Amber	Amber

See [here](#) for key used for green, amber or red status

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Measure: Deliver our Stakeholder Engagement Plan

This measure reflects the delivery of our stakeholder engagement plan.

Latest position (to end of December 2021):

- Our **milestone for this measure is to continue delivery of the contact programme and the ongoing mapping exercise.**
- We have not completed this activity. We have undertaken workshops with staff and are developing a paper to go to our Executive Team with recommendations for activities and quick wins. The planned activities have been outlined as well as proposed ones (including targeted and wide-reaching training).
- This measure is **amber**.

What we are doing next:

- Once the proposed activities have been agreed, we will begin implementation.
- We are currently on track to achieve our **year end milestone activity to undertake a perceptions audit** in quarter four.
- We currently expect we will be green at year end.

Measure owner: Naomi Lawrence

Q1	to Q2	to Q3	Expected year end
Amber	Amber	Amber	Green

See [here](#) for key used for green, amber or red status

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Topic: Making the most of commercial opportunities

Topic summary progress (i.e. overview of work undertaken against this topic):

- We have failed to hit some of our Business Plan Dashboard targets with regards to the Commercial Strategy primarily due to staff shortages, Covid impacts and having to prioritise other work such as the Ministerial Deep Dive recommendations.
- We are ahead on many areas of the Commercial strategy as some of the delays have meant bringing other workstreams forward, so our innovation working practices have advanced, for example Natural Burials and site developments and new procurement approaches at Maesgwym and Ceinws, as well as helping to improve current business as usual activities such as the comprehensive Filming Permissions Review.
- We continue to be actively engaged with our WG colleagues on enhancing local ownership and new delivery models for renewable energy developments and have influenced decisions on how NRW can enable this new approach.
- We continue to improve in Timber Sales and are positively driving the up to 30% Alternative Timber Sales.

Topic owner: Elsie Grace

Business Plan dashboard measure/s for this topic:

- Implement our Commercial Strategy
- Timber volume offered to market / sold / dispatched

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: Implement our Commercial Strategy

This measure reflects how we are implementing our Commercial Strategy (which superseded the Enterprise plan) and sets out what we will focus on in the next five years and NRW's approach to commercial opportunities, including the development of the People, Planet, Prosperity measurement of commercial success and value.

Latest position (to end of December 2021)

- Our milestone for this measure is to hold a **Circular Business Connectors Event facilitated by NRW and hold a Commercial Day – NRW Pitch Day**
- We have not completed this activity in Q3. This measure is **amber**.

What we are doing next:

- We have set a date in the diary, lined up speakers and are preparing communications for release. Due to the ongoing Ministerial Deep Dives which included many of our stakeholders and because we were hoping for a face to face meeting rather than something online, we have held off until Q4. We won't have a face to face meeting, but we will be able to comment on how to integrate the Deep Dive Recommendations into the next year of the strategy.
- We are currently on track to achieve our **year end milestone activity of Annual Review prepared (for publishing April 2022) and Strategy Revision (published April 2022)** in Q4.
- We currently expect we will be green at year end.

It should be noted that although some of what we had planned to do in the Business Plan Dashboard has been pushed back or moved mainly to circumstances outside of our control, we have been able to pull forward various workstreams due to the freed-up capacity and some of the commercial innovation streams such as Natural Burials, and the new procurement approach, leaving us in many areas ahead of strategy expectations.

Measure owner: Elsie Grace

Q1	to Q2	to Q3	Expected year end
Amber	Amber	Amber	Green

See [here](#) for key used for green, amber or red status

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Measure: Timber volume offered to market/sold/dispatched

This measure reflects a commitment set out in the [Timber Sales and Marketing Plan](#). NRW currently offers an available timber harvest of around two thirds of the total Welsh market, generating significant income and supporting the timber economy in Wales.

Latest position (to end of December 2021):

- Our **target for this measure is 620,000m³ (232,000m³ in Q3)**
- We have achieved 611,000m³ which is 98% of the target.
- This target has an operational tolerance of 15% to accommodate weather and disease events, as set out in the Timber, Sales and Marketing Plan.
- This measure is **green**.

What we are doing next:

- We will offer a further 207,000m³ for sale in February 2023.
- We are currently on track to meet 98% of our year end target of 830,000m³.
- We currently expect we will be green at year end.

Measure owner: Elsie Grace

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Green

See [here](#) for key used for green, amber or red status

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Priority: Responding to the Covid-19 pandemic and the UK leaving the European Union, taking opportunities for a green recovery

Collaborating with partners in response to major change, including the Covid-19 pandemic and the UK leaving the European Union, providing advice and guidance and taking opportunities to maximise a green and blue recovery

Our NRW Business Plan sets out the following topics in relation to this priority:

- [Providing advice and guidance](#)
- [Delivering our Covid-19 Renewal Programme](#)

The following pages reflect recent progress on each of those topics, along with the latest performance position in relation to the Business Plan dashboard measure/s for each.

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Topic: Providing advice and guidance

Topic summary progress (i.e. overview of work undertaken against this topic):

- This work includes maintaining relationships with other agencies and staff across NRW to provide a coherent view on the continuing impacts of EU Exit and to advise Welsh Government via liaison with colleagues across the UK.
- We are working closely with Welsh Government and other agencies supporting the development of legislation and are ensuring that the long-term impact, risks and opportunities related to environmental governance are recognised. In particular, development of the new oversight body, increased risk of Judicial Review, strategic complaints work and increased liaison and advisory work related to environmental governance.
- We will continue to manage this additional permanent work with temporary resources on behalf of the wider organisation, seeking for a solution to transition this work into business as usual.

Topic owner: Ruth Jenkins

Business Plan dashboard measure/s for this topic:

- NRW's contribution following EU Exit

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: NRW's contribution following EU Exit

This measure reflects an update on NRW's contribution following EU Exit to environmental principles and governance, the new oversight body and new legislation (development of Agriculture and Fisheries Bills etc). NRW must respond effectively to developing issues and changes for advice and guidance to staff, customers and stakeholders.

Latest position (to end of December 2021):

- Our **milestone for this measure is to provide a progress update**. This measure is **green**.
- We are continuing to contribute to the development of new legislation following EU Exit, supporting Welsh Government (WG) and coordinating a comprehensive response from NRW. We are working with other agencies, staff across NRW and with the Interim Environmental Protection Assessor Wales (IEPAW) on environmental governance and have briefed Executive Team on the long-term impact, risks and opportunities related to the new oversight body and its effect on NRW's work. In particular, the increased risk of Judicial Review, strategic complaints work and advisory work. We are working closely with the IEPAW on calls for evidence in response to submissions and will have increased work in this area in Q4.

What we are doing next:

- We will now finalise proposals for the management of permanent new and additional work following EU Exit. We will work with WG on new legislation and the new oversight body and with other agencies, NRW staff and interim process.
- We are currently on track to achieve our **year end milestone activity to provide a progress update** in quarter four.
- We currently expect we will be amber at year end due to the temporary nature of the programme and additional permanent work that is not currently resourced long-term. Executive Team have confirmed the need to resource this high profile, permanent new work, which will mitigate this risk if implemented.

Measure owner: Ruth Jenkins

Q1	to Q2	to Q3	Expected year end
Green	Green	Green	Amber

See [here](#) for key used for green, amber or red status
 [To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Topic: Delivering our Covid-19 Renewal Programme

Topic summary progress:

- Hybrid working trials (mixture of home and office working) were implemented and then paused due to Covid regulations.
- Significant progress has been made on our Space workstream, engaging with place-based teams on the future of the built estate.
- A revised room booking system will be launched on 16th January 2022.
- Work continues against the other workstreams milestones and key deliverables.

Topic owner: Victoria Rose-Piper

Business Plan dashboard measure/s for this topic:

- [Implement Covid-19 Renewal programme](#)

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Measure: Implement Covid-19 Renewal programme

This measure reflects the broad range of work undertaken to deliver the Renewal programme.

Latest position (to end of December 2021):

- Our **milestone for this measure is delivery against programme plan, including implementation of planned trials initiatives and measurement of benefits delivered.**
- We have achieved many of the programme plan milestones although the hybrid working trials had to be paused post implementation as a result of the Covid rule change.
- This measure is **amber**.

What we are doing next:

- We currently expect we will be green / amber at year end to achieve our **year end milestone activity of delivery against programme plan, including implementation of planned trials initiatives and measurement of benefits delivered** in quarter four.
- The appointment of a new Programme Manager and Renewal team within Business Support Services enables a refresh of the programme to take place and some of the key deliverables and milestones to be refreshed.

Measure owner: Victoria Rose-Piper

Q1	to Q2	to Q3	Expected year end
Green	Amber	Amber	Amber

See [here](#) for key used for green, amber or red status

[To return to start of report - see [Business Plan Performance Dashboard](#) - pages 1 and 2]

Key: Green, amber or red ratings

The detail of how the green, amber or red measure status is determined for each measure in our Business Plan dashboard is shown below. We only depart from this where necessary, for the specific measure being considered (e.g. using specific tolerances for numeric targets to be a fair reflection of performance, and to ensure alignment with long-standing performance reporting approaches for these).

Each quarter we report both a current position to that quarter, and an expected year end position. The expected year end position is based on our measure leads' expert knowledge around the activity area. This typically includes reflection around action being undertaken, current or emerging issues and various categories of risk. The reported year end position is therefore clearly subject to significant uncertainty in many cases, and also dependent on the nature of the individual measure being considered.

Some measures have no pre-set green, amber or red categorisation in place. This is often the case for measures that are new/emerging work areas, or where a pre-set approach would not make sense. Ratings for these measures are therefore based on a common-sense reflection approach in year – i.e. a fair reflection of the position at that time.

Respond to the Climate Emergency

Page	Measure	Type	Red is...	Amber is...	Green is...
6	Climate emergency across NRW	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
8	Verification of Glastir Woodland grant scheme applications	Numeric	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Red rating applies,	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Amber rating applies, focused	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Green rating applies,

			focused on fair reflection of position	on fair reflection of position	focused on fair reflection of position
9	Area of new woodland created on the NRW Estate	Numeric	Figure / target not achieved.	Within 30% of figure / target	Figure / target effectively achieved.
11	Actions undertaken to restore Welsh peatlands	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
13	Implement Flood Review recommendations	Text update	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Red rating applies, focused on fair reflection of position	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Amber rating applies, focused on fair reflection of position	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Green rating applies, focused on fair reflection of position
14	Maintain flood risk assets in high risk systems at target condition	Numeric	Figure / target not achieved.	Within 30% of figure / target	98% (with no integer rounding)
15	Properties with reduced risk or sustained protection through capital work	Numeric	Figure / target not achieved.	Within 30% of figure / target	90% (with integer rounding, i.e. $\geq 89.5\%$ would be green)

Respond to the Nature Emergency

Page	Measure	Type	Red	Amber	Green
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18	Biodiversity action across NRW	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
20	Priority actions undertaken on protected sites to improve condition of features	Milestone	Figure / target not achieved.	Within 30% of figure / target	Figure / target effectively achieved.
21	Actions undertaken on National Nature Reserves on NRW managed land to improve	Milestone	Figure / target not achieved.	Within 30% of figure / target	Figure / target effectively achieved.
22	Delivering targeted action for declining species or those on the edge of extinction	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
24	Number of UKWAS Corrective Action Requests and Observations open and progress closing them	Text update	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Red rating applies, focused on fair reflection of position	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Amber rating applies, focused on fair reflection of position	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Green rating applies, focused on fair reflection of position

25	Progress of our work to reduce pollution from metal mines	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
27	Support implementation of the Welsh National Marine Plan	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
28	Progress NRW's actions in the Wales Marine Protected Area network management actions plan	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
30	Deliver remaining water related investigations and develop new River Basin Management Plans	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete

Developing and using our evidence with partners to advocate for and deliver SMNR

Page	Measure	Type	Red	Amber	Green
33	Develop Natur a Ni / Nature and Us campaign products for launch	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be	Activity reflected in milestone is effectively complete

				completed a month later than planned)	
35	Promote, advocate and encourage use of State of Natural Resources Report	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
37	Use of Area Statements within NRW to embed priorities and opportunities	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete

Developing NRW into an excellent organisation that serves the communities of Wales

Page	Measure	Type	Red	Amber	Green
40	Response to incidents (initial category 'High', within 4 hours)	Numeric	Figure / target not achieved.	Within 30% of figure / target	95% (with integer rounding, i.e. $\geq 94.5\%$ would be green)
42	Performance of regulated sites and water quality discharges	Numeric	Figure / target not achieved.	Within 30% of figure / target	75% (with integer rounding, i.e. $\geq 74.5\%$ would be green)
44	Deliver NRW's combined health and educator training	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete

46	<u>Develop and implement a People Strategy for NRW</u>	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
47	<u>Equality, Diversity and Inclusion action</u>	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
49	<u>Progress the Customer Experience Strategy</u>	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
50	<u>Deliver our Stakeholder Engagement Plan</u>	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete
52	<u>Implement our Commercial Strategy</u>	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete

53	Timber volume offered to market / sold / dispatched	Numeric	Figure / target not achieved.	Within 30% of figure / target	Figure / target effectively achieved.
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Responding to the Covid-19 pandemic and the UK Leaving the European Union, taking opportunities for a green recovery

Page	Measure	Type	Red	Amber	Green
56	NRW's contribution following EU Exit	Text update	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Red rating applies, focused on fair reflection of position	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Amber rating applies, focused on fair reflection of position	No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Green rating applies, focused on fair reflection of position
58	Implement Covid-19 Renewal programme	Milestone	Activity reflected in milestone is not near completion	Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned)	Activity reflected in milestone is effectively complete

At the end of each financial year, we report the performance position of each measure within our Annual Report and Accounts, with the final reported position for each reflected as green, amber or red. In that report, **Green** reflects achieved target or milestone, **Amber** reflects close to target or milestone, and **Red** reflects missed target or milestone.

Annex 2: Internal Performance Report (to Q3)

Introduction

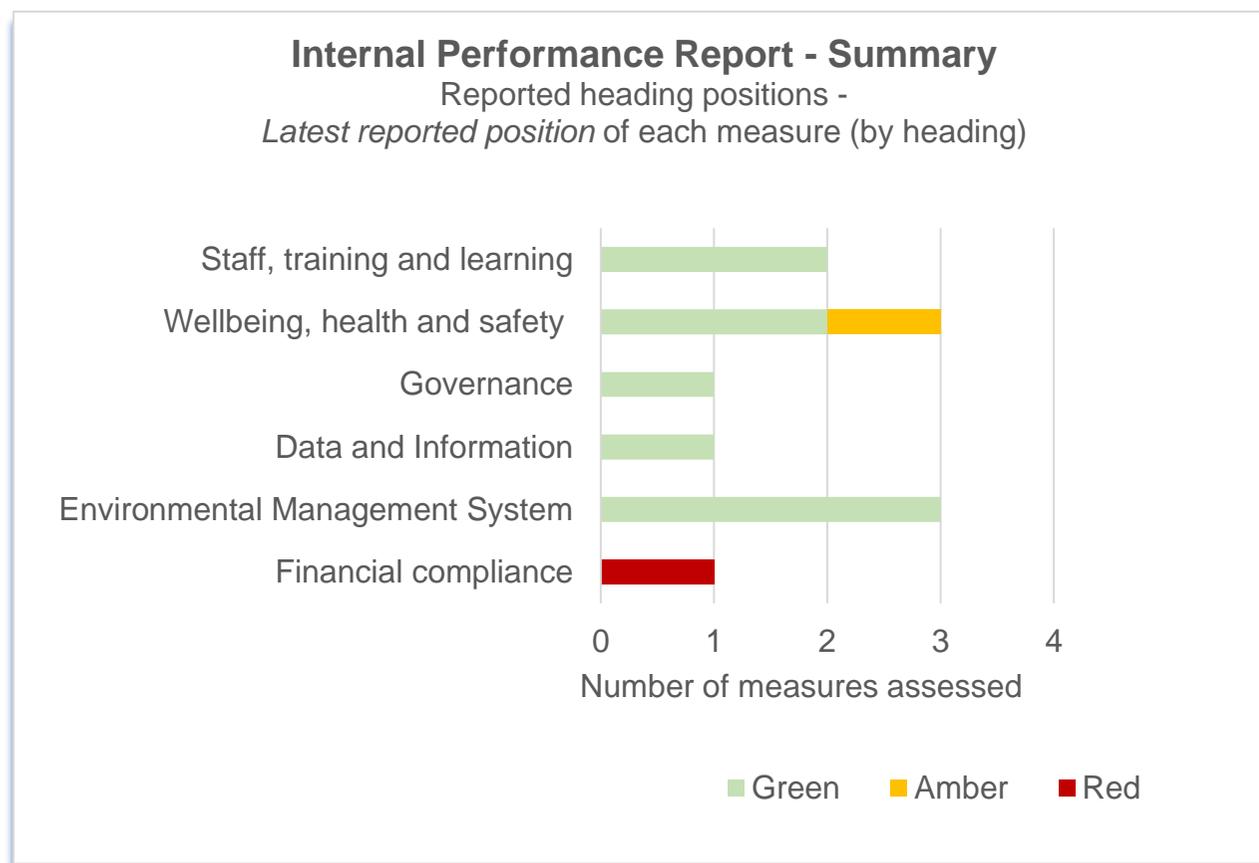
This new Internal Performance Report gives an overview of our internal performance management.

This report reflects our latest position (Quarter 3, i.e. to the end of December 2021) in relation to measures under the following headings:

- **Financial compliance**
- **Environmental Management System** (EMS)
- **Data & information**
- **Governance**
- **Wellbeing, Health & Safety**
- **Staff, training and learning**

The latest performance position in relation to all measures is currently (as shown in the illustration, right): **Nine green, one amber and one red.** Green reflects achieved target or milestone, Amber reflects close to target or milestone, and Red reflects missed target or milestone.

We currently expect all these measures to be green at the end of the year, with three exceptions (as outlined on the next page).



Measures to note

The following page sets out the latest high-level summary position* in relation to the headings and highlighted measures in this Internal Performance Report (see 'Remaining measures' overleaf for the full list of headings and measures not already highlighted on this page). The updates below include all measures that are currently red or amber, along with any that are signalling that they expect to be red or amber in future.

Financial compliance:

- **Payments performance** to our suppliers is Red (at 89%) for December, and we are working to address a backlog of invoices, with increased manual workloads having impacted on the team. Green status is indicated for year end (at 94.5% or higher) and we are revising our plan to achieve this

Environmental Management System (EMS):

- **Enforcement response** is Green, with no enforcement notices issued to NRW for December. Any response is reviewed by relevant internal groups, and by our external auditors. Amber status is indicated for year-end, related to an anticipated future notice, which would move us into amber status (with a total of three)
- **Non-conformity or Corrective Action Request** from internal EMS audit is Green for December. Any raised are reported and reviewed by relevant internal groups, and by our external auditors. Amber status is indicated for year end, due to an anticipated future request, which would move us into amber status (at thirteen)

Wellbeing, Health & Safety:

- **Health and Safety Active Monitoring**, i.e. regular inspection and checking to ensure that wellbeing, health and safety standards are being implemented, is Green for December. We expect to be green on this at year end, with recorded Active Monitoring events up compared with last year
- **Absence** is Amber for December (at 3.6%), but has reduced in the past two months. Amber status is indicated for year end (and we would need to reach 3.3% or below to achieve green). Additional reporting and support around absence management is being arranged

Further detail can be found on the next page for the measures not already covered above

*Overall/performance key: The overall/performance status for every measure reflects a green, amber or red state, i.e.:
Green - achieved target or milestone; Amber - close to target or milestone; Red - missed target or milestone.

Remaining measures

The following reflects the latest high-level summary performance position in relation to each measure in this Internal Performance Report (that have not already been highlighted on the previous page).

Environmental Management System (EMS):

- Environmental Incidents is Green (i.e. less than 21), with a single report of an NRW (or contractor) related environmental incident in December

Data and information

- Information Commissioner's Office (ICO) reported incidents is Green with no such investigations ongoing in December

Governance:

- All people working for us are required to declare where their official and/or private interests may be perceived to conflict with NRW's work. Completion of these 'Declarations of Interest' is Green for December (i.e. at least 90%), with the relevant declaration in place for the vast majority of staff

Wellbeing, Health & Safety:

- Health & Safety Near Misses is Green for December, and we expect to be green at year end (with an increase on the previous year's position)

Staff, training and learning:

- Personal Development Plans (PDPs) in place is Green for December for plans being in place (green reflects 90% or higher)
- 'Mandatory E-Learning' (online training items all NRW staff are required to complete) is Green for December (green is at least 89.5%)

Board Paper

	Paper Details
Paper title:	Diversity and Inclusion (D&I) Annual Report 2021-22
Paper Reference:	22-03-B10
Paper sponsored by:	Prys Davies, Executive Director Corporate Strategy and Development
Paper Presented by:	Steve Burton, Head of People Management and Julia Allen, Lead Specialist Advisor, Diversity and Inclusion
Purpose of the paper	Decision
Recommendation	<p>The Board are asked to note the progress of the Annual D&I Report 2021-22 made throughout 2021</p> <p>For Decision</p> <p>The Board are asked to approve the D&I Annual Report 2021-22 for publication</p>

Issue

1. The intention is to publish the Diversity & Inclusion (D&I) Annual Report 2021-22 for public reference on our website. The report outlines the achievements, challenges and statistics regarding Diversity and Inclusion.

Background

2. The report highlights work undertaken throughout the organisation over the last financial year in relation to Diversity and Inclusion.

Assessment

3. Our major area of work has been to progress our Equality, Diversity and Inclusion (EDI) Project 2021 – stages 1 and 2. This staff/stakeholder consultation/engagement process

has led to developing six Equality Objectives within our 'Gyda'n Gilydd - All Together' - NRW's Diversity & Inclusion Strategy 2021-25. The Strategy was approved by Board in January 2022, with an Action Plan in development.

4. Our annual Gender Pay Gap (GPG) reporting on 31 March 2021, shows a continuing trend of narrowing our gap, improving the figure this year from 2.5% to 2.0% Mean, and remaining static at 3.1% Median. However, there has been an increased representation of females shown in our lower and upper middle quartiles.
5. As a comparator in the UK, the Mean Gender Pay Gap has fallen from 10.5% in 2011, to 7.0% in 2020, rising to 7.9% in 2021 ([ONS](#)), but remains positive in value.
6. The GPG analysis results also show that females on average are paid 98p in the £1.00 compared to males; and based on the median of 3.1% are paid 97p in the £1.00 compared to males' hourly pay.
7. The findings of our Staff Profiles Analysis show that the broad understanding of diversity of our workforce needs further development within the Diversity and Inclusion Action Plan. This includes close links to our Engagement and Communication Plan to help us engage with and attract a workforce that is more reflective workforce of those communities where some of our largest offices are located. In addition, we will focus for example on supporting increased take-up of flexible/part-time working and attracting younger job applicants, through fair and more inclusive processes - as highlighted within our Strategy.
8. The Equality Impact Assessment review has included an end-to-end process map to enable all 'due regard' considerations, along with a new Stage 1 initial scrutiny template and improved outcomes mapping.

Summary

9. This year's focus has been primarily to complete the EDI Project Stages 1 and 2, leading to development of six Equality Objectives within our 'Gyda'n Gilydd - All Together' - NRW's Diversity & Inclusion Strategy 2021-25. The Strategy was approved by Board in January 2022, with an Action Plan in development.

Recommendation

10. To approve the D&I Annual Report for publication.

Key Risks

11. By not updating both the Executive Team and the People and Remuneration Committee, we risk weakening governance in the sphere of equality, diversity and inclusion.
12. This work helps mitigate the risk of non-compliance with key legislation. The Strategy D&I Action Plan will be produced with measures to achieve our Strategic Equality Objectives 2020-2024, ensuring we are compliant with our Public Sector Equality Duties. The Equality and Human Rights commission (EHRC) regulate our compliance.

13. There is a risk that the EHRC may take several different approaches, depending on the particular circumstances they are trying to change. This ranges from guidance and assistance to investigations and court action.
14. We have mitigated the risks of data protection and General Data Protection Regulation (GDPR) issues by following all data protection requirements and procedures required through the procurement processes to use an external provider.

Next Steps

15. Once the Annual D&I Report for 2021-22 is published, awareness will be cascaded on our social media accounts and internally through our intranet. The report will be available in accessible format and published on our website and intranet.

Financial implications

16. The costs in relation to EDI are ongoing business as usual costs.

Equality Impact Assessment (EqIA)

17. The Equality Impact Assessment was carried out on the EDI Project and Diversity and Inclusion Strategy.

Index of Annex

Annex 1: Annual Diversity and Inclusion Report 2021–2022

Annual Diversity and Inclusion Report 2021 – 2022

Draft for approval

This report is available in both English and Welsh on our website at

(Link to be included)

This report has been written using website publishing principles.

If you require a copy in a different format for example large print, audio version please contact:

Email address: Equalities@naturalresourceswales.co.uk

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Executive Summary

Welcome to the summary of our Annual Diversity and Inclusion Report 2021-22. The report focuses on how we have implemented our policies and work on developing our Strategic Equality Objectives for 2021 – 2025.

This report sets out the work that we have done over the last financial year in relation to Equality, Diversity, and Inclusion.

Some of the highlights over the year have been:

- Our partnership with The Wales Public Body Equality Partnership
- Equality and Diversity Project 2021
- Continuing with our work on ensuring our website is accessible
- Neurodiversity Awareness workshop for our Board and Executive Team members
- Celebrating and raising awareness of diverse days throughout the year
- Renewing our Disability Confident assurance
- Actively promoting awareness and use of Gender Pronouns

We have an Equality, Diversity, and Inclusion (EDI) Forum with staff representatives from across the organisation. The Forum is Chaired by the Head of People Management. The Forum includes the Executive Director of Corporate Strategy and Development who has overall responsibility for EDI within the organisation, one of our Board Members, Executive Team EDI Champion, and Trade Union representatives.

A representative from each of our seven staff Networks also sit on the EDI Forum, who provide support to staff and are proactive in promoting EDI. Covid-19 continues to be testing for many of our staff and our Networks provide essential support during these challenging times.

Over the last year we have largely concentrated on our Equality and Diversity Project 2021 Stages 1 and 2. This has included engaging with staff, stakeholders, and customers to find better and more inclusive ways to reach out and work with our diverse communities across the whole of Wales. This work will help us to better understand how we can work with all our communities. Working collaboratively can help us to shape more inclusive services and enable us to positively reflect awareness of who we are and the diversity of roles in NRW. Through engagement and feedback received our staff, stakeholders and communities have their say and contribute to the work we do. Our aim through increasingly engaging in this way help is to shape fair and accessible information and inclusive services that meet a broad diverse range of priority customer and staff needs for the future. Our approach is You said. We listened. We did. We fed back.

Background

The Equality Act 2010 places a duty on public bodies to consider the effect our work, policies, and services that we deliver can have on others, including impacts in our own workplace. In summary public bodies must, in the exercise of their functions, have 'due regard' to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.

- Foster good relations between people who share a protected characteristic and those who do not.

The Equality Act 2010 makes it unlawful to discriminate against people with a “protected characteristic”. The protected characteristics are:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion or belief
- Sex
- Sexual Orientation

We are also subject to the devolved Public Sector Equality Duties Wales as set out in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, noting that listed bodies will undertake:

- Annual Monitoring Reports
- Strategic Equality Plans
- Setting Objectives
- Collect and Analyse Equality Information
- Service User Equality Information
- Workforce Equality Information and Workforce Pay Differences
- Consultation and Engagement
- Assessing Impact
- Staff Training
- Procurement
- Accessibility

The Public Sector Equality Duty is part of the Equality Act (2010) and a legal requirement. The broad aim of the general equality duty is to integrate consideration of the advancement of equality, non-discrimination and fostering good relations into everything you do. The purpose of the specific duties is to help in our performance of the general equality duty.

Our duties to promote and use the Welsh language are set in the Welsh Language (Wales) Measure 2011. Our Welsh Language Standards require that the language is considered in all our decision-making processes and is included as a consideration in our Equality Impact Assessment process, ensuring that both languages are treated equally.

Carrying out Equality Impact Assessment scrutiny on our key changes is about fair and reasonable decision making which considers feedback received to shape inclusive services for people, whatever their background or circumstances.

Public Sector Wales Strategic Equality Objectives 2020 – 2024

Our Strategic Equality Objectives were developed as part of The Wales Public Bodies Equality Partnership and approved by NRW Board in September 2020. They were officially launched in March 2021 by Deputy Minister, Jane Hutt MS.

We supported this launch by delivering an aligned promotion with the other partners on our social media accounts. This included articles on our intranet, linking to the engagement events for staff and communities to engage with NRW on the EDI Consultation Project 2021.

Public Sector Wales Equality Partnership Work

In line with the Memorandum of Understanding for the partnership it was agreed to establish Task and Finish groups to take forward agreed actions.

The four Task and Finish groups listed below were agreed and will focus on the following key objective and made up of nominees of staff from the partnership organisations:

- HR – Diversity and Gender Pay Gap
- Procurement
- Data Collection and Monitoring
- Engagement and Service delivery

The remit of each Task and Finish group is to:

- Share and exchange information about approaches to delivery, to facilitate learning across the partnership about what constitutes success and best practise.
- Identify opportunities for sharing and collaborative working which could lead to the development of shared initiatives and programmes of work.
- Identify and agree actions for change that may need to be taken forward by individual bodies or collectively.
- Measure and evaluate the impact of any shared initiatives and programmes of work.

The groups started to meet in December 2021, NRW have members of staff on three of the groups namely Procurement, HR and Customer Engagement teams who will report, and where appropriate make recommendations to the main partnership group in due course.

In March 2020, the Board agreed to sign-up to the cross-public sector Shared Equality Objectives and also that we should develop a more specific plan for NRW, tailored to our particular organisational priorities and values. We established a steering group, involving a number of Board members, to help guide our work and have undertaken a number of pieces of work to inform our priorities going forward.

‘Gyda’n Gilydd - All Together’ NRW's Diversity & Inclusion Strategy 2021-25

In 2021 we set out to develop our NRW strategic Equality Objectives supported by a strategy and action plan for delivery.

We want NRW to be an organisation where everyone feels they can participate, where we are open to new ideas, perspectives and innovation, where we are seen as approachable and fair, practicing inclusive ways of working for all. This Diversity and Inclusion Strategy sets out our approach to deliver this ambition.

A focus on Diversity and Inclusion in all that we do will better enable us to deliver on our strategic purpose (sustainable management of natural resources – SMNR) as an organisation and help us tackle the climate and nature emergencies. A supportive organisational culture that embraces a broad understanding of diversity and inclusion as part of its DNA will be more creative and innovative – qualities that are essential for us to grow given the complexity and urgency of the challenges that we face.

Our EDI Consultation Project 2021 set out to gather views from customers, staff and stakeholders on our future vision for Diversity and Inclusion. We took the opportunity to review our current position as an organisation, our commitments (including our commitments in the Shared Equality Plan for public sector bodies in Wales), our organisational aims and objectives and those areas where we want to make a real difference over the next 3 years.

Working across the whole of Wales, we consult with the public regularly, but we wish to engage with a wider and more diverse audience and want to find ways to actively engage with under-represented groups, by inviting them to have their say in our work.

As part of that two-stage process, we commissioned an external assessor to undertake an assessment of our activities under the umbrella of equality, diversity and inclusion, seeking views and feedback both internally within NRW as well as from external partners and stakeholders (Stage 1). Following this assessment, we convened a Task and Finish Group (Stage 2) comprised of a representative group of staff from across the organisation, at various grades and across a diverse range of job roles, to help identify our key objectives for the next 3 years (2022-2025). Our strategy is set around 6 objectives, set out below, which have also been influenced by feedback from stakeholders and learning from external initiatives.

- Bring about a shift in our culture by identifying and implementing initiatives that support everyone to actively listen and model inclusive workplace behaviours
- Improve the quality of data we capture to enable us to make more informed and better decisions
- Raise the Diversity and Inclusion bar through 'living our values' and by supporting and celebrating our own diversity as well as the diversity of Wales
- Review the way we use language in our policies and practices in order to create a more inclusive and diverse culture
- Ensure anyone in Wales, including our existing and new customers, stakeholders, and service users are able to shape our services and easily access our spaces
- Ensure our policies align with our Diversity and Inclusion objectives and develop our people in a meaningful way.

We have identified key actions to help us deliver our aims along with indicators that will be used to measure progress. Not all of this will be achieved on our own. We recognise the need to engage with other sectors to hear from their experiences, share in the research, tackle issues much earlier in the lifecycle and much more.

Our strategy was approved by Board on 28 January 2022.

Policies

A review of our policies will take place as part of the Action Plan being developed to help attain the objectives in our Strategic Equality Objectives for 2021 – 2025 to ensure that our policies are inclusive to and support the diverse workforce we aim to retain and attract for the future.

Over the last year six of our policies were reviewed: -

- Leave Policy and Procedures
- Menopause Policy and Procedure
- Provision of Eye-tests and Glasses
- Hand Arm Vibration Syndrome Policy and Procedure
- Project and Programme Management Policy
- Disciplinary Policy and Procedure

Website Accessibility

The accessibility regulations came into force for public sector bodies on 23 September 2018.

We are continuously improving the accessibility of naturalresources.wales by:

- re-writing content so that it's clear for most people to understand
- publishing content as web pages, as they are more accessible than PDFs
- converting PDF and word application forms into accessible web forms
- in exceptional cases of publishing PDFs, we ensure they are tagged in a way that would work better for screen readers
- testing new websites to make sure they meet the accessibility standards
- sharing knowledge and guidance so that everyone in the organisation is considering accessibility when creating content for people.

List of [improvements we've made to make the website more accessible](#).

As part of the regulations, we must publish and update the [accessibility statement](#) for Natural Resources Wales.

Equality, Diversity, and Inclusion Forum

The purpose of the forum is to bring together staff who are committed to improving and promoting a positive culture around equity, diversity and inclusion with commitment from the Board, Executive and Leadership Teams as well as our Trade Unions.

Note: Equity leads to equality. It is about each of us reaching our full potential; fairness or justice in the way people are treated; with self-determination as a key concept of equity.

Meetings have taken place on a quarterly basis over the last year with the Forum concentrating on: -

- Review of Equality Impact Assessment
- EDI Forum events calendar to help co-ordinate future promotion of days and events. This will give EDI Forum a plan for the whole year with each event/day will be agreed by the Forum, supporting Staff Networks in collaborative working to promote events.
- Developing and consulting with a single, holistic Work and Wellbeing Staff Passport for NRW.
- Task and Finish Group of Forum members to discuss NRW response to Welsh Government Race Equality Action Plan with a vision for A Wales that is Anti-Racist by 2030.
- Neurodiversity Awareness session arranged for Board Members in September 2021, which will also be used more widely within the organisation. Raising awareness session as a manager tool, with Managers February 2022.
- Forum members have scrutinised process and priority recommendations from EDI Project Stage 1 and 2 with feedback to EDI Programme Board.

Staff Networks

The Networks are run by staff for staff and bring together people from all areas of the workplace who identify with others from a similar background or group.

Staff Networks fulfil various functions including providing opportunities for social interaction, peer support and personal development. Staff networks can also contribute to the development of our policies and working practices.

As an organisation we value our self-organised groups in creating an environment that respects the diversity of staff and enables them to get the maximum benefit and enjoyment from their involvement in the workplace.

We support the networks by:

- Encouraging managers to release employees to participate in meeting and targeted work arising
- Promoting the Networks to new and existing employees
- Listening constructively to any employee concerns raised through the staff networks
- Taking part in initiatives developed by the staff network
- Renewed Employers for Carers membership January 2022.

We currently have 7 staff networks as follows: -

- Assisted User Groups (ICT and Telephony)
- Calon LGBTQ+ Network
- Christian Fellowship
- Cwtch (Carers Network)
- Dementia Friends
- Muslim Network
- Neurodiversity Network

In August 2021 our Calon LGBTQ+ Network met with Welsh Government PRISM Network to discuss their approach to WEI Stonewall submission and sharing good practice on best ways in engaging with staff. Calon hope to continue to collaborate with PRISM moving forward on campaigns.

One member from each Network attends the EDI Forum meetings, providing an update and a forward look on what the Network is involved with. Open conversations for constructive feedback are encouraged at meetings.

Each Network gives a presentation at the Induction course for new member of staff to help ensure staff are aware of our Networks and the support they can offer at an early stage in their career with us here.

Over the year an events calendar has been developed which helps in having a more coordinated approach to how our staff networks work, making it easier to work together to promote and raise awareness of events.

Information on each of our Networks and their purpose can be found in **Annex 1** of this report.

NRW Support and Raising Awareness Days in 2021-22

The staff Networks were also involved in raising awareness of some of the activities below:

- March – International Transgender Day of Visibility – organised by Calon Network
- May – Dementia Action Week 17 – 23 may – organised by Dementia Friends
- June – Carers Week 7 – 11 June – organised by Cwtch Carers Network
- July – Hajj Pilgrimage awareness – organised by Muslim Network
- September – World Alzheimer’s Day – organised by Dementia Friends
- September – Neurodiversity Awareness with Board and ET members – organised by EDI Forum and Neurodiversity Network
- November - Carers Rights Day – organised by Cwtch Carers Network
- February – Using Personal Pronouns – organised by Calon Network

Neurodiversity Awareness Session

N Network set up 2020

In line with our EDI Project 2021 work, the Task and Finish Groups highlighted the need for more training to help in understanding a range of potential barriers that staff with Neurodiverse conditions may experience in a workplace setting.

Board and ET members attended the Neurodiversity awareness session in September to help them in gaining a better understanding of Neurodiverse conditions, the support that’s needed for both staff and managers, and reasonable adjustments that can be put in place which will benefit everyone in their day-to-day work.

Some examples include: -

- Diversity at work: Valuing the contributions of neurodivergent people and having different neurodivergent experiences represented is known as neurodiversity.

- Providing candidates with the questions ahead of the interview. This gives the candidate a chance to fully understand what is being asked and prepare an appropriate response. This helps to make the interview a better experience for both candidate and interviewer.
- Having quiet workspace and corners in offices for those who find it difficult to concentrate in a busy environment.
This can include demonstrating practical mindfulness of extreme sensitivity to bright lights and loud noises
- Shorter meetings with regular breaks to help with concentration
- Ensuring that written information is followed up with a verbal conversation for a person with Dyslexia, ensuring that information is fully understood.
- Think about the modern office. Most teams hot desk. An autistic person can find this stressful; not knowing where you will sit can present as a real barrier to inclusion. This might sound baffling to some, but changes in environment can have negative impacts. To counter this, consider providing a reserved seat. Without being mindful of neurodivergent colleagues' needs, you may unknowingly add extra stress to their days.

Further awareness raising sessions have taken place to ensure that Managers are aware of the different Neurodiverse conditions and the difficulties some may encounter. The session also focusses on the strengths and skills that come with each condition. Gaining a better understanding of each individual colleague's condition will create a more inclusive culture where Neurodiversity is understood and accepted and retain a more diverse skilled workforce.

Equality Impact Assessment Review

Over the last year the review of the Equality Impact Assessment process has continued asking for feedback from staff completing the assessment with the EDI Team providing advice and guidance to staff in discussions and an assurance check on each completed assessment.

The Assessment has been built into The Project Manager's Office Toolkit Gateway 0, for projects and programmes which are taken forward from the Service Development Plan. this helps project managers to consider whether an assessment is required for projects at an early stage in the process and the need to consult and engage with people that our work is likely to have an impact on. This helps in ensuring that views and likely impacts can form part of our decision-making process and find ways to mitigate/re-shape services/policies or reduce the impact our work can have on others.

Awareness of the need to complete an Equality Impact Assessment has been highlighted in the Managers' Monthly meeting, for discussion at team meetings.

In the coming year an Equality Impact Assessment Stage 1 Screening form will be developed to assess whether there is a need to complete a full Equality Impact Assessment prior to start of work or project.

This screening sheet will be a starting point to help in the assessment of impacts process as "we don't know what we don't know" without seeking targeted/reasonable feedback from those who are likely to be impacted before a senior decision is made, using the "You said. We listened. We did. We fed back" approach.

Over the last year 32 assessments were carried out, a list of topics assessed can be found in **Annex 2** of this report.

Stonewall Workplace Equality Index

NRW did not submit an application to Stonewall Workplace Equality Index (WEI) 2022 due to current work in developing the Diversity and Inclusion Strategy and Action Plan.

Stonewall change their question criteria every three years with changes this year focusing on evidence of embedding gender-neutral language into our policies. We are further developing our approach to inclusion through language with focus on our Equality Objective 4: 'Review the way we use language in our policies and practices in order to create a more inclusive and diverse culture'.

Moving forward we will aim to submit every other year; this will give us the opportunity to update policies in line with our EDI Project and planned work in readiness for the next planned submission.

Recruitment

From January 2021 until December 2021, we received 2449 applications in total, 820 of these were from internal candidates. As part of our commitment to the EDI strategic objectives and the EDI Consultation Project 2021, our aim will be to attract applications across our communities to best reflect the diversity of our population in Wales. A breakdown of our recruitment statistics for the period above can be found in **Annex 3** of this report. The statistics are based on questions asked on the NRW external application form titled 'Equalities Monitoring Form Recruitment'.

Disability Confident Employer

"Disability Confident" is a scheme that is designed to help us recruit and retain disabled people for their skills and talents. This ensures that those with disabilities are guaranteed an interview when applying for vacancies within our organisation where they meet the minimum skill criteria requirements for the role. We successfully achieved re-accreditation to this scheme in May 2021.

Over the last year we have received 32 requests for interviews under this scheme's guaranteed interview process. Of the 32 requests, 4 requests were from internal staff and 28 from external candidates, with 21 candidates invited to an interview. The other 11 did not meet the minimum criteria requirement for the roles in questions and were declined an interview on this occasion.

- Further work in developing ourselves as a Disability Confident Employer will form part of our Action Plan being developed to help attract more disabled people to apply and be successful in securing roles with our organisation – Equality Objective 6: Ensure our policies align with our Diversity and Inclusion objectives and develop our people in a meaningful way.

Staff Self-Disclosure

We ask and encourage our staff to voluntarily self-disclose personal details such as ethnicity, sexual orientation, religion, faith, belief or no belief and caring responsibilities, confidentially in our central MyNRW HR system. Staff can self-disclose as much or as little information as they feel comfortable in doing, as part of the process. To date 71% of our staff have self-disclosed some or all information voluntarily as part of this process. The percentage of staff who have disclosed has gone up by 3% since last year.

As part of the Diversity and Inclusion Action Plan we will look at ways to increase the number of staff who self-disclose. We want to communicate more on the benefits to managers and staff of confidentially self-declaring their profiles. New staff are encouraged to self-disclose and an explanation is given as to why providing this confidential information is important in helping us to understanding the diversity of our workforce as well as and how representative we are to the diversity of the people of Wales. Accurate staff data also enables us to ensure we have the right inclusive policies and support in place to engage more effectively around understanding a diverse range of staff needs.

Self-Disclosure Completion Rates – January 2022

Directorate Disclosure Stats	Number completed disclosure	Number not completed disclosure	Total	Percentage completed disclosure	Percentage not completed disclosure
Operations	889	405	1294	69%	31%
Evidence, Policy and Permitting	447	144	591	76%	24%
Finance and Corporate Services	119	49	168	71%	29%
Communication, Customer and Commercial	76	28	104	73%	27%
Corporate Strategy and Development	79	21	100	79%	21%
Overall Total	1610	647	2257	71%	29%

More information can be found in **Annex 4** on our staff self-disclosure statistics. Disclosure includes 'prefer not to say' option.

Induction for New Staff

All new staff are invited to participate in the Induction programme, some of the learning sessions are core and mandatory whilst others are optional. A session under the heading of 'Caring Organisation' includes presentations on EDI and Welsh language, along with an introduction to each of our staff Networks, this is an optional part of the Induction programme.

These presentations help staff to gain a better understanding of what we mean by equity, diversity and inclusion. Focus also highlights the importance of respecting each other's differences to help in making NRW a diverse, inclusive workplace that welcomes the whole person, and how these differences play an important part in helping NRW to achieve its core purpose as an organisation.

Six presentations on Diversity and Inclusion have been given over the last year as part of the optional programme. Two induction programmes have taken place over the last year. In total, 1508 members of staff attended the first programme with 1421 attending the second.

All staff are required to complete an online, mandatory Diversity and Inclusion course. Completion rates are monitored by our Learning and Development team, with reminders sent to Managers asking them to ensure their team complete this mandatory course.

Gender Pay Gap at 31/3/21

The following shows the reporting outcomes for March 2021 as well as comparisons with previous years.

	2019	2020	2021
Mean	5.3%	2.5%	2.0%
Median	12.1%	3.1%	3.1%

Quartiles	2019		2020		2021	
	Male	Female	Male	Female	Male	Female
Lower Quartile	53%	47%	54%	46%	53%	47%
Lower Middle Quartile	50%	50%	53%	47%	54%	46%
Upper Middle Quartile	54%	46%	52%	48%	51%	49%
Upper Quartile	67%	33%	62%	38%	62%	38%
Total Workforce	56%	44%	55%	45%	55%	45%

Our gender pay gap information is captured on 31st March each year to comply with The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 methodology.

Analysis

We have improved our Mean Gender Pay Gap: the overall mean has reduced by 0.5% from last year's figure, and by 3.3% overall over the last 2 years.

The analysis results in our Gender Pay Gap show that females on average are paid 98p in the £1.00 compared to males; and based on the median of 3.1% are paid 97p in the £1.00 compared to males' hourly pay.

We note that the Upper Quartile shows the broadest variance for proportion of Males 62% and females 38%. This is when compared to the combined workforce figures of Males 55% and females 45% in 2021.

As a comparator in the UK, the Mean Gender Pay Gap has fallen from 10.5% in 2011, to 7.0% in 2020, rising to 7.9% in 2021 ([ONS](#)), but remains positive in value.

Our Median Gender Pay Gap has remained static over the last year, there has been an increased representation of females shown in our lower and upper middle quartiles. On analysis of this data, the gap is not as a result of paying males more than females for the same job – but rather the types of roles that males and females work in and the salaries these roles attract.

There are more males in higher paying roles than females, despite having good representation in leadership roles other high paying roles are attracting more men (STEM i.e. science, technology, engineering, and mathematics, etc.)

Part time working is likely to have an impact on this gap, male employees are less likely to work part time than female employees.

Ethnicity into the Environment

A group of environmental organisations in Wales, led by National Resources Wales, have pooled resources and are looking to collaborate with an organisation or individual with expertise and experience of working alongside ethnic minority networks and groups in Wales. The project aims to build understanding of what is already happening and explore where people would welcome support to access, connect with and take action in nature. Our intention is to move beyond just identifying barriers created by the sector to actively dismantling them.

This work is focused on what ethnic minority-led groups would welcome in terms of support and resources to access, connect with and take action for nature. There will be a strong focus on identifying opportunities led by community interest, building on what's already happening as well as areas that groups or individuals would like to collaborate on. in the future. We want to explore the best way to develop relationships and continue conversations into the future.

Complaints

Over the last year we received 3 complaints in relation to Equality, Diversity and Inclusion as follows:-

1. One complaint was received in relation to the temporary closure of a car park and walking path which the complainant said was unsuitable for disabled users. The decision to close the car park and path was following an incident at the site, where a health and safety review concluded that as duty and care for the contractors and members of the public the car park and path would be closed for the duration of the work.

A temporary pedestrian access to some recreation facilities was constructed, with a stock fence along the path edge to ensure user safety. Due to the terrain and the temporary nature of the path, it was unsuitable for disabled access. NRW accepted the complaint that the path was not inclusive, but due to the temporary nature of the work and health and safety of the users that the path was proportionate and acceptable given the circumstances. Security guards were located in the car park to direct and advise people of alternative suitable car parks and trails within a short distance for all.

The temporary arrangements were explained to the complainant.

2. One complaint was received noting a number of walking paths in NRW managed woodlands had been blocked by gates which provided no alternative access to wheelchair users. One gate with radar key operation allowing disabled access had been broken, cut and replaced with a normal padlock. Photographic evidence was attached to the complaint. The complaint noted other access restrictions in relation to overgrown vegetation and a barrier with a horse step over.

The complainant was contacted by a member of NRW staff by telephone, given an apology and accepted that work needed to be carried out to ensure the walks were accessible. It was explained that due to the amount of anti-social behaviour particularly off-road motorbikes, barriers are installed to try and restrict access to unlawful users due to accidents and near misses.

To address the matters raised, vegetation was cut back, a padlock was replaced with a radar lock, the horse step over was removed allowing wheelchair access whilst keeping the barrier in place. As an organisation, managing and keeping our legitimate users safe can present challenges along with restricting access to anti-social users.

3. A complaint was received in relation to indirect discrimination for reasons relating to a disability breach of section 19 of the Equality Act, which stated that as a publicly funded service NRW were required comply with the public sector equality duties, and engage with Deaf and disabled people, and carry out an equality impact assessment before introducing new procedures, policies or practices. The complaint was in relation to matters noted below:-

- (a) That installation of an exit barrier and intercom system for out of hours emergency exit at one of our car parks indirectly discriminated against the complainant as someone who considered themselves to be disabled for the purposes of the Equality Act 2010;

Action taken by NRW in response to (a) above is as follows:

It was explained that during the working day, wardens are available at the car park to assist anyone who encounters difficulties at the exit barrier. NRW have worked with the barrier supplier who operates the emergency automated intercom out of hours to ensure that if the emergency button is pressed and no direct contact can be made with the individual, the barrier is released allowing exit from the car park.

- (b) That the requirement to provide telephone numbers is mandatory on applications for permissions/permits and as a method of payment for parking permits indirectly discriminates against you as someone who considers themselves to be disabled for the purposes of the Equality Act 2010:

Action taken by NRW to address (b) above is as follows:-

It was explained that one of the three methods available for payment for permits requested a telephone number as mandatory. Two other methods are in place, one at the kiosk at the car park and the other at our visitor centre in Coed y Brenin.

NRW are reviewing our online forms to make sure that we ask applicants whether they have any access needs we need to consider in relation to their applications, and what their preferred method of contact is.

The complainant received an apology with the offer to discuss the matter further. We are keen to understand the difficulties faced to try and provide practical solutions and to continually refine our processes to find more inclusive ways of working with disabled customers.

We are currently reviewing the area of fair access to our services/spaces for people with protected characteristics within our Strategy/Diversity and Inclusion Action Plan.

Conclusion

The findings of this year's report continue to show that Covid-19 has impacted many areas that would be associated with Diversity and Inclusion across the business, for example our work with external accreditations and events to promote and embed equality further was reduced to support wider programmes to ensure the well-being of our staff.

Our major area of work has been to progress our EDI Project 2021 – stages 1 and 2. This staff/stakeholder consultation/engagement process has led to developing six Equality Objectives within our 'Gyda'n Gilydd - All Together' - NRW's Diversity & Inclusion Strategy 2021-25. The strategy was approved by Board in January 2022, with an Action Plan in development.

Our annual Gender Pay Gap (GPG) reporting on 31 March 2021, shows a continuing trend of narrowing our gap, improving the figure this year from 2.5% to 2.0% Mean, and remaining static at 3.1% Median. However, there has been an increased representation of females shown in our lower and upper middle quartiles.

As a comparator in the UK, the Mean Gender Pay Gap has fallen from 10.5% in 2011, to 7.0% in 2020, rising to 7.9% in 2021 ([ONS](#)), but remains positive in value.

The GPG analysis results also show that females on average are paid 98p in the £1.00 compared to males; and based on the median of 3.1% are paid 97p in the £1.00 compared to males' hourly pay.

The findings of our Staff Profiles Analysis show that the broad understanding of diversity of our workforce needs further development within the Diversity and Inclusion Action Plan. This includes close links to our Engagement and Communication Plan to help us engage with and attract a workforce that is more reflective of those communities where some of our largest offices are located. In addition, we will focus for example on supporting increased take-up of flexible/part-time working and attracting younger job applicants, through fair and more inclusive processes - as highlighted within our strategy.

The Equality Impact Assessment review has included an end-to-end process map to enable all 'due regard' considerations, along with a new Stage 1 initial scrutiny template and improved outcomes mapping.

Annex 1

Staff Networks Information

Calon our LGBTQ+ Staff Network

The Network provides support, guidance, and networking opportunities for NRW's LGBTQ+ staff members and allies who wish to support LGBTQ+ equality and inclusion.

The network migrated from contributors of legacy bodies and was the first official staff network group of NRW in April 2013. To date there are 50 formal members, with 130 following the network on Yammer.

Over the last year the network has been involved with the publication of guidance and the gender pronouns video to the organisation in February 2022, as well as raising awareness of International Transgender Day of Visibility on 31 March 2021.

The network will shortly be nominating a new lead following BR standing down in November 2020, celebrating International Days of Visibility and contributing to Stonewall's Workplace Equality Index submission.

Cwtch Carers Network

The Carer's Network (Cwtch) group was established in 2019 with the aim of doing more to recognise, support and value our colleagues who care for a loved one. There are around 30-35 on the meeting group membership, and more in the wider yammer network.

Regular meetings have continued to be held throughout 2021-2022 however with increased demands on many members during lockdown times attendance has been relatively low, as has the time capacity of members to be involved in activities. The network has therefore decided to move to more focussed quarterly meetings during 2022-2023 with the aim of increasing availability and attendance. Kate Cameron is the current Chair with Mariella Scott supporting as Secretariat and Annie Payne supporting both roles.

The network has links to other staff networks such as Dementia Friends and the wellbeing and time to talk groups. One member attends and provides an update at the EDI Forum meetings who continue to support the network.

The Cwtch Yammer group is active with 80 members and an intranet page available to all staff. This includes guidance for staff explaining the support that is available directly from NRW and through our membership of the Employers for Carers scheme. During 2022 there are plans to update the intranet pages.

'Carers Cuppa' sessions take place monthly, such as the Elder Care Cuppa and 'A word' cuppa, and through the yammer group page have recently invited suggestions for any further groups that may be helpful to establish.

In meetings this year the group has discussed:

- The recently released State of Caring report – the UK’s most comprehensive research into the lives and experiences of carers in 2021
- Using technology to support people living well with dementia
- Introduction of an NRW Carer’s passport and supporting policies and procedures
- Activities to promote Carers Rights Day and Carers Week 2021
- EDI Forum support
- The Employers for Carers scheme and the resources available to us as continued members
- How the network can support one another, especially during the pandemic
- The future of our meetings and what we’d like to get from them

Some of our activities in raising awareness over the last year included: -

- In June 2021 Carers Week was celebrated, with a strong intranet presence to let people know about the group. With carers blogs where people shared personal experiences of caring and balancing this with their work lives with a focus on caring through the pandemic. We also held several workshops -support for working carers and support for the line managers of working carers, which were expertly facilitated by Jane Healey from Carers Wales.
- In November on Carer’s Rights Day workshops for line managers were hosted, at the request of some that hadn’t been able to attend previously. Unfortunately, the sessions for line managers weren’t as well supported hoped, due to competing calendar commitments, and a different approach will be taken cascade the recording of one of the presentations to all NRW’s line managers. If, having listened to the recording, line managers have any further questions or would like to chat through some anonymised examples, Carers Wales will be happy to assist via some sessions scheduled around relevant calendars. Cwtch are keen to share the advice and support available from Carers Wales to all our line manager group and have therefore also offered to organise sessions at other organised meetings (such as Executive Team or Leadership Team Group) having visible senior support is a key part of NRW’s commitment.

A significant piece of work that some of the members have been involved in this year has been developing NRW’s Work and Wellbeing Staff Passport and its accompanying procedure and updating the Carers policy and procedure alongside other staff networks.

The Cwtch group continue to work with our Diversity and Inclusion Specialist Advisor to link with the ‘Employers for Carers’ scheme and NRW have remained members of the Wales hub, having recently renewed membership for a second year. The aim of Employers for Carers is to support employers in supporting employees with caring responsibilities and to create carer-friendly workplaces. As mentioned above NRW have access to their publicity, guidance, and training materials, details of which are shared with staff who are carers and their line managers through the intranet, Yammer and Managers Monthly as appropriate.

Neurodiversity Network

The Neurodiversity Network exists to link up Neurodivergent staff, along with allies, so that they can support each other and advise NRW on relevant issues.

The network has been in existence since October 2020 with approximately 30 members in total (This figure fluctuates with staff joining and leaving NRW).

Network activities throughout 2021: -

- Advise on management training on Neurodiversity and review training providers – we helped locate trainers for the Board and had some outdated PCS union training cancelled.
- Provide links to external information sources on Yammer
- Provide discussion and sharing platform on Yammer
- Advise MS Teams setup on suitable backgrounds for neurodivergent staff
- Presentations on Dyslexia and Neurodivergence for Webinar Wednesdays
- Representations on NRW EDI meetings
- Teams' meetings for members
- Advising on the use of language describing neurodivergent conditions

It is early days for Diversity and Inclusion and Neurodiversity and although the Network has been able to engage very positively with NRW and its D&I plans, the individual situations our members find themselves in remain problematic.

The stigma surrounding being Neurodivergent means that many members do not feel in a position to ask for the disability accommodations which they are legally entitled to.

Forward Look for 2022 include -

- Quick guides for managers and colleagues working with neurodivergent staff or staff who think they may be neurodivergent
- Staff training on Neurodiversity for network members to promote the positive embracing of difference and empower staff to ask for accommodations where needed
- Work with ODPM to see if adjustments can be better built into HR processes, e.g. by being a reviewed as part of PDP (personal development plan) meetings
- Briefings on legal rights as staff who are disabled by others' actions, under the Equality Act e.g., the right to adjustments and to use them, to not face harassment around a protected characteristic.

Important dates:

Neurodiversity Celebration Week 2022: March 14 - March 19

Assisted Users ICT Group Network

The primary role of the Assisted User Group ICT and telephony is to provide a focal point for matters relating to accessibility. The group is responsible for ensuring NRW is using standard up to date tools and consistent versions, working with ICT governance for management and delivery of any changes.

Activities the group are involved with include: -

- Help test new software

- Escalate risks and issues to ICT Service Delivery Manager, ICT Service Strategy and Design Manager or relevant member of leadership team
- Share learning, tips, and tricks between users of assisted technology
- Group review of further training and guidance needed from outside the organisation
- Review of progress on current projects relating to assisted user technology
- Raising awareness of assisted user's ICT and Telephony needs in all parts of the business
- Ensuring assisted technology requirements are included in new projects from the outset.

The Network has been in existence since 2013 and currently have 29 members.

Over the last year the group have tested various applications such as the desk booking system to ensure it's accessible and where it's not working with project managers seeking a resolution.

No campaigns or awareness raising was carried out over the last year.

Over the next year the group will continue with testing applications and ensuring that software developed in house or purchased off the shelf is accessible to all.

Dementia Friends

Despite continuing to work from home the network has created 95 new dementia friends between Feb 2021 and the end of January 2022, by running virtual sessions linked to both our new starter induction programme and our #TeamNRW staff webinars.

The network has linked their virtual dementia friend information sessions to our NRW induction programme and now all new starters attend a session during their first few months with us. Two sessions are run by the network, the Dementia Friends Awareness session, and a short session about NRW's journey to becoming a Dementia Friendly Community, the resources that are available to staff and the expectations for staff to be 'Dementia Friendly' in their work. The Education and Health team and the Enabling Services PA team also have participated in the awareness session during team meetings.

NRW are now up to 5 accredited NRW Dementia Champions who can deliver information sessions either face to face or using the new virtual format.

Our Dementia Friendly work continues to be represented at our ongoing EDI Forum meetings and a 'caring for elders' virtual cuppa. The cuppa is supported by a group of a core of 12 people.

Details of our Dementia Friendly Community work are shared on a suite of Intranet pages, which the network continues to maintain and update:

<https://cyfoethnaturiolcymru.sharepoint.com/en-gb/our-organisation/equality-and-diversity/dementia-friendly-community-project>

NRW continues to participate in a Wales-wide 'blue light' dementia group to share learning and best practice. This is co-ordinated by the ambulance service and includes representation from police and fire. Attendance has obviously been impacted this year

however going forwards forum members will provide updates about their dementia friendly initiatives and share best practice.

The following virtual training and events were attended, and relevant information disseminated to the business:

- Dementia Friendly Communities – People & Places training for businesses- Platform Cymru
- International Dementia Conference- Alzheimer's Society
- Wales- Dementia Conference- Alzheimer's Society

The network is participating in NRW's Natur a Ni campaign and have met with members of the team to suggest how NRW can involve stakeholders who are either living with dementia or their carers to participate in the campaign.

As a member of the Health, Education and Natural Resources team one of the Organisational Leads is able to feed into policy development and projects that require knowledge and understanding of people living with dementia and their carers and is supporting the 'Health' specialists within this team. Later this month they will be attending a Centre for Aging and Dementia Research Conference themed around the Decade of Healthy Ageing.

Christian Fellowship Network

Over the last year the Network have continued to adjust to the ebb and flow of Covid restrictions have had the constant stability of sharing bible passages and encouragement through the Yammer page. There have often been times when the picture or video shared has really struck a chord with one or more of the group, who are learning more from each other and building stronger relationships, even though many of us have never met face to face. A massive thank you goes to Ian Metcalf for his steadfast approach to sharing amazing pictures, videos, and words every day come what may.

The meetings have also seen an ebb and flow of attendees with different people attending the Short Monday prayer meetings and the regular the longer lunchtime sessions every other week on a Wednesday or Thursday. The network continues to stand with each other, learning more of God's grace and favour and going deeper into topics to both inspire and challenge us. Very often this leads into the context of NRW work environment and the need to pray for both the organisation generally and specific groups of staff that may come to mind.

The network has continued to connect regularly in the Monday sessions and the alternate Thursday lunchtime sessions with colleagues in Welsh government – which continues to be a great blessing and surprise advantage of the continuing covid situation.

Over the year the network has started to make more links with the national support organisation for workplace Christian Fellowships – Transform UK. The network is hoping to explore other ways of connecting with them this year and benefitting from the support they can give.

It has also been a blessing to be able to regularly present in the New starter induction programme – The network and thankful that NRW are prioritising staff networks through

this programme as it really highlights the support and favour, we have from NRW to continue to meet and be able to prioritise this network and for it to really feel part of the organisation.

The network has been in existence since 2014 and currently there are 30 members in the Christian Fellowship Yammer/email group. Generally, between 5 and 10 attend the networks regular meetings, which changes depending on staff availability.

Muslim Network

The network was launched for anyone in the organisation who is a Muslim or would like to find out more about the Islamic faith, meet new people and simply show support as an ally.

The network exists to raise awareness and help staff to have a better understanding about Islam rather than the negative and sometime Islamophobic exposure they get. This is totally unacceptable and helps no one to live in harmony with each other in a community.

Diversity and inclusion are an important part of the NRW and therefore, NRW should be committed to making our organisation as diverse as the environment around us. This needs to be given priority by the NRW ET/Board and to go beyond policies.

This is so important as the Islamic community (like other ethnic minority communities) who are under-represented as per the population within the NRW staffing levels. These communities are far away from the reach of the NRW be it in staff numbers or wider engagement.

Annex 2

List of Equality Impact Assessment topics carried out in 2021 to 2022

The 32 assessments that were carried out were: -

- WISKI Project Phase 2
- Social Sensing Software
- AssessNet
- Citizens River Habitat Survey
- Community Woodland Enabling
- Contract Management Support Service
- Leave Policy and Procedures
- Menopause Policy and Procedures
- Provision of Eye Test and Glasses Policy and Procedures
- I&D Strategy – All Together
- Grants Change Programme
- HAV's Policy and Procedure
- Llyn Tegid Project Review
- Microsoft Teams Project
- Microsoft Teams Phase 3
- Natur a Ni
- NRW Corporate Plan 2022 – 2027
- EDI Project Overview Stages 1 and 2
- Telemetry System Replacement
- Office Booking System
- PPM Policy
- Retrospective Newborough Car Park
- Stephenson Street Flood Alleviation Scheme
- Water Abstraction Reform
- Disciplinary Policy
- Further Education Policy
- Permissions Development and Innovation Project
- Potential Outcomes of Contractual Rotas Project
- Well-being Staff Passport
- Carers Passport
- Reasonable Adjustments Policy

Annex 3

Recruitment Statistics for January 2021 to December 2021

What is your age group?

Age group	Total
16 – 24	354
25-34	619
35-44	373
45-54	181
55-54	81
65+	#
Prefer not to say	15
Blank	#

What is your Gender?

Gender	Total
Male	940
Female	675
Non-Binary	16
Prefer Not to Say	#

Does your Gender Identity Match the sex you were assigned to at Birth?

Gender Identity	Total
Yes	1605
Prefer Not to Say	12
No	#
Blank	#

Are you currently married or in a Civil partnership?

Married or Civil Partnership	Total
No	1146
Yes	455
Prefer Not to say	23
Blank	#

What is your sexual orientation?

Sexual orientation	Total
Heterosexual / Straight	1446
Prefer not to say	74

Bisexual	51
Gay Man	30
Gay Woman / Lesbian	17
Prefer to use own term	#
Blank	#

What caring responsibilities do you have?

Caring responsibility	Total
None	1259
Primary Carer of children (under 18)	252
Secondary Carer	73
Prefer not to say	36
No record	#
Primary Carer (over 65)	#
Assist in caring	#

Do you consider yourself to have a disability?

Disability	Total
No	1578
Yes	42
Prefer not to say	#
Blank	#

Guaranteed Interview requests

Requested	Total
No	221
Yes	32
No Record	1376

Guaranteed Interview offered

Interview offered	Total
Yes	21
No	11
No offer due to not meeting minimum required criteria	

What is your religion or belief?

Religion or belief	Total
Have no faith or belief	945
Have faith or belief	580
Prefer not to say	103
No record	#

What is your ethnicity?

Ethnicity	Total
White (English, Welsh, Scottish, Northern Irish, British, Irish, Gypsy or Traveller, any other White background)	1521
Prefer not to say	32
Asian/Asian British (Indian, Pakistani, Bangladeshi, Chinese, any other Asian background)	26
Other ethnic group (Arab or any other ethnic group)	23
Mixed/Multiple ethnic groups (White and Black Caribbean, White and Black African, White and Asian, any other mixed/multiple ethnic background)	11
Black/ African/Caribbean/Black British (African, Caribbean, Any other Black/African/Caribbean background)	11
No record	#

Annex 4

Staff Self-disclosure stats

Age Analysis

	February 2020		January 2021		January 2022	
Age	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Under 25	62	3.1%	73	3.3%	33	1.5%
25 to 35	401	19.9%	429	19.2%	428	19.0%
35 to 45	605	30.0%	654	29.2%	636	28.2%
45 to 55	619	30.7%	663	29.6%	671	29.7%
55 to 65	309	15.3%	385	17.2%	446	19.8%
65 and above	18	0.9%	33	1.5%	43	1.9%
Total	2014	100%	2237	100%	2257	

Age Profile – Full-Time and Part Time Staff

	February 2020		January 2021		January 2022	
Age part -time	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Under 25	No information	No information	#	0.0%	0	0.0%
25 to 35	No information	No information	38	1.7%	37	1.6%
35 to 45	No information	No information	111	5.0%	106	4.7%
45 to 55	No information	No information	105	4.7%	100	4.4%
55 to 65	No information	No information	72	3.2%	76	3.4%
65 and above	No information	No information	10	0.4%	16	0.7%
Total	No information	No information	337	15.1%	335	14.8%
Age full-time						
Under 25	No information	No information	72	3.2%	33	1.5%
25 to 35	No information	No information	391	17.5%	391	17.3%
35 to 45	No information	No information	543	24.3%	530	23.5%
45 to 55	No information	No information	558	24.9%	571	25.3%
55 to 65	No information	No information	313	14.0%	370	16.4%
65 and above	No information	No information	23	1.0%	27	1.2%
Total	No information	No information	1900	84.9%	1922	85.2%
Total overall	No information	No information	2237	100%	2257	100%

Working Arrangements

	February 2020		January 2021		January 2022	
Working Arrangements	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Full-time	1690	84%	1900	84.9%	1922	85.2%
Part-time	324	16%	337	15.1%	395	14.8%
Total	2014	100%	2237	100%	2257	
Of those who disclosed Working Arrangement						
Full-time - Male	1028	51.4%	1150	51.4%	1147	50.8%
Full-time - Female	662	32.9%	750	33.5%	775	34.3%
Part-time - Male	71	3.5%	75	3.4%	79	3.5%
Part-time - Female	253	12.5%	262	11.7%	256	11.3%
Total	2014	100%	2237	100%	2257	

Disability Analysis

	February 2020		January 2021		January 2022	
Disability status	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
No	1230	61.1%	1329	59.4%	1390	61.6%
Yes	65	3.2%	70	3.1%	83	3.7%
Prefer not to say	719	35.7%	838	37.5%	784	34.7%
Total	2014	100%	2237	100%	2257	100%

Gender Analysis

	February 2020		January 2021		January 2022	
Gender	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Male	1230	61.1%	1225	54.8%	1226	54.3%
Female	65	3.2%	1012	45.2%	1031	45.7%
Prefer not to say	719	35.7%	2237	100%		
Total	2014	100%	10	50.0%	2257	100%

Sexual Orientation Analysis

	February 2020		January 2021		January 2022	
Sexual orientation	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Heterosexual / straight	1115	55.4%	1214	54.3%	1288	57.1%
Prefer not to say	851	42.3%	970	43.4%	914	40.5%
Gay Woman / Lesbian	12	0.60%	15	0.67%	15	0.66%
Gay man	12	0.60%	11	0.49%	12	0.53%
Bisexual	12	0.6%	17	0.8%	18	0.8%
Other	12	0.6%	10	0.4%	10	0.4%
Total	2062	100%	2237	100%	2257	
% of workforce identifying as LGBTQ+	48	2.4%	53	2.4%	55	2.39%

Ethnicity Analysis

	February 2020		January 2021		January 2022	
Ethnicity	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
White	1272	63.2%	1371	61.3%	1440	63.8%
Prefer not to say	713	35.4%	832	37.2%	782	34.6%
Mixed multiple ethnic groups	12	0.6%	14	0.6%	16	0.7%
Asian/Asian British	10	0.5%	14	0.6%	13	0.6%
Black/African/Caribbean/Black British	#	#	#	#	#	0.1%
Other ethnic groups	#	#	#	#	#	0.2%
Total	2014	100%	2237	100%	2257	
% of staff who identify as Black, Minority Ethnic	29	1.44%	34	1.52%	35	1.6%

Religion, belief, or non-belief analysis

	February 2020		January 2021		January 2022	
Religion, belief or non-belief	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Have no faith or belief	463	23.0%	515	23.0%	650	28.8%
Have a faith or belief	565	28.1%	587	26.2%	501	22.2%
Prefer not to say	986	49.0%	273	12.2%	1106	49%
Total	2014	100%	2237	100%		
% of staff who identify their religion, belief, or non-belief	565	28.1%	587	26.2%	502	22.2%

Caring Responsibilities

	February 2020		January 2021		January 2022	
Caring responsibilities	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Have a caring responsibility	684	34.0%	739	33.0%	568	25.2%
Have no caring responsibility	836	41.5%	956	42.7%	783	34.7%
Prefer not to say	494	24.5%	542	24.2%	906	40.1%
Total	2014	100%	2237	100%	2257	

Type of caring responsibility

Caring responsibility	February 2020		January 2021		January 2022	
	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Primary carer of child/children under 18	339	68.6%	369	68.1%	381	67.1%
Secondary carer	73	14.8%	82	15.1%	91	16.0%
Multiple caring responsibilities	44	8.9%	47	8.7%	45	7.9%
Primary carer of person over 65	20	4.0%	25	4.6%	30	5.3%
Primary carer of disabled child/children	#	#	10	1.85%	#	#
Primary carer of disabled adult (over 18)	10	2.0%	#	#	12	2.1%
Total	494	100%	542	100%	568	100%

National Identity Analysis

	February 2020		January 2021		January 2022	
National Identity	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Prefer not to say	No Information	No Information	766	34.2%	738	32.7%
Welsh	No Information	No Information	701	31.3%	100	4.4%
British	No Information	No Information	612	27.4%	17	0.8%
English	No Information	No Information	90	4.0%	#	#
Other	No Information	No Information	48	2.1%	634	28.1%
Scottish	No Information	No Information	16	0.7%	50	2.2%
Northern Irish	No Information	No Information	4	0.2%	714	31.6%
Total	No Information	No Information	2237	100%	2257	100%

Draft for approval

Welsh Language Ability of Staff

	February 2020		January 2021		January 2022	
Language Ability	Number of staff	Percentage of staff	Number of staff	Percentage of staff	Number of staff	Percentage of staff
Staff who have self-assessed language skills in MyNRW	1873	93.0%	2128	95.1%	2214	98.1%
Staff who have declared they are able to communicate in Welsh at various levels	1811	89.9%	2041	91.2%	2126	92.2%
Able to pronounce basic Welsh phrases and names	801	39.8%	915	40.9%	941	41.7%
Able to construct basic Welsh sentences	405	20.1%	438	19.6%	458	20.3%
Fluency in spoken and written Welsh	267	13.3%	310	13.9%	331	14.7%
Fluency in spoken Welsh	204	10.1%	225	10.1%	222	9.8%
Able to discuss some work matters confidently	134	6.7%	153	6.8%	174	7.7%
No understanding of Welsh	62	3.0%	87	3.9%	88	3.9%
No return completed	141	7.0%	109	4.9%	43	1.9%
Total	2014	100%	2237	100%	2257	100%

Welsh Language Ability by Directorate January 2022

Language Level	Communication Customer and Commercial	Corporate Strategy and Development	Evidence, Policy and Permitting	Finance and Corporate Services	Operations	Total
0 - No understanding of Welsh	#	#	20	11	49	88
1 - Able to pronounce basic Welsh phrases and names	24	36	263	72	546	941
2 - Able to construct basic Welsh sentences	18	26	146	34	234	458
3 - Able to discuss some work matters confidently	#	#	53	14	95	174
4 - Fluency in spoken Welsh	#	10	44	15	144	222
5 - Fluency in spoken and written Welsh	36	17	61	19	198	331

Note: Data below 10 is shown as a # for data protection purposes.

Board Paper

	Paper Details
Paper title:	Wellbeing, Health and Safety (WHS) Quarter 3 Report
Paper Reference:	22-03-B11
Paper sponsored by:	Prys Davies, Executive Director of Corporate Strategy and Development
Paper Presented by:	Charlotte Morgan, Wellbeing Health & Safety Manager
Purpose of the paper	Discussion

Issue

1. This is the Wellbeing, Health and Safety (WH&S) Quarter 3 - 2021/2022 performance update.

Summary

2. To provide the Board with a WH&S update.

Recommendation

3. The Board are asked to comment on the WH&S Report.

Key Risks

4. The WH&S team continue to manage wellbeing, health and safety risks. In looking ahead, NRW will need to maintain and also develop and improve further our own strong culture of wellbeing, health and safety monitoring and learning. This will continue to be the key element of our future strategy to move forward.
5. The WH&S team will use the information gathered and lessons learnt in the development of our future strategy and action plan.

Financial Implications

6. It is recognised that the mismanagement of WH&S has significant financial implications. The WH&S team are continuing to put new systems in place in order to manage our WH&S risks and therefore reduce any costs. As well as protecting our staff

and those working on and using the estate NRW manage, there could be significant financial implications arising from failures to implement a robust WH&S system.

Equality Impact Assessment (EqIA)

7. Has not been produced for this report.

Index of Annex

- WH&S Report Quarter 3



Board Report Q3- Engagement Pack – October to December 2021

Serious Incident Reviews Summary

<p>1.</p> <p>Details: EV Car Charging.</p> <p>Reference: ACCB879/A1</p> <p>Incident date: 24/08/2019</p> <p>Type of SIR: Near miss.</p> <p>Full investigation: Completed</p>	<p>Total actions: Of which:</p> <ul style="list-style-type: none"> • Completed & Closed: 9 • Open: 1 • Overdue: 0 	<p>10</p>
<p>2.</p> <p>Details: Boom had become detached on one side. The worker immediately stopped works and removed the machine from site to prevent any environmental issues.</p> <p>Reference: ACCB1092 / A1</p> <p>Incident date: 21/10/2019</p> <p>Type of SIR: Near miss.</p> <p>Full investigation: Completed</p>	<p>Total Actions: Of which:</p> <ul style="list-style-type: none"> • Completed & Closed: 13 • Open: 3 • Overdue: 0 	<p>16</p>
	<p>Total actions Of which:</p>	<p>13</p>
<p>Open actions: 1</p> <p>Final completion date of February 2022.</p>		
<p>Open actions: 3</p> <p>Final completion date of March 2023.</p>		

<p>3.</p> <p>Details: Digger un-earthed a live cable at approximately 2-3 inches below the surface of the ground car park in Bwlch Nant yr Arian</p> <p>Reference: ACCB1092 / A2</p> <p>Incident date: 09/01/2020</p> <p>Type of SIR: Near miss.</p> <p>Full investigation: Completed</p>	<ul style="list-style-type: none"> • Completed & Closed: 9 • Open: 4 • Overdue: 0 	
<p>Open actions: 4</p> <p>Final completion date of March 2022.</p>		
<p>4.</p> <p>Details: Chainshot hit `marguard` in front windscreen of harvester</p> <p>Reference: ACCB1092/A3</p> <p>Incident date: 17/02/2020</p> <p>Type of SIR: Near miss.</p> <p>Full investigation: Completed</p>	<p>Total actions 9</p> <p>Of which:</p> <ul style="list-style-type: none"> • Completed & Closed: 9 • Open: 0 • Overdue: 0 	
<p>Completed</p>		
<p>5.</p> <p>Details: Near miss Ringbarking concerns -Cwm Cletwr near Tre`ddol Village.</p> <p>Reference: ACCB1092/A4</p> <p>Incident date: 27/03/2020</p> <p>Type of SIR: Near miss</p> <p>Full investigation: Completed</p>	<p>Total actions 20</p> <p>Of which:</p> <ul style="list-style-type: none"> • Completed & Closed: 19 • Open: 1 • Overdue: 0 	
<p>Open actions: 1</p> <p>Final completion date of February 2022.</p>		
<p>6.</p> <p>Details: Felled tree was left leaning (hung-up) against another tree.</p> <p>Reference: ACCB1092/A6</p> <p>Incident date: 10/03/2020</p>	<p>Total actions 4</p> <p>Of which:</p> <ul style="list-style-type: none"> • Completed & Closed: 2 • Open: 2 • Overdue: 0 	
<p>Open actions: 2</p> <p>Final completion date of June 2022.</p>		

<p>Type of SIR: Near miss.</p> <p>Full investigation: Completed</p>		
<p>7.</p> <p>Details: Lorry overturned while transporting stone from Halfway to Glasfynydd.</p> <p>Reference: ACCB1092 / A5</p> <p>Incident date: 09/07/2020</p> <p>Type of SIR: Injury</p> <p>Full investigation: Completed</p>	<p>Total actions Of which:</p> <ul style="list-style-type: none"> • Completed & Closed: 11 • Open: 2 • Overdue: 0 	<p>13</p>
<p>8.</p> <p>Details: BT reported a spurious voltage on equipment at their telephone exchange emanating from Kidwelly flood warning station.</p> <p>Reference: ACCB1907/A3</p> <p>Incident date: 11/11/2020</p> <p>Type of SIR: Near miss.</p> <p>Full investigation: Completed</p>	<p>Total actions Of which:</p> <ul style="list-style-type: none"> • Completed & Closed: 11 • Open: 27 • Overdue: 0 	<p>38 (3 tasks assigned to Team Leaders)</p>
<p>9.</p> <p>Details: The incident occurred on the forest road below a clearfell coupe in Afan forest park.</p> <p>Reference: ACCB1097/A1</p> <p>Incident date: 09/04/2021</p> <p>Type of SIR: Near miss.</p> <p>Full investigation: SIR opened and awaiting further information from contractor.</p>	<p>The SIR has been opened and awaiting further information (report) from the contractor.</p>	

<p>10.</p> <p>Details: Fatal accident on NRW estate to member of the public. Blaenrhonnda Forest, near Blaencwm, Penpych.</p> <p>Reference: ACCB903/A5</p> <p>Incident date: 07/05/2021</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: SIR opened and paused.</p>	<p>The SIR has been paused due to further investigation by the police and the coroner has adjourned the case until October 2022.</p>
<p>11.</p> <p>Details: Fatal accident on NRW estate to member of the public. Sgwd Pannwr plunge pool, Brecon Beacon.</p> <p>Reference: ACCB890/A5</p> <p>Incident date: 05/06/2021</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: SIR opened and paused.</p>	<p>The SIR has been paused due to further investigation by the police and the coroner has adjourned the case until October 2022.</p>
<p>12.</p> <p>Details: Fatal accident on NRW estate to member of the public. Sgwd Gwladus waterfall in Powys.</p> <p>Reference: ACCB890 / A6</p> <p>Incident date: 18/08/2021</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: SIR opened and paused.</p>	<p>The SIR has been paused due to further investigation by the police and the coroner has adjourned the case until October 2023.</p>
<p>13.</p> <p>Details: The incident occurred with a fleet vehicle and the handbrake mechanism.</p>	<p>The SIR has been completed. Undergoing final scrutiny prior to publishing in February 2022.</p>

<p>Reference: ACCB890 / A8</p> <p>Incident date: 02/08/2021</p> <p>Type of SIR: RIDDOR reportable injury.</p> <p>Full investigation: SIR opened and paused.</p>	
<p>14.</p> <p>Details: Fatal accident on NRW estate to a sub-contractor working on a standing sales site. Coed Taff Forest.</p> <p>Reference: ACCB1092/A12</p> <p>Incident date: 12/10/2021</p> <p>Type of SIR: Fatal incident.</p> <p>Full investigation: SIR opened and paused.</p>	<p>The SIR has been paused due to further investigation by the police and Health and Safety Executive. (see below)</p>

Incidents on NRW Estate

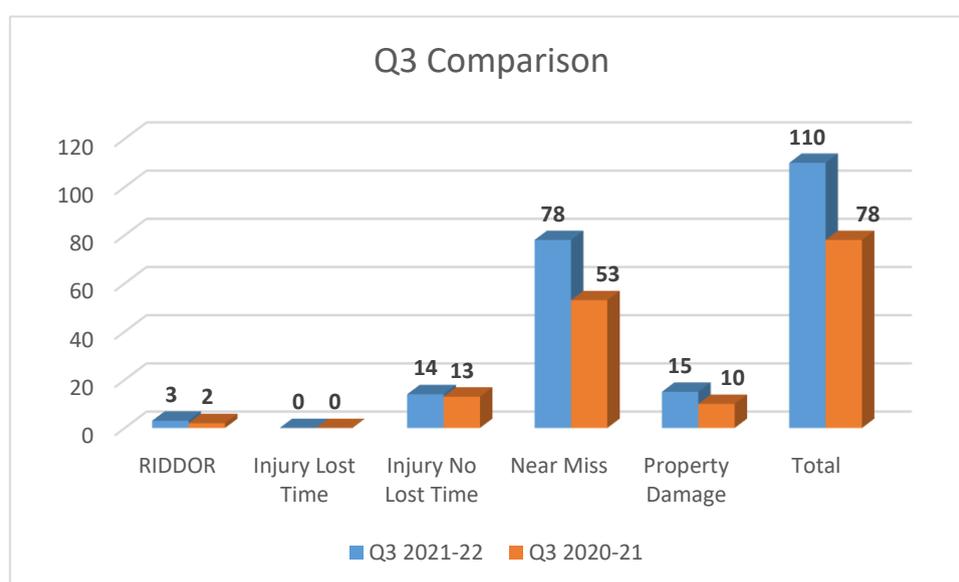
1. On the 12th October 2021, sadly, there was a fatal accident at Coed Taff Forest, which is within the NRW estate. The coupe within Coed Taff Forest was sold as part of a timber sales contract. Euroforest were the successful “standing sales” bidder, where the successful bidder buys the right to harvest the standing trees.
2. The Police and Health and Safety Executive (HSE) are currently investigating the site to ascertain what happened. The site remains closed until further notice.

Incidents

AssessNET Incident Data (all NRW)

NRW	Q3 2021- 22	Q2 2021- 22	Q1 2021- 22	Q3 2020- 21	FY 2020- 21	FY 2019- 20	FY 2018- 19	FY 2017- 18	FY 2016- 17	FY 2015- 16
RIDDOR	3*	2	0	2	3	5	2	8	9	12
Injury Lost Time	0	1	0	0	1	8	7	10	13	14

Injury No Lost Time	14	31	18	13	37	98	115	164	153	159
Near Miss	78	63	52	53	165	226	242	301	364	477
Property Damage	15	9	17	10	31	32	41	46	62	64
Total	110	106	87	78	237	369	407	529	601	726



NRW Totals for Q3 2021/22.

3. A total of **110** incidents have been reported for Q3 2021/22– this constitutes a mixture of employee, contractor, and member of public injuries and near misses. This compares to a total of **78** reported for the same period Q3 2020/21.

2 RIDDOR industrial disease (HAV's surveillance) (2 for same period last FY) –

IP diagnosed with HAV's related Carpal Tunnel Syndrome.

IP diagnosed with ongoing HAV's related disease captured through health surveillance.

1 Contractor Fatality – *not our RIDDOR to report but captured in our data as a RIDDOR (0 for same period last FY) – IP *contractor on standing sales site) fatally injured during felling operations – see Coed Taff SIR above.

31 Injury with no lost time (13 for the same period last FY) – For staff injuries there are a mix of cuts/grazes and slips/trips/falls.

63 Near Miss (53 for the same period last FY) – A mix of reports relating to staff lone working events and driving at work, and contractor near misses (forestry work).

9 Property Damage (10 for the same period last FY) – most relating to vehicles, 1 electrical fire at Itton Depot.

Current incident themes:

- Mountain Bike/slips and trips injuries to members of the Public at our Visitor/Trail Centres
- Slips/Trips/Falls
- Cuts/grazes
- Incidents relating to driving at work and NRW vehicles.

ISO 45001: 2018

4. The contract for the certification for ISO 45001:2018 has been awarded to British Standards Institute (BSi). ISO 45001:2018 is an international standard for health and safety at work developed by national and international standards committee.
5. On the 23rd of December 2021, NRW received formal confirmation of registration to ISO 45001:2018.
6. The ISO 45001:2018 standard is designed to prevent work-related injury and ill-health and to provide safe and healthy workplaces by providing a framework where we can manage and continuously improve our approach to health and safety.
7. Achieving this standard will help NRW ensure the long-term wellbeing, health, and safety of everyone – staff, visitors, contractors and customers.
8. NRW should be proud of the achievement, many organisations fail to attain the standard, as it is a difficult standard to achieve and maintain.
9. There are two actions that need to be addressed with supporting action plans and will be audited at all the forthcoming audit surveillance visits to ensure NRW are improving and fulfilling the legal requirements.

Risk Assessment Management

10. As part of being compliant with ISO 45001, all NRW teams will need to have work activity specific risk assessments. The WH&S team have been working with NRW teams to assist the development of the risk assessments in AssessNet.
11. To make the development of these more efficient and consistent, the WH&S team have developed templates that can be used by managers and team leaders. The WH&S team have also re-populated standard hazards and control measures in the system that team leaders and managers can use and custom to their work activities. Where teams already have specific risk assessments, but in another

format, the WH&S team are assisting the business in updating these onto AssessNet.

Policy update

12. A number of the WH&S policies and procedures were reviewed and updated. These included: -

- Occupational health policy and procedure
- Incident reporting policy and procedure
- Hand Arm Vibration procedure
- Lone and remote working policy and procedure

13. These have been endorsed by the Leadership Team Group and signed off by the members of the National WH&S committee.

Training sessions

14. The WH&S team delivered a number of training awareness sessions over Q3 on Risk Assessment. The risk assessment awareness sessions will continue to be available throughout the year for any new managers, team leaders in total, the following have been delivered: -

15. 9 Risk assessments sessions delivered, and 78 staff attended.

Internal Audit Programme

16. The internal audit team notified the WH&S team that one internal audit review would take place in 2021/2022. This internal audit review was to focus on the Hand Arm Vibration (HAVs) process, which was completed on October 2022 with a moderate reassurance rating.

Updates to existing systems and contracts

17. The WH&S team are currently looking to upgrade the following systems.

- AssessNet,
- Peoplesafe and
- Reactec.

18. Work is being done on the retendering for the PPE contract.

19. These new systems and the PPE contract aiming to be in place for the next financial year.

Wellbeing Health & Safety Pre-qualification questionnaires

20. To ensure that contractors and customers who work on NRW land are adequately assessed at the pre-qualification stage and ensure that they are competent and

have made suitable arrangements in place to manage WH&S a prequalification assessment is undertaken.

21. In total, the following have been assessed and approved -

12 transport of plant framework assessments – 9 of the initial assessment required further clarification, with 3 assessment being approved on initial assessment.

1 boat work framework assessment – this required further clarification.

22. Where potential contractors/customers/suppliers fail the initial assessment, further guidance is provided in that area to allow them to re-submit further supporting evidence. The guidance is reviewed and updated to improve the process for NRW's contractors and customers.

Coronavirus/Covid-19

23. As a result of the pandemic, there has been a need for additional WH&S advice, support and guidance for staff who are working from home and teams who were still undertaking key and essential works activities. Welsh Government (WG) implemented a plan based on alert levels.

24. The WH&S team continue to work with facilities and teams within NRW to provide support and guidance on Covid 19 procedures to ensure NRW remains legally compliant in this area.

25. All alert level information can be found on the Coronavirus intranet page.

Wellbeing initiatives and developments

Corporate Health Standard

26. The focus for 2021/2022 is to ensure suitable and sufficient evidence and supporting information is continued to be gathered for the Gold level award assessment. The action plan was submitted to Public Health Wales for the gold level award assessment in March 2021.

27. However, all Corporate Health Standard (CHS) assessments are dependent on how Public Health Wales and their resources and processes due to Covid-19. Their focus is currently on organisations that have awards to revalidate before moving onto new award assessments. NRW's silver award will expire in March 2022.

Wellbeing Initiatives

28. The WH&S team have run 2 Wellbeing Drop-in session for team leaders and line managers. These sessions are for team leaders and line managers to ask questions or seek advice, support and guidance on any wellbeing issues. They are not used to discuss any individual cases but to ask general advice wellbeing, such as undertaking an occupational health referral, advice on stress, mental health issues etc.

29. To co-incide with October's Breast Cancer awareness month, an awareness session with the company, Breast Cancer Now, was delivered.

30. A burn-out awareness session was arranged during November for all staff which covered what is burnout, risk factors for burnout, prevention and cure of burnout.

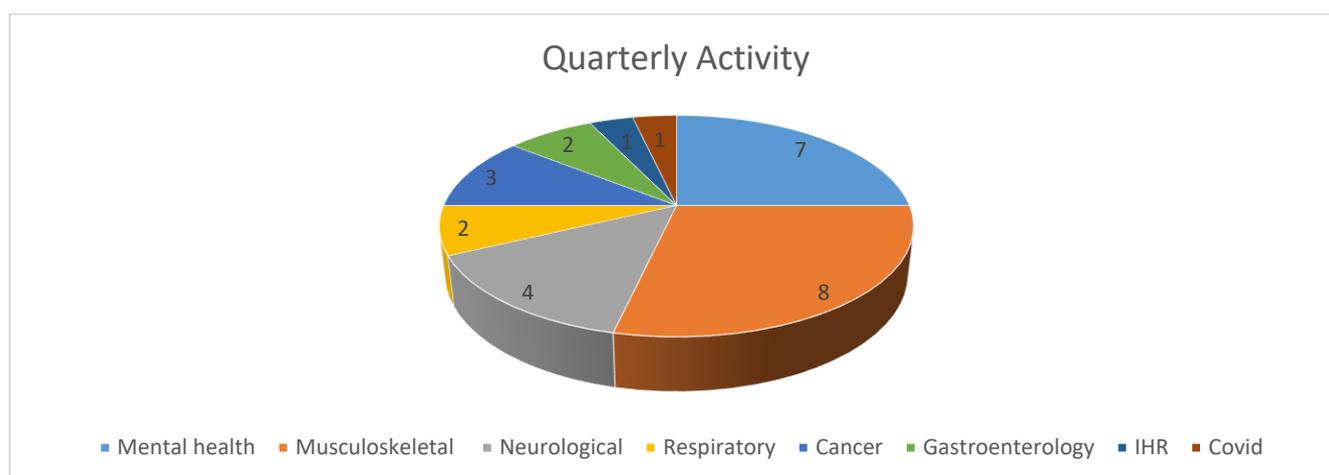
31. To co-incide with Movember, the WH&S team arranged for Prostate Wales to deliver an awareness session. Also, to focus in on men's health, Time To Change Wales presented a session on men's mental health.

NRW Occupational Health Statistics

Quarter 3 – October to December 2021

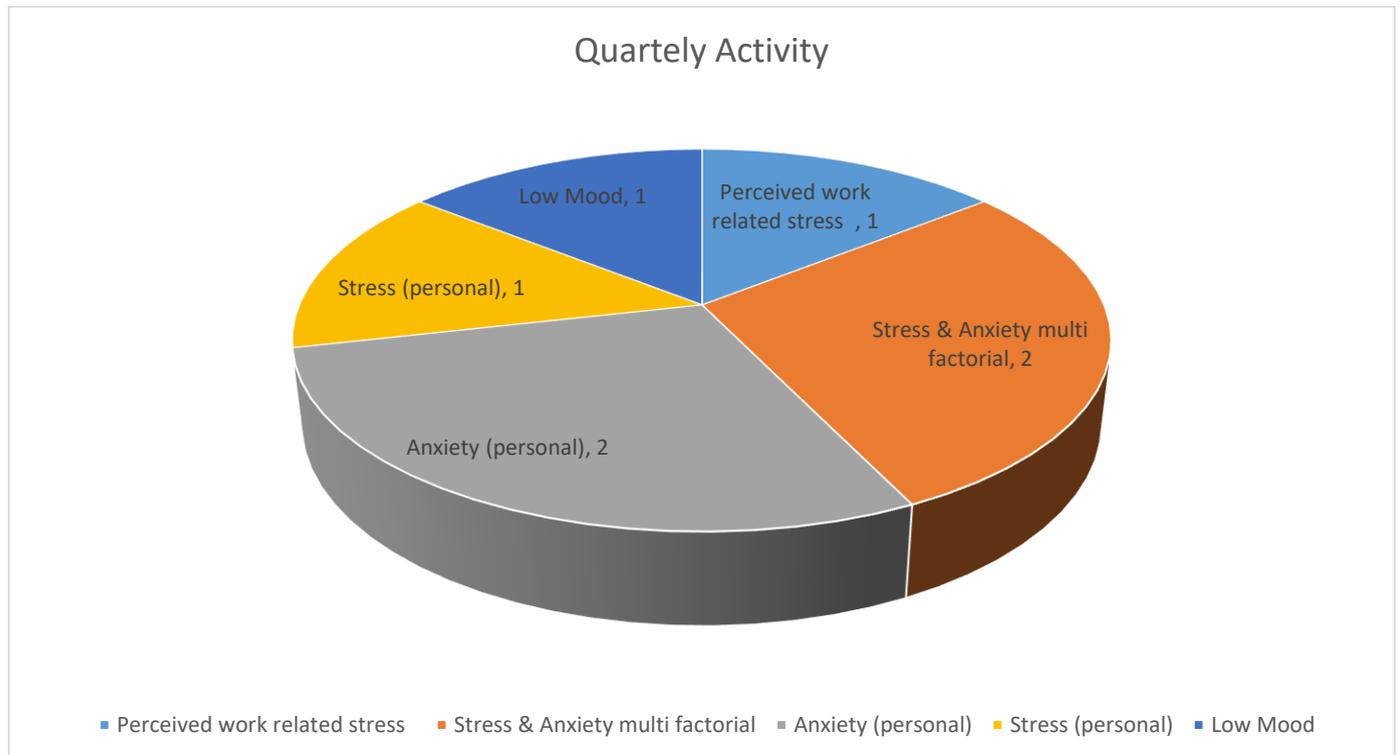
Summary	Comparison from previous quarter
28 referrals/reviews	-10 (38)
37 HAVS screening	+ 37 (0)
3 HAVs Tier 4 assessments	+3 (0)
26 Conflict Resolution screening	+26 (0)

Medical reason for referral



32. Musculoskeletal is the main reason for referrals this quarter at 28.5% Mental health is second at 25% which is a 9% decrease from last quarter.

Mental health categories



33. 12.5% of the mental health referrals are perceived to be work related which is an 18.5% increase from the last quarter.

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

Board Paper

	Paper Details
Paper title:	Public Service Board Well-being Plans and the process for approving them in 2023
Paper Reference:	22-03-B12
Paper sponsored by:	Ceri Davies, Executive Director of Evidence, Policy and Permitting; Gareth O'Shea, Executive Director of Operations
Paper Presented by:	Bill Purvis, Health, Education, Access and Recreation Manager; Fen Turner, Lead Specialist Advisor, Natural Resources and Well-being
Purpose of the paper	Scrutiny/decision
Recommendation	<ul style="list-style-type: none"> • The NRW Board takes steps towards enabling the approval of each of the 15 well-being plans prior to their publication in 2023 • The NRW Board delegates the detailed scrutiny of the plans and any consequent comments and/or recommendations in accordance with Option C as set out in this paper. • The NRW Board accepts the draft terms of reference for each associated leadership and oversight group identified in Annex 2 and 3 of this paper • The NRW Board nominates a member of the NRW Board to represent the NRW Board's interests as a member of the newly formed Well-being Planning Leadership Group.

Issue

1. The Well-being of Future Generations Act requires the approval of Public Services Boards' well-being plans by NRW. This function may only be exercised at a

“meeting of the body” (statutory guidance SPSF3 p 29, s155 for the statutory members of the Public Services Board).

2. The well-being planning process and the requirements upon NRW as statutory members of all Public Services Boards allows us, as the lead environment body for Wales, to ensure activity which addresses the climate and nature emergencies is embedded into core joint working practices across the public sector in line with the sustainable development principle of the Well-being of Future Generations Act¹.
3. This paper sets out three options for a process and governance route for formal Board approval to reduce the burden on the NRW Board whilst meeting the legal requirements and asks for our recommended option to be adopted.

Background

4. The Well-being of Future Generations (Wales) Act 2015 established Public Services Boards which included NRW as a statutory member.
5. Public Services Boards comprise of the following statutory members: Natural Resources Wales, local authorities, Local Health Boards, and fire and rescue authorities.
6. In addition, the following are invited members: Welsh Ministers, the chief constables, the police and the crime commissioner for a police area any part of which falls within the local authority area, a person required by arrangements under section 3(2) of the Offender Management Act 2007 to provide probation services to the local authority area, at least one body or organisation representing voluntary organisations and any other body or organisation which the Public Services Board considers appropriate to invite.
7. Wales currently has 15 Public Services Boards and it is likely that NRW will be required to sign off 15 well-being plans.
8. The purpose of Public Services Boards (as set out by a duty in the Act), is to improve the economic, social, environmental, and cultural well-being of their area.
9. Public Services Boards have four main tasks:
 - To prepare and publish an assessment of the economic, social, environmental, and cultural well-being of the area.
 - To prepare and publish a Local Well-being Plan (WBP) for the area setting out its own well-being objectives and the steps it proposes to take to meet them.

¹ In this Act, any reference to a public body doing something “in accordance with the sustainable development principle” means that the body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Well-being of Future Generations (Wales) Act 2015 Part 2 ‘Improved well-being, section 5 ‘the sustainable development principle, paragraph (1)

- To take all reasonable steps to meet the objectives they have set.
 - To prepare and publish an annual report that sets out the Public Services Board's progress in meeting its well-being objectives.
10. Public Services Boards (PSBs) are currently delivering the well-being plans which were published during the first round of well-being planning in 2018 and run until 2023.
11. This paper refers to NRW involvement in signing off the new versions of all well-being plans as these are required to be refreshed following Senedd elections on a quinquennial basis. In this instance publication of each plan must be no later than May 2023 however, each individual PSB will be working to their own deadlines.
12. Actions set out in the well-being plan must demonstrate contribution to Wales' well-being goals and must be delivered in accordance with the sustainable development principle. The Well-being of Future Generations (Wales) Act 2015 recognises this may require new and different ways of working – a cultural shift in behaviour.

Assessment

Statutory requirements

13. We are now at the beginning of a new cycle. The individual well-being assessments, which will inform the well-being plans are approaching final draft stages. The well-being assessments must be published by May 2022. The well-being plans will be drafted based on these assessments.
14. In 2017 NRW established a system for reviewing and approving Public Services Boards' first well-being plans. This comprised a four-person strong NRW Sub-Board (chaired by Howard Davies) with delegated authority to scrutinize and approve each of the 19 well-being Plans individually. Although rigorous, feedback suggests this process was time-consuming for the Sub-Board members.
15. This paper sets out the details of a new process which moves NRW away from scrutinising each individual well-being plan at the approval level. Instead, NRW is advised to develop a framework which enables a more diverse number of roles and technical expertise to feed directly into the well-being planning process. All Place-based staff can then assess each individual plan against the framework and provide consistent feedback to all PSBs across Wales.
16. Once created, this integrated framework can then be scrutinised and tested by an agreed oversight grouping in order to make sure the process is robust and fit for purpose. The same group can then make distinct recommendations to the assurance group ready for the Board. This is different to the scrutiny of each individual well-being plan and should enable NRW to target support in a more efficient and joined up way.
17. Due to the Place-based nature of this work exact dates for each plan publication may vary although windows for activity are broadly similar. A 12-week statutory consultation will likely take place between October and December 2022 with

publication of the plans required by May 2023. The 15 new plans (five Public Services Boards in South East Wales have been amalgamated), must be approved by the NRW Board in the final quarter of the 2022/23 financial year.

18. Supporting the full assurance process for this period will require an extension to the Fixed Term Appointee (FTA) supporting this work.

Process

Establishment and use of an assessment and framework:

19. A Well-being Planning Framework for Approval has been created to assess, support and co-ordinate NRW's input into the well-being Assessment and planning process. The framework has been co-developed by the Natural Resources and Well-being Strategy and Policy team in partnership with Place-based Public Services Board practitioners. Contributions have also been provided by relevant technical specialists from our evidence and policy teams. Oversight on product development has been provided by the Natural Resource Management Integration Subgroup. (See Annex 1 for framework).
20. Use of the Well-being Planning Framework for Approval will enable NRW to determine collectively whether well-being plans reflect a meaningful assessment of environmental well-being and will provide assurance to NRW's Board. This framework has also been designed to support our Public Services Boards to develop in a way which will drive meaningful changes to working practices between our own organisation and that of others as we move from assessment and into plan.
21. The Well-being Planning Framework for Approval will be "applied" to PSB products to influence and support each statutory consultation stage. These formal consultations also offer opportunity for our staff to engage and influence to further enable assurance for formal sign off. The statutory requirement on the NRW Board is to sign off each of the well-being plans at the end of the process ahead of their publication in May 2023.
22. Well-being Planning Framework for Approval will be applied at the following times throughout the process:
- Well-being Assessment consultation (November–January 2022)
 - Draft well-being objectives (May-June 2022)
 - Well-being plan consultation (October-December 2022)
23. As well as supporting and guiding Place-based input into each individual well-being plan, the creation and application of the Well-being Planning Framework for Approval will:
- Provide a joined-up narrative of PSB activity, progress and NRW advice over the entirety of the well-being plan production timeline to help inform the final

NRW sign-off stage. This learning will be inputted into a Well-being Plan Progress tracker.

- Enable a more consistent and efficient opportunity for Place teams working with technical and policy advice teams to input into the well-being planning process. These functions will focus their activity on providing consistent advice and guidance at the framework level once for Wales, with place interpreting and applying the learning from the locality, taking a Place-based approach.

Roles and Responsibilities

24. Whilst the Place-based interactions between NRW and our PSB partners is already underway it is important that NRW identifies an appropriate mechanism to ensure adequate levels of leadership and oversight is factored into the development and assurance process. **Leadership:** This will involve providing clear direction on expectations that NRW has in relation to Well-being Plan content as well as undertaking the role of final assurance for all well-being plans. The process will follow the agreed framework and the leadership role will track implementation and provide direction through the process (see Well-being Planning Leadership Group draft terms of reference Annex 2).
25. The Leadership role will need support with consistency and overall scrutiny of process and application of the framework. **National oversight:** This will involve testing the application of the Well-being Planning Framework and thereby ensuring consistency in advice, guidance, and delivery across Wales. It will contribute to the development of a robust process, increasing our support to Public Services Boards where most needed by enabling workforce planning decisions to respond to need (see Well-being Planning Oversight Group draft terms of reference Annex 3).
26. The Timeline for Place, Oversight and Leadership Involvement in the sign off process is included in Annex 4.
27. A Public Services Board “development day” is being proposed for all those involved in May/June 2022 so that all three functions (leadership; oversight; Place) involved in this work can share learning and experiences, receive information on tools and support, address emerging issues and develop the Well-being Planning Framework for Approval further. This will be an opportunity for leadership to set out their aspirations around final well-being plan approval at the end of the process. This day will be run and facilitated by the Natural Resources and Well-being Strategy and Policy team.

Options

28. This section will set out three options for achieving the statutory required well-being plan approval.

29. All options require the full Board to approve all 15 well-being plans in batches of two as part of planned Natural Resources Wales Board Meeting scheduled for Quarter 4 2022/23.
30. Each option below sets out the level of governance and assurance to support well-being plan approval and provides three options for Natural Resources Wales Board member involvement in each (**see Annex 5** for description and analysis of options).
- **Option A** – Standard: Full Board involvement in the approval based on assurance being provided by a subgroup of the Board.
 - **Option B** – Delegated Leadership: Executive Team (ET) to provide Leadership assurance role and make recommendations to the NRW Board for approval. Natural Resources and Well-being Subgroup to provide the oversight function. Governance embedded into ET “business as usual approach.”
 - **Option C** – Delegated Leadership, Hybrid: Leadership assurance role to be delegated to a Leadership level group including a member of NRW Board. Oversight function to be made up of a hybrid mix of representation from across the business with a strong lead from Place.

Summary

31. The Board has obligations pursuant to S43(6) WFGA 2015. That being the formal sign off of all well-being plans across Wales for publication by May 2023 (NRW Board meeting Q4 2022-23).
32. The Board requires assurance that plans presented for approval are scrutinised and assured and can delegate this function to the executive function of NRW. This paper sets out the framework and options by which this can take place in a consistent and collaborative way across Wales.
33. The Board is presented with three options to govern and enable assurance and sign off of all 15 plans in accordance with its statutory duty.

Recommendation

34. This paper was informed by Leadership Team Group, the Natural Resources and Well-being Integrated Sub-Group, the NRM Business Board and the Executive Team. Based on those discussions, the consensus reached is that Option C is the preferable route for well-being plan assurance and is compliant with our legal advice and standard governance approaches to delegation of duties. It also provides a strong role for Place, has support of NRW Board membership and avoids involving all Board members in the full well-being plan assessment and scrutiny.

Key Risks

35. We fail in our statutory duty to support the delivery and sign off of well-being plans which facilitate the interaction with Area statements and make the important link between people and the benefits provided by nature.
36. We fail to adequately resource the approach and assurance process and sign off plans which poorly address the opportunities and risks to the environment and people.

Next Steps

37. Following the Board's decision, the Natural Resources and Well-being Strategy and Policy team will work with delegated groups to convene and plan the necessary next steps through to final well-being plan approval, working with the relevant secretariats to ensure time on agendas is made available.
38. Once roles and responsibilities are confirmed and assigned these will be circulated to the NRW Board for information. Draft terms of reference for each group to be formally approved by the NRW Board and included in the minutes.
39. A date will be imminently set for the "Public Services Boards Development Day" and an invitation sent out to all NRW Board members for information.
40. Document Management System locations for all relevant paperwork to be confirmed.

Financial implications

41. Staff time from existing budgets

Equality Impact Assessment (EqIA)

42. Not required at this stage

Index of Annex

- Annex 1: Well-being Planning Framework for Approval
- Annex 2: Well-being Planning Leadership Group Draft Terms of Reference
- Annex 3: Well-being planning Oversight Group Draft Terms of Reference
- Annex 4: Timeline for Well-being plan approval 2022_23
- Annex 5: Analysis of Options



Annex 1

Briefing note

Well-being Planning Framework for Approval

1. Working with our Public Services Boards

In order to provide targeted and co-ordinated support to all of our Public Services Boards (PSBs) throughout the Well-being planning period and subsequent consultations, NRW have developed a framework to guide their responses and help us target and prioritise our support.

This framework will enable NRW to determine collectively whether Well-being Plans are reflective of a meaningful assessment of environmental well-being. Working in this way will also help support our PSBs to develop in a way which will drive meaningful changes to working practices between our own organisation and that of others as we move from Well-being Assessments and into well-being planning.

1.1. When

NRW will aim to provide formal written feedback on PSB products at three separate intervals during the development of Well-being Plans. This will include this round of **Well-being Assessment consultation**, again following the development of **draft Well-being objectives**, and for one final time during **Well-being plan Consultation**.

Each stage will allow NRW to involve as wide a range of technical specialists as possible within our own organisation. The process will also provide the NRW board with a documented story of Well-being Plan development in each place. This will be invaluable to them at the end of the process when they are looking to sign off each individual Well-being Plan.

1.2. What

In order to provide targeted and co-ordinated support to all of our Public Services Boards, NRW will aim to arrange its feedback into the following categories:

- i) Items which are special or significant and distinct to place
- ii) Assessment and analysis of Environmental Well-being
- iii) Future trends
- iv) Application of the Climate Change Risk Assessment for Wales (CCRA3)
- v) Inequalities between communities and exposure to environmental risk

Beneath each heading we have considered our recommendations for the assessment, our aspirations for future development of the Well-being Plan and the NRW contribution to all of the above as an integral partner in the well-being planning process.

The above categories have been drawn from Welsh Government's Statutory guidance. NRW will use these categories in combination with the framework for assessing Environmental Well-being provided by [SoNaRR2020](#) to inform all of our consultation responses. Where applicable, we will also draw on local information and evidence gathered as part of the Area Statement(s) which is applicable to the place.

For more information on how SoNaRR2020 and Area Statements are informing our responses please refer to document: Using SoNaRR to inform Well-being Assessments (appendix 1).

2. The framework categories

It is important to note that the quality of an assessment is not determined by its structure alone. There will be as many different ways to assess environmental well-being in a place as there are places. This framework will help officers to "sort" our PSB well-being planning activity within each category. Undertaking this exercise from the earliest opportunity to do so will help NRW target the support provided to PSBs over time.

The following criteria have been produced in order to categorise the quality of the assessment and target NRW's contribution in an integrated way.

2.1. Special or Significant and distinct to place

Our natural assets can be used to deliver preventative, cost-effective, and long-term nature-based solutions to some of our most complex social, economic and cultural well-being needs. By shining a light on the spatial opportunities provided by an area's natural environment we can better understand what is special or significant about the landscapes and natural habitats of this place. Area Statements can provide a useful reference point here.

This increased understanding will be vital for Public Service Boards who should ensure that these natural assets are safeguarded and enhanced for future generations. As the Public Services Board moves forward into response analysis,

it will be important to consider how the natural assets of the place may be used to solve problems and address well-being needs identified in the wider assessment.

2.1.1. Developing

Reports in this category would display the following type of features:

- Spatial opportunities or particular broad habitats that are distinct to place have not been identified.
- Natural assets framed as problems to be managed.

NRW would want to support all of its PSBs to progress from this category.

2.1.2. Meeting Expected

Reports in this category would display the following type of features:

- Consideration and demonstration of what is special or significant about a place, its natural assets, and what is good about them.
- Acknowledgement of the importance of local spaces as assets, and their roles in people's well-being. Consideration of how people engage and interact with these places.

2.1.3. Greater depth

Reports in this category would display the following type of features (all of the above plus):

- Exploration of how the area's natural assets can benefit communities and address some of well-being needs and problems identified in the wider assessment.
- Use of information on what is special or significant about the area's natural assets to consider where partners can safeguard and enhance the health of these assets and how to resource this

2.2. Environmental well-being

The extent to which the management and use of global natural resources are helping to realise the four aims of the Sustainable Management of Natural Resources (SMNR) in any one place, can be used as an indication of the likelihood that SMNR is being achieved across all places, and in turn as a measure of environmental well-being.

Evidence taken from SoNaRR2020, along with additional local and national evidence sets can help provide a local assessment of environmental well-being and therefore help public bodies better understand the extent to which they are delivering in accordance with the *sustainable development* principle.

See Appendix 1 Using SoNaRR in Well-being Assessments for a guide on pertinent indicators.

2.2.1. Developing

Reports in this category would display the following type of features:

- The use of the national indicators as they relate to environmental well-being is not complete.
- National indicator reporting where present is detailed in isolation with little contextual analysis.
- Little or no use of local evidence to help frame and contextualise the national indicators has been made. Little or no use or reference to Area Statement or SoNaRR evidence has been made.

NRW would want to support all of its PSBs to progress from this category.

2.2.2. Meeting Expected

Reports in this category would display the following type of features:

- Analysis clearly aligns to the four aims of SMNR detailed in SoNaRR.
- Demonstrated use of National Indicators, SoNaRR and local data sets including the Area Statement.

The concept of environmental well-being is dependent on factors which relate both social and economic well-being dimensions. It is these factors which often place the greatest pressures upon the natural world so to understand environmental well-being in the round (and across all four SoNaRR Aims) it is important that they are taken into consideration. (See Appendix One for more info). Whether an integrated understanding of environmental well-being happens in a specific chapter or not, what NRW would expect to see would be that socio-economic data is incorporated into the understanding of what the data means.

2.2.3. Greater depth

Reports in this category would display the following type of features (all of the above plus):

- Analysis aligned to the four aims of SoNaRR and an understanding of how they relate to each other evidenced.
- Drivers of poor environmental well-being within the social and economic spheres understood and evidenced.

Since the last round of Well-being planning, there have been a number of significant shifts in public discussion and understanding in Wales. The

connections between all four dimensions of well-being are being made apparent in the playing out of everyday events. Accompanying this is an emerging appreciation of the need for co-ordinated public sector responses. Those assessments and plans which are operating in the greater depth category will not only be assessing Environmental Well-being in line with the four aims of SoNaRR but they will also be looking to combine data, evidence sets and expertise to identify how collaborative public sector working can drive transformation in the food, energy and transport sectors.

2.3. Future Trends

2.3.1. Developing

Reports in this category would display the following type of features:

- No consideration of likely future trends and their potential impact on Wellbeing relevant to “place”.
- No evidence of consultation with partners and stakeholders on the analysis of existing trends e.g. no use of the Welsh Governments Future Trends Report (FTR) and/or Go-Science UK [trend deck](#), and no use of any of the range of Futures Tools and techniques available in the [UK Governments Futures Toolkit](#)

NRW would want to support all of its PSBs to progress from this category.

2.3.2. Meeting Expected

- Appropriate partner and stakeholder consideration of the “possible” future trends and their potential impact on PSB “place”. This consideration of place, should be including the local NRW work on area statements and the national messaging on SoNaRR
- Evidence of specific analysis of the identified future trends in the Welsh Governments FTR report and/or Go-Science UK [trend deck](#) and some use of any of the range of Future Tools and techniques available in the [UK Governments Futures Toolkit](#) e.g. a single session with a collection of relevant stakeholders to run a Three Horizon Workshop, or a detailed SWOT/STEEPLE analysis, or a Driver mapping workshop**.

2.3.3. Greater depth

Reports in this category would display the following type of features (all of the above plus):

- Extensive partner and stakeholder collaboration and co-production of the analysis of the “possible” future trends and their potential impact on each PSB “place”.
- This would include evidence of the use of multiple relevant futures resources e.g. Go-Science UK [trend deck](#), FTR, plus things like private sector scenarios and other sources as needed. This would include **multiple** sessions with a collection of relevant stakeholders to: run a Three Horizon Workshop/ a detailed SWOT/STEEPLE analysis and a Driver mapping workshop**. It might, but

doesn't have to, include production of multiple scenarios and/or options for delivery.

** all the tools mentioned here are within the UK Governments Futures Toolkit, and/or NRW staff have been trained in them. Additional NRW futures guidance is available on request.

2.4. Climate Change Risk Assessment

2.4.1. Developing

Reports in this category would display the following type of features:

- Very limited or no assessment of climate change risk in relation to the PSB area, with only limited reference to national Welsh or UK risks identified in the CCRA3. No or very little reference to other vulnerability or impact assessment data relevant to or specific to the PSB, such as Shoreline Management plans or flood risk data, nor assessment of how those risks impact upon the 'place'.
- Reference only to a very limited range of risks such as flood risks and impacts at a high-level: may reference some particular communities affected. Limited or no reference to Shoreline Management Plans or other regional or local data. Limited information on impacts on key assets in the place, including infrastructure, protected areas/habitats and communities.

NRW would want to support all of its PSBs to progress from this category.

2.3.2. Meeting Expected

- A substantial assessment of climate change risk in relation to the PSB area has been conducted, with a demonstrable review of all national Welsh or UK risks identified in the CCRA3, even if only a subset are considered in more detail. The assessment should demonstrate how other vulnerability or impact assessment data relevant to the CCRA3 that are regional or specific to the PSB have been considered, such as Shoreline Management plans or flood risk data. It is clear that the implications of the highlighted CCRA3 risks on assets within the 'place' has been considered so that the need for adaptation measures has been evaluated even if they have not been considered in detail.
- Coastal Adaptation: Uses flood risk and erosion data to highlight communities and localities most at risk and describes potential impacts this may have on them and their assets/infrastructure and the need to engage with these communities whilst the impacts on changes to natural habitats and ecosystems may be more limited. There is reference to Shoreline Management Plans and/or opportunities for nature-based solutions to support coastal adaptation, but detail may be at a high-level.
- The report sets out how key place relevant risks (across all well-being dimensions) have been identified and any additional regional or local data available. Through considering the risks in a local context it is possible to set out which localities are likely to be impacted and should be prioritised for

adaptation measures. The assessment will include identification of key infrastructure, protected areas/habitats and communities that will be impacted by risks.

2.3.3. Greater depth

Reports in this category would display the following type of features (all of the above plus):

- A full analysis (even if only qualitative) of the relevance of all the CCRA3 risks in place will be set out and the degree to which they are already recognised and mitigated. Any place specific local risks have been identified. For all those risks relevant to place a prioritisation exercise has identified those requiring urgent action informed by the CCRA3 risk classification (i.e. more action needed/further investigation/sustain current action/watching brief). This will require an assessment of the degree to which current policy and practice along with any existing adaptation and risk management measures are able to manage those risks. Uses flood risk and erosion data to highlight communities and localities most at risk.
- Uses relevant data to highlight communities and localities most at risk.
- Details potential impacts on communities and infrastructure along with impacts on habitats such as through coastal squeeze. The report will set out risk management approaches and opportunities to adapt to risks, such as opportunities for nature-based solutions to support coastal adaptation. The report may set out opportunities for engagement with affected communities to enable delivery of the measures or at least to develop an approach for this.

2.5. Inequalities

2.5.1. Developing

Reports in this category would display the following type of features:

- Environmental and socio-economic inequalities between and within communities may have not been adequately identified.
- Little or no reference to specific communities which are more vulnerable to the cumulative impacts of environmental risks and hazards. This includes but is not limited to flood risk, poor air quality, noise pollution, water quality (water supply and bathing waters: public health impact) and INNS (public health impact).
- Assessments in this category will not have evidenced an understanding and analysis of the socio-economic demographics of the communities within the PSB area.

NRW would want to support all of its PSBs to progress from this category.

2.5.2. Meeting Expected

- Environmental and socio-economic inequalities between and within communities have been adequately identified. This would include reference to

specific communities which are more vulnerable to environmental risks and hazards. This includes but is not limited to flood risk, poor air quality, noise pollution, water quality (water supply and bathing waters: public health impact) and INNS (public health impact).

- Assessments in this category will have adequately evidenced an understanding and analysis of the socio-economic demographics of the communities within the PSB area. At a minimum we would expect this to include the core data set indicators of Aim 3 of SoNaRR. Environmental risks and societal impacts which relate to the core indicators should be demonstrated, e.g. poor air quality areas should be identifying the socio-economic impacts on people and communities. Issues are known and clearly identified (spatially / geographically by locality). (See document “Understanding populations and communities” for reference draft at present may need to use a pilot approach).

2.5.3. Greater depth

Reports in this category would display the following type of features (all of the above plus):

- Environmental and socio-economic inequalities between and within communities have been identified in depth, providing a comprehensive picture of the PSB area. The ability of current policy and practice to manage exposure to multiple and cumulative risks is evidenced. The opportunities for primary prevention intervention are identified and prioritised.
- Primary prevention interventions should be included in, but not necessarily be limited to, those policies that cover transport (inc. active travel); energy; food; access and recreation; countryside, coastal and greenspace management (inc. blue space); education, skills and volunteering; housing; woodland and canopy cover. The multiple benefits, to the environment and people, of primary prevention interventions are identified.

Appendix 1



Using SoNaRR to
inform Well-being As:

Annex 2

Well-being Planning Leadership Group (WBPLG) Terms of Reference

1. Purpose of the Well-being Planning Leadership Group (WBPLG)

- 1.1. The purpose of the WBPLG is to act as a sub-group of the NRW Board and to provide assurance to the NRW Board so that they may be satisfied in undertaking their role of approving the Well-being Plans of all Public Services Boards in Wales (during a meeting of the NRW Board in the final quarter of the 2022/23 financial year).
- 1.2. The aim of the WBPLG is to ensure that collaborative public sector activity which seeks to address the climate and nature emergencies is embedded into all Well-being Plans. This group will set the ambition for driving that collaborative action with NRW's key public sector partners on this agenda.
- 1.3. The WBPLG will monitor the progress of each Public Services Board as they develop Well-being Plans, through regular updates from the Well-being Planning Oversight Group (WBPOG). These updates will demonstrate NRW's input into the development of all Well-being Plans across Wales and outline progress (or otherwise) towards nature and climate emergency related objectives for each Public Service Board.
- 1.4. Executive contingency function: The WBPLG will be prepared to make executive level interventions during the process, if deemed necessary, to ensure that each proposed Well-being Plan is compliant with the sustainable development principle.¹

2. Deliverables

- 2.1. The WBPLG will:
 - 2.1.1. Prepare a mission statement which outlines the NRW ambition to support collaborative working on the nature and climate emergencies through our Public Services Board partnerships.
 - 2.1.2. Provide a brief verbal update on progress at NRW Board meetings on the 'story' of Well-being Plan progress.
 - 2.1.3. Identify opportunities for NRW to embed learning from this programme of work into a "business as usual approach" to strategic joint working on the nature and climate emergencies with our key partners.
 - 2.1.4. Following completion of the programme, prepare a "lessons learned" paper which can inform future practice.
 - 2.1.5. Take part in an NRW Public Services Board "development day" where leadership, oversight and place functions associated with this work can share learning and experiences, identify aspirations for the work and co-develop support tools for implementation.

Annex 2

2.1.6. Appoint membership to and confirm terms of reference for the Well-being Planning Oversight Group.

3. How the WBPLG will deliver

3.1. The WBPLG will:

3.1.1. Challenge the process for Well-being Plan sign off and ensure that it is consistent, robust and fit for purpose.

3.1.2. Make recommendations for change where appropriate.

3.1.3. Invite input and respond to feedback from 'critical friends' across Wales where appropriate to do so.

3.1.4. Ensure that the four aims of SMNR and 3 Systems for transformation identified in SoNaRR2020 inform and influence all deliverables.

3.1.5. Challenge and influence organisational thinking.

4. Governance and attendance

4.1. Acceptance of these terms of reference by the NRW Board represent a delegation of its duties to the WBPLG to scrutinise the production of all Well-being Plans prior to their publication in May 2023.

4.2. WBPLG meetings will follow an agenda and actions will be recorded. The administration of this group will be provided by the Natural Resources and Well-being strategy and policy team.

4.3. The WBPLG will meet in advance of NRW Board meetings on a quarterly basis until final approval of the plans has been completed.

4.4. The WBPLG will be chaired by a member of the NRW Board.

4.4.1. WBPLG attendees:

NRW Board Member (Chair)

Lead Specialist Advisor- Natural Resources and Well-being (Secretariat)

Head of Business representation

Head of Governance representation

Head of Knowledge Strategy and Planning representation

ⁱ In this Act, any reference to a public body doing something "in accordance with the sustainable development principle" means that the body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

Annex 3

Well-being Planning Oversight Group (WBPOG) Terms of Reference

1. Purpose of the Well-being Planning Oversight Group (WBPOG)

- 1.1. The purpose of the WBPOG is to coordinate and scrutinise the application of the NRW Well-being Planning Framework for Approval in the development of Well-being Plans and make recommendations for sign off of Plans across Wales to the Well-being Planning Leadership Group (WBPLG) as appropriate.
- 1.2. In fulfilling this purpose, the WBPOG will ensure that the process for Well-being Plan approval is robust, fit for purpose and allows NRW to provide a consistent and targeted level of support to all Public Services Boards across Wales. The WBPOG will seek to provide a level of oversight for NRW's involvement in Well-being Planning development.
- 1.3. The aim of the WBPOG is to ensure that the ambition and leadership direction outlined by the WBPLG for supporting collaborative action on the nature and climate emergencies is realised and embedded into each Public Services Board's Well-being Plan.

2. Deliverables

- 2.1. The WBPOG will:
 - 2.1.1. Provide feedback on the effectiveness of the NRW Well-being Planning Framework for Approval and its ability to support the development of PSBs towards undertaking collaborative activity which seeks to address the climate and nature emergencies.
 - 2.1.2. Test the application of the NRW Well-being Planning Framework for Approval at each application by applying the framework in the capacity of moderator to ensure its consistency in application.
 - 2.1.3. Provide recommendations for how to adapt the framework where required and provide a steer to Place officers undertaking the work with Public Services Boards, where necessary.
 - 2.1.4. Review NRW's proposed contributions to each Public Services Board and make the required case for workforce planning decisions across the NRW business to respond to need in an agile and planned manner (considering the longer-term requirement to deliver actions in partnership).
 - 2.1.5. Produce and manage a risk register to ensure all activity is on target to meet the requirements for each phase of the development of Well-being Plans.
 - 2.1.6. Create and implement a Well-being Planning Progress tracker tool to track progress.

Annex 3

- 2.1.7. Provide regular updates on progress to the WBPLG on the 'story' of the Well-being Plan progress and prepare papers for review and action by the WBPLG.
- 2.1.8. Make recommendations for where NRW could embed learning from this programme of work into a "business as usual approach" to strategic joint working on the nature and climate emergencies with our key partners.
- 2.1.9. Following completion of the programme, work with the WBPLG to prepare a "lessons learned" paper which can inform future practice.
- 2.1.10. Take part in an NRW Public Services Board "development day" where leadership, oversight and place functions associated with this work can share learning and experiences, identify aspirations for the work and co-develop support tools for implementation.

3. How the WBPOG will deliver

- 3.1. The WBPLG will:
 - 3.1.1. Challenge the process for Well-being Plan sign off, ensuring that it is robust and fit for purpose.
 - 3.1.2. Make recommendations for change where appropriate and ensure feedback from the WBPLG is incorporated at every opportunity to do so.
 - 3.1.3. Invite input and respond to feedback from 'critical friends' across Wales where appropriate to do so.
 - 3.1.4. Ensure that the four aims of SMNR and 3 Systems for transformation identified in SoNaRR2020 inform and influence all deliverables.
 - 3.1.5. Challenge and influence organisational thinking.

4. Governance and attendance

- 4.1. Acceptance of these terms of reference by the NRW Board represent the assignment of oversight and scrutiny activity pertaining to Well-being Plans to the WBPOG.
- 4.2. WBPOG meetings will follow an agenda and actions will be recorded. The administration of this group will be provided by the Natural Resources and Well-being strategy and policy team.
- 4.3. The WBPOG will meet in advance of WBPLG meetings on a quarterly basis until final approval of the plans has been completed.

Annex 3

4.4. The WBPOG is chaired by a member of the Head of Service for Natural Resources and Well-being.

4.4.1. WBPLG attendees:

Head of Service for Natural Resources and Well-being (Chair)

Lead Specialist Advisor- Natural Resources and Well-being (Secretariat)

Other Officers as determined by the WBPLG

NRW policy officers (as appropriate)

NRW place officers (as appropriate)

DRAFT

Annex 4

2022	Jan	Feb	March	April	May	June	July	August	September	October	November	December	
Place	Well-being Assessment consultation response (Framework application x15)				Draft well-being Objectives Consultation response (Framework Application x15)	Development day (4 Hours)				Draft Well-being plan Consultation and framework application x15			
Oversight			Establish	Test framework application with x3 well-being assessments (2 days) Make recommendations to leadership (2 hours)				Test framework application with x3 draft well-being objectives. (1.5 days) Make recommendations to leadership (2 hours)					Test x3 Draft Well-being Plans. (1.5 days)
Leadership			Establish	Receive update and feed into framework (1 hour)						Receive update / Feed into framework (1 hour)			

Annex 4

2023	Jan	Feb	March	April	May	June
Place					Well-being plan publication	Review process and take forward look into delivery (4hours)
Oversight	Make recommendations to leadership (2 hours)	Facilitate sign off				
Leadership	Receive update (1 hour)	Well-being Plan approval and sign-off (1 hour)				

Annex 5

Analysis of Options

Option A- Standard: Full Board involvement in the approval based on assessment by a subgroup of the Board.	
Leadership and approval	<p>Full NRW board. Full board would receive recommendations from their subgroup as part of a tabled agenda item at their regular scheduled NRW Board meeting. All would attend a “Public Services Board Development Day” to provide leadership and direction to the process as well as identify aspirations and expectations for well-being plan sign off. Updates will be received from the oversight sub-group in the form of standard agenda items during scheduled Board meetings.</p> <p>Estimated time commitment: 1.5 – 2.5 days</p>
Scrutiny and oversight	<p>Sub-group of NRW board: An oversight sub-group of the NRW Board should be set up immediately to scrutinise the application Well-being Planning Framework for Approval at every stage. This will involve three distinct testing opportunities where the oversight sub-group will be able to test the application of the Well-being Plan Framework for Approval by taking three separate well-being plans and applying the framework themselves to ensure consistency in its application has been applied at the place level.</p> <p>This function should convene on an ad hoc basis with work being undertaken between meeting schedules and ahead of NRW board meetings. Updates will be provided to the NRW board at quarterly intervals.</p> <p>Estimated time commitment: 7-12 days</p>
Governance	<p>Risk management: Integrated and embedded into current risk schedules for NRW Board</p> <p>Route for update and recommendations: Sub-group to update full NRW Board via standard agenda item 4x1 hour slots in 2022 and 1 x 1 hour slot 2023.</p> <p>Final approval arrangement: Final recommendations will be made to the full Board in January 2023 and on their approval, sign off of each individual well-being plan will happen at a planned NRW planned board meeting in Q4 2022/23 (likely staggered into batches of two)</p>

Option specific risks	<ul style="list-style-type: none"> • This option requires significant time and input from board members whose time is limited • In the middle of the Well-being Plan cycle (November 2022) just under 50% of the Board may be subject to change which would disrupt the process and risk delay
Benefits	<p>Involvement and ownership from the board will help NRW progress this work and potentially open up new strategic ways of working between our own board and other public sector executive teams and functions</p> <p>Allows board members with an interest in this work to get involved learn and provide their much-valued insights and expertise.</p> <p>Should we need to use contingency measures later on in the process, members of the board will be well-versed in the reasons to do so and able to pick up high level strategic conversations with National partners as required.</p>

<p>Option B – Delegated Leadership: Executive Team to provide Leadership assurance role and make recommendations to the NRW Board for approval. Natural Resources and Well-being Subgroup to provide the oversight function. Governance embedded into ET “business as usual approach.”</p>	
Leadership and direction	<p>Executive Team: All members of the Executive Team would attend a Public Services Board “Development Day” to provide leadership and direction to the process as well as identify aspirations and expectations for well-being plan sign off.</p> <p>Final recommendations will be made by the Executive Team to the NRW Board in January 2023 and on their approval, sign-off of each individual Well-being Plan will happen at an NRW planned board meeting in Q4 2022/23 (likely staggered into batches of two).</p> <p>Estimated time commitment: 1.5 – 2.5 days</p>
Scrutiny and oversight	<p>Natural Resources and Well-being Integration Sub-group: The Natural Resources and Well-being Integration Sub-group should identify a task and finish group of selected members to immediately scrutinise the application of the Well-being Framework for Approval at every stage. This will involve three distinct testing opportunities where the oversight group will be able to test the application of the</p>

	<p>framework. This function should convene on an ad hoc basis with work being undertaken between Natural Resources and Well-being Integration Sub-group scheduled meetings and ahead of Executive Team meetings. Updates will be provided to the Executive Team as standard agenda items on scheduled meetings.</p> <p>Final recommendations will be made to the Executive Team by the Natural Resources and Well-being Integration Sub-Group in December 2023.</p> <p>Estimated time commitment: 7-12 days</p>
Governance	<p>Risk management: Integrated and embedded into current risk schedules for the Executive Team and Natural Resources and Well-being Integration Sub-Group</p> <p>Route for update and recommendations: Natural Resources and Well-being Integration Sub-group to update Executive Team via standard agenda item 4x1 hour slots in 2022.</p> <p>Final approval arrangement: Final recommendations will be made to the full NRW Board by the Executive Team in January 2023 and on their approval, sign off of each individual well-being plan will happen at a planned NRW planned board meeting in Q4 2022/23 (likely staggered into batches of two)</p>
Risks	<ul style="list-style-type: none"> • Substantial commitment of time for those on the Natural Resources and Well-being Integration Sub-group who will undertake the scrutiny and Oversight function. • Executive Team capacity to consistently appraise and make recommendations to the NRW Board over the period of time to be required • Lack of space on existing Executive Team agendas to allow for the receiving of updates and the making of recommendations by the Executive Team. • Although the process would stand up to scrutiny a lack of meaningful NRW Board member involvement may give the impression that this is a tick box exercise as well as lead to the lack of prioritisation of this work across the NRW business. • Lack of Board Involvement may lead to problems with approval at the final stages with Board members feeling “unsighted” on recommendations. There would be an option to mitigate this risk by including some select NRW Board members on Executive Team Well-being plan agenda items and as part of the “development day”.

	<ul style="list-style-type: none"> • Due to being integrated into business functions this approach will not be particularly agile or able to adapt to unforeseen issues. • Should contingency measures need to be put in place during the later stages of approval i.e. any Public Services Boards not meeting the required minimum expectations for Well-being Plan approval then managing the next steps of targeted support and further discussions with national statutory bodies (e.g. Welsh Government and of the Office of the Future Generations Commissioner for Wales) will be more difficult to enable without a considerable depth of understanding and involvement by Board members.
Benefits	<p>Use of Executive Team frees up some Board time thereby reducing impact on the full Board</p> <p>Executive Team have more control over workforce planning measures than the NRW Board so can influence workforce planning if required to increase resource commitment</p> <p>Building the governance structure into our “Business as Usual” approaches will provide a valuable opportunity to embed the principles of the Sustainable Management of Natural Resources into our decision-making functions in a meaningful way and learn from their application.</p>

<p>Option C – Delegated Leadership, Hybrid: Leadership assurance role to be delegated to a Leadership level group including a member of NRW Board. Oversight function to be made up of a hybrid mix of representation from across the business with a strong lead from Place.</p>	
Leadership and direction	<p>Hybrid NRW Leadership Group: A leadership group made up of an NRW Board representative in combination with LTG PSB leads, Head of Business and other Heads of Place representation should be convened in order to scrutinise recommendations from the Oversight function and provide assurance to full NRW Board for approval.</p> <p>These members would attend a “Public Services Board Development Day” in May/June 2022 whereby they would be sighted and appraised of the Framework for Well-being Plan Approval. At this point, members would also have the opportunity to identify NRWs aspirations and expectations for Well-being Plan sign off and integrate these into the framework.</p>

	<p>Updates will be received from the Oversight and Scrutiny Function on a quarterly basis and meetings will be immediate scheduled for the group to convene on a quarterly basis from now until final sign off and review.</p> <p>Final recommendations will be made by the Well-being Board subgroup to the full NRW Board in January 2023 and on their approval, sign-off of each individual Well-being Plan will happen at an NRW planned Board meeting in Q4 2022/23 (likely staggered into batches of two).</p>
Scrutiny and oversight	<p>Hybrid amalgamated: The Natural Resources and Well-being team working with Heads of Place should identify a task and finish group of selected members from across NRW who are able to scrutinise the application of the Well-being Planning Framework for Approval at each stage and make recommendations to the Leadership Group. This will involve three distinct testing opportunities, at the Well-being Assessment Stage, the Well-being Objectives Stage & the Well-being Plan stage. This function should convene on an ad hoc basis at three separate intervals with work being undertaken between meeting schedules and ahead of NRW Board meetings. Updates will be provided to the Hybrid leadership group at quarterly intervals.</p>
Governance	<p>Risk management: Bespoke and managed by Natural Resources and Well-being Strategy and Policy team</p> <p>Route for update and recommendations: Hybrid leadership group to share recommendations at scheduled NRW board meetings throughout 2022/23. Final recommendations will be made to the leadership group in December 2022</p> <p>Final approval arrangement: Final recommendations will be made to the full NRW Board in January 2023 and on their approval, sign off of each individual well-being plan will happen at a planned NRW planned board meeting in Q4 2022/23 (likely staggered into batches of two)</p>
Risks	<ul style="list-style-type: none"> • Commitment of time for a Board member • Capacity will be drawn from roles who are already committed to other work as this sits outside of “business as usual”. Ongoing discussions in Baseline Budget review and Service planning
Benefits	<p>Involvement and ownership from the Board will help NRW progress this work and potentially open up new strategic ways of working between our own board and other public sector executive teams and functions</p>

	<p>Establishing a Group made up of a representative of NRW Board members reduces impact on the full board.</p> <p>Allows Board members with an interest in this work to get involved learn about Well-being and provide their much-valued insights and expertise.</p> <p>This approach communicates to the wider business that the NRW Board considers this work important and a priority.</p> <p>Having the NRW Board and senior leadership involved early on in the development of process and through application of the framework will reduce the likelihood of upset and need to use contingency at the end of the process as the NRW Board are provided with an opportunity to make clear their aspirations from early on in the process. This could save time and resource in the long run.</p> <p>Allows those with experience of working in this area to make meaningful contributions to the sign off process and share their knowledge with those less familiar.</p> <p>By developing a bespoke method both the leadership and oversight functions can be considerably more agile and responsive to pressures and risks.</p>
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Board Paper

	Paper Details
Paper title:	Proposed change to the Statutory and Legal Scheme (SaLS) for Corporate Services Business Board
Paper Reference:	22-03-B16
Paper sponsored by:	Clare Pillman, Chief Executive
Paper Presented by:	Colette Fletcher, Head of Governance and Board Secretary
Purpose of the paper	To seek approval for a new Statutory and Legal Scheme (SaLS) reference line from the Corporate Services Business Board

Issue

1. This paper presents for approval a proposed change to the Statutory and Legal Scheme (SaLS), which has been submitted outside of the annual review process. The changes affect delegation levels for the Board and will therefore require Board approval.

Background

2. The Governance Team conducts an annual review of the Statutory and Legal Scheme (SaLS), but occasionally we receive requests for updates outside of that process. We have received a request from Legal Services to include a new SaLS line to address a gap in relation to the approval of standalone agreements with other organisations for the sharing and/or use of personal data and the appropriate level of sign-off required.
3. The wording for the new SaLS line and the setting of the delegation level have been developed and agreed with the Information Management and Security Team and Legal Services colleagues.

Summary

4. Annex 1 presents the proposed new line for consideration and approval.
5. There is no consequential effect on numbering for this section.

Recommendation

6. It is proposed that the Board review and consider the proposed new line for inclusion within the SaLS master document.

Key Risks

7. SaLS is an important part of our governance framework and if we do not keep it current there is a risk that it will no longer be fit for purpose. There would also be a risk if staff did not have clarity about their authorisation and delegation levels.

Financial Implications

8. There are no additional financial implications or considerations.

Equality Impact Assessment (EqIA)

9. The governance requirements affect all members of staff equally. No adverse effects are anticipated for any particular protected groups or characteristics.

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- Annex 1 NRW SaLS 2021 Corporate Services Business Board

						Delegated Level						
	REF	Category	Sub-Category	Function	Applicable Board(s)	Section of legislation	Job Grade	Job Description	Link to MoM	Function Comments	Head of Legal & Head of Governance approval	Approved CEO
Proposed	2.5	Agreement with other bodies	Data sharing / processing	Approval of a standalone agreement for the sharing and/or use of personal data.	CSBB	Data Protection Legislation	Grade 10	Information Asset Owner (Grade 10)	NA	new line		

Board Paper

	Paper Details
Paper title:	Draft Digital Strategy
Paper Reference:	22-03-B13
Paper sponsored by:	Sarah Jennings, Executive Director for Communications, Customer and Commercial
Paper Presented by:	Catrin Hornung, Head of Communications and Digital Transformation Also in attendance for questions: Heledd Evans, Team Leader Digital Services, Helen Wilkinson, Manager, Knowledge and Information Management, Naomi Lawrence, Head of Customer Experience, Martin Parkinson, Head of ICT
Purpose of the paper	Decision
Recommendation	Board approves the Digital Strategy and supports next steps.

Issue

1. This is a strategy that will help make sure we put people and the environment at the heart of designing services. Whether that's a citizen, business, partner organisations or our own staff that support overall service delivery. It's about how we improve people's lives and the environment and how digital is a powerful tool to doing that.
2. It focuses on the changes we need to make as an organisation if we are serious about transforming our public services and how we work.
3. Delivering this strategy will require change in culture, governance, ways of working and many other different aspects.

Background

4. The Board asked us to review our digital, data and technology strategies to ensure that they are aligned and working towards common goals. During the process of reviewing our challenges and opportunities – and in the context of the Digital Strategy for Wales – this has evolved to what is before you today, which is a revamped overarching strategy that will set our direction of travel for the foreseeable future and puts customer need at the heart and start of every service.

Assessment

5. Based on an analysis of our key challenges and issues and ensuring alignment with the missions in the Wales strategy of most relevance to us, our draft strategy outlines our vision and five missions. Each mission outlines what we will do at a high level and the outcomes we expect from this work.
6. This has been developed collaboratively and it will require significant collaboration across many teams to deliver.
7. We have had positive engagement across business boards. The biggest challenge foreseen across these discussions is one of capacity and prioritisation. The Centre for Digital Public Services (CDPS) have offered to help with some of our prioritisation challenges.
8. Subject to Board feedback (and approval) we will develop a more detailed delivery plan (roadmap) outlining what we will do 'Now, next and later'.
9. We will keep the strategy under regular review to ensure it remains fit for purpose and to allow for the constant fast-paced developments in digital and to learn from best practice.

Summary

10. This is draft digital strategy that puts customers at the heart of how we design our services.
11. Digital is not about technology. It is about “Applying the culture, processes, business models and technologies of the internet era to respond to people’s raised expectations.” (Tom Loosemore)
12. It’s about accepting iterative change, iterative improvement with users constantly consulted.
13. We have already started to make progress with some of what is in the strategy, e.g. our demonstrator project with CDPS and our content improvement for woodland creation.
14. We have applied user-centred principles to some of our flood services and we have received positive feedback from users.

15. We will prioritise delivery in the next phase, with support from CDPS, but we will also look for opportunities to accelerate delivery to achieve better outcomes more quickly.

Recommendation

16. That the Board approves the strategy and accepts that this is our level of ambition. Speed of delivery will depend on the level of investment that we can make and how we change how we work.
17. We will look to prioritise service improvement in the five priority areas agreed with Welsh Government, although according to user need.
18. We recognise that as well as external customers, there is great potential to improve internal processes and ways of working for staff and to remove internal pain points. It is important not to lose sight of this in our prioritisation.

Key Risks

19. The risk is that we would not realise the following benefits: services that meet users' needs, now and in the future; greater customer satisfaction; improved reputation; increased efficiency; better experience for our staff; and cost savings down the line from more efficient services, allowing us to do more to tackle the nature and climate emergencies.

Next Steps

20. CDPS have offered to help facilitate development of the delivery plan and prioritisation criteria, which will be critical to successful delivery.
21. We will design a set of clear, easy to understand prioritisation criteria and a published roadmap of now/next/later work.
22. The hard work starts here. This strategy sets out our ambition for improving our digital services and explains what we need to do – by ourselves and working with others – to achieve our vision.
23. There are hurdles and challenges to address as we move into delivery, which include:
- How can we finance and resource the transformation required?
 - How do our governance procedures support a more agile approach and how do we plan around user needs?
 - How do we build multi-functional teams around service/product owners?
 - How do we develop the skills we need?
 - How do we make our evidence accessible in the simplest ways for most users while allowing experts to dive into the detail?

- How do we get a balance between keeping going with projects already in motion versus working in a different way?

24. We will work through these challenges as we move into delivery, focusing on our ambition to create better services for the people of Wales, so that they can more easily work with us to deliver for the environment in Wales.

Financial implications

25. While there is significant scope to realise efficiencies in relation to how we deliver our services by reengineering and improving our digital service offer, to do this we will need to change how we work. This requires significant change and investment. The speed at which we can transform will depend on the level of investment we can make and how we can redirect current spend to support delivery of this strategy (e.g. Development & Innovation).

Equality Impact Assessment (EqIA)

26. We have not done an EqIA for the strategy, but the 12 standards drive us to meet the needs of all users and we will complete a EqIA as part of delivery planning.

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Annex 1 Draft Digital Strategy



Digital strategy for Natural Resources Wales

Introduction

This is a strategy that will help make sure we put people and the environment at the heart of designing services. Whether that's a citizen, business, partner organisations or our own staff that support overall service delivery. It's about how we improve people's lives and the environment and how digital is a powerful tool to doing that.

It focuses on the changes we need to make as an organisation if we are serious about transforming our public services and how we work.

Delivering this strategy will require change in culture, governance, ways of working and many other different aspects.

There is growing political ambition for better digital service delivery through collaboration in Wales, as described in [the Digital Strategy for Wales](#).

What do we mean by digital?

“Applying the culture, processes, business models and technologies of the internet era to respond to people's raised expectations.”

[Tom Loosemore](#)

Throughout this strategy we use the term digital to include the three elements of the Government digital, data and technology profession and we have taken account of the aspects of the Digital Strategy for Wales that are most relevant to NRW's remit and challenges in this area.

Many challenges facing Natural Resources Wales are not unique to our organisation. In delivering this strategy, we will work as collaboratively as possible with others in Wales and further afield to learn from best practice and share experiences.

Be it understanding flood risk, getting a permit or species licence, accessing our evidence about the environment of Wales to make informed decisions or to use our forests for recreation, getting this right will mean services are simpler and more accessible for the people that need them.

It will help them to do the right thing and for us to make more of a difference - to achieve our work to tackle the climate and nature emergencies and serve the people of Wales.

Vision

By 2025, NRW will provide better and simpler services for the people and environment of Wales and support our work in tackling the nature and climate emergencies. Our staff will have the skills, tools, and confidence to support this.

The journey so far

When NRW was created in 2013, it brought together three organisations and all the services they delivered to the people of Wales.

Many of those services depended on web content, data, systems, and technical functionality that were provided by the parent bodies.

In our early days there was focus on replacing systems, websites, and applications and to transfer and maintain legacy data assets and establish NRW's stand-alone capability and capacity.

To make sure the organisation maintained business critical services, there was immense pressure to replace like for like and to bring in Minimum Viable Products (MVPs) based on NRW's view of requirements rather than user research into needs.

That work has continued to this day. But we have now ended up, in many cases, with disjointed services, different platforms, systems that are not integrated and too much content that is impenetrable to our service users, which is creating poor user journeys and overall customer experience. We need to break the cycle and reposition our starting point for designing services, putting user need at the heart and the start of the discovery and development journey.

More recently, we have started to take a more user-centred approach to designing services, and the more recent flood services – accessed by hundreds of thousands of people during flood events – has been having positive feedback from users.

The journey to delivering our vision

It's about accepting iterative change.

We will design a set of clear, easy to understand prioritisation criteria and a published roadmap of now/next/later work.

We will commit to agile user centred design, iterative improvements, being open about how we're working and consulting customers along the way. We will work to the digital standards for Wales and will contribute to future iterations of these standards as we all learn from our experiences in creating better services for the people of Wales.

The 12 digital standards are:

Meeting user needs

1. Focus on current and future well-being of people in Wales
2. Promote the Welsh language
3. Understand users and their needs
4. Provide a joined-up experience
5. Make sure everyone can use the service

Creating good digital teams

6. Have an empowered service owner
7. Have a multidisciplinary team
8. Iterate and improve frequently
9. Work in the open

Using the right technology

10. Use scalable technology
11. Consider ethics, privacy, and security throughout
12. Use data to make decisions

Mission 1 - designing good services and content

People's expectations of doing things online have risen. It's not only the Amazon, eBay and Airbnb experiences setting the bar.

Public services, such as applying for a passport, booking a covid test or sharing your driver's licence can be done online with ease.

Most of our services should work for people online. It should be easy for people to find the information they need and complete most tasks without calling us up.

This would free up customer service and business areas to deal with more complex casework or technical support.

We will

- Develop a definitive list of NRW services and identify service owners for each. We will also contribute to the digital landscape review for Wales being undertaken by the CDPS.

- Review existing services and prioritise a backlog to develop better services using the digital standards for Wales.
- Prioritise services for improvement based on user needs.
- Undertake extensive user research to understand the users and their needs, giving us the solid evidence to prioritise our work.
- Develop a clear proposition to explain what the NRW website is and isn't for.
- Continue to embed best practice for developing good, clear content that meets the needs of users.
- Redesign forms and guidance as part of overall service transformation.
- Understand what data we need about our customers to support each service and we know the standard that data must meet – for example location and environmental data.
- Continue to monitor and evolve how we engage with people online, to ensure we're responding on the channels that people expect us to.

Intended outcomes of designing good services and content

- Services are easily available online and online most users' preferred choice. For those who cannot access an online service, they will receive as good a service offline.
- people can easily find and understand our website and associated information
- people can access high quality services in Welsh and English because they are designed bilingually from the outset
- people trust our online presence, relying on consistent design and content to know they are interacting with Natural Resources Wales
- people can complete the task they need to do - increasing compliance, revenue and helping to protect the environment.
- More use of online increases efficiency and reduces unnecessary contact for NRW staff, freeing up time for other work.
- We can analyse and track how people use our services across platforms, and be able to measure usage of online and offline transactions

Mission 2: developing skills and capability

There is a significant need to develop the right skills and capacity to enable us to deliver a better public service for the people and environment of Wales.

Everyone will need to understand our customers and how digital, data and technology play a role in delivering services to our customers in the most efficient and effective way. For those working directly in a digital, data or technology role, we will need to continue to develop and maintain those specialist skills and we will need to develop more specialist skills in some key areas, for example user research, development, content design and data analytics.

Using and contributing to improving national frameworks for digital capability and skills will help enable transition and development of our staff.

We will

- develop digital leadership capability within Natural Resources Wales
- recognise the skills needed to understand our users, their needs, and what makes a good service
- align roles with the national framework for digital, data and technology
- work with CDPS, Welsh Government and other public bodies to share learning, work together and improve digital, data and technology skills
- develop existing staff with opportunity for on-the-job coaching and communities of practise
- build multi-disciplinary teams around services, coalescing existing teams and skills around services to fix shared problems and improve services.
- understand what is needed to develop a programme of digital, data and analytical apprenticeships, in partnership with other public sector bodies, where possible
- draw on national opportunities to build career pathways for our digital, technology and data team, ensuring we can retain, develop, and fulfil them
- Procure external expertise to support upskilling and fill skills gaps, especially in transition period

Intended outcomes of developing skills and capacity

- Our leadership understand that digital is not about technology, but about nurturing the right culture
- our leadership understand what's needed to lead teams and design good services
- the skills to deliver services based on user need and digital and data skills are valued
- our people feel confident in their knowledge and skills around the technology they need to do their jobs

- we can hire, retain, and develop the best talent locally and nationally

Mission 3 - integrated and sustainable platforms

Making sure that people can find, use, and navigate our services will mean that people will need to be able to travel seamlessly through services.

To do this, our website, Naturalresources.wales will be the single and trusted online destination for NRW information and to access services, although behind the scenes this may be composed of several components.

Fundamentally, this is about making sure we provide good services, but there is a financial and environmental cost to digital.

We'll need to look seriously at considering the role of digital in supporting the Welsh Government Net Zero goals.

By avoiding duplicating content and data on multiple platforms, and reducing the number of legacy platforms, we will provide a more joined up experience for people. We will have a more sustainable digital presence that is safer, easier to maintain and more resilient.

We will

- Review our current digital landscape, including platforms and technology currently used to support public services and the work of NRW – including carbon footprint of our whole digital estate.
- Avoid publishing information we do not need, to reduce the amount of server space – reducing costs and contributing to cutting carbon emissions.
- Make technology decisions based on user needs, following guidance in the Welsh Service Standards and the UK Tech Code of Practice.
- Sustainability is considered and measured at every stage of developing and managing digital services.
- Undertake a review of the Customer accounts and identification system to allow customers to self-serve where appropriate and to manage their own account preferences in line with GDPR
- Optimise customer data in NRW's Customer relationship management (CRM) system. The data not stored in NRW CRM will be determined by customer needs
- Start small – prioritise services for end-to-end redesign, involving all the right people and teams.
- Use shared platforms and components where possible. Put open standards and interoperability at the core of our IT strategy.

- Consider whole life costs of services, including ongoing support and improvement costs and structures and plan accordingly.

Intended outcomes of integrated and sustainable platforms

- We will be able to analyse and track how people use our services across platforms and be able to measure usage of online and offline transactions.
- the different systems, components and technical building blocks are joined-up and data is transferred seamlessly and safely
- sustainability is considered and measured at every stage of developing and managing digital services
- people can search by location (across different systems and platforms) to easily find the information they need related to that place
- easy to manage customer accounts – for the customer and NRW

Mission 4 – our teams have the tools and processes

By committing to adopting the digital standards for Wales, we will need to significantly change how we plan, prioritise, and develop our services.

The current way of planning, prioritising, funding, and managing projects and systems needs to shift to a model that will enable a single empowered service owner to have the authority and responsibility to make all business, product, and technical decisions about a service.

The same person is accountable and responsible for how well the service meets the needs of its users, which is how its success will be evaluated.

We'll need to have the right mix of skills and experience for the current stage of development, the team should be able to explain how the make-up of the team may change over time, and what funding will be needed to support a team responsible for the service's continuous improvement

We will

- Support multifunctional teams centred around service owners and gather around agreed priorities rather than organisational structures
- Adopt agile working practices when designing services for people so that we can iterate and improve based on feedback

- Work in the open and talk about our work, sharing experiences to engage users and build trust
- Adopt the most appropriate tools to help people to do their jobs and work to the standards, e.g., prototyping kit.
- Redesign delivery frameworks in support of working to the 12 standards and SMNR principles and develop clear prioritisation criteria for service improvement
- Review our ways of working to ensure they support agile delivery and working to the standards, e.g., finance and governance
- Where possible we will work in partnership with other organisations to share our work and create joined up once for Wales digital services

Intended outcomes of teams having the right tools and processes

- staff have access and can find and use the tools and information they need to do their work
- empowered multidisciplinary teams can manage services from end to end
- we use service manuals, prototyping tools, and design libraries (our own or shared) to enable easier and more efficient delivery.
- our people feel confident using modern technology, are aware of its risks and opportunities, and can fully participate in agile delivery and service design
- our systems and processes (e.g., finance and governance) support user-centred design and delivery
- teams work together to remove duplication and improve inter-linking of data and information

Mission 5 data and collaboration

NRW is the custodian of a large, complex, and unique collection of environmental data and information for and about the environment of Wales.

Our environmental evidence base informs and supports Wales' response to the climate and nature emergencies and provides a historical record of the environment in Wales.

Managing this vital evidence base and making data available to people in ways that meet their needs will help strengthen environmental decisions, improve the delivery of public our services, help business adapt to the future and enhance people's lives.

The Environment Wales Act and our response to the climate and nature emergencies call for our data to be analysed, interpreted, and presented at multiple spatial scales; to be

integrated to enable decisions that return multiple benefits and for greater sharing and collaboration.

We face significant growth in both the volume and complexity of our data holdings and the complexity of requirements, compounded with increasing demand for interpreted data 'products' over raw data. This Mission aims to respond to these requirements.

We will

- Provide data and information as interpreted outputs that are meaningful to our customers and meet people's needs.
- Give people a picture of the environment in the places that matter to them and provide an integrated view of our data to highlight multiple benefits for or about that place.
- Enable the automated flow and exchange of data and information between systems and those that need it.
- Develop our approach to digital preservation, and data and information archiving to create efficiencies, drive down costs and consider our carbon footprint for storage.
- Develop and implement an NRW approach to data ethics drawing on the Open Data Institute's Data Ethics Canvas.
- Support and develop innovation in our data management to improve services and create efficiencies. This could include AI, machine learning, data science, Internet of Things, data visualisation, where they support user needs.
- Link and share our data, using standard formats and structures and providing quality metrics. Build on our existing 'open by default policy', aiming for 4-5* open data standards to stimulate the information economy. We'll adopt the (Q)FAIR data principles (Quality, Findable, Accessible, Interoperable, Re-usable).

Intended outcomes of data and collaboration

- people can easily find data and information linked to the places that are relevant to them to support decisions and actions to help tackle the nature and climate emergencies
- people can glean insight, analyse, and make evidence-based decisions in ways that meet their needs
- we openly and seamlessly share data and information with people who need it, in ways that meet their needs, creating better outcomes for the environment and people of Wales

- our data and information are linked, and meets standards and industry best practice, so others can make best use of our evidence-base
- people trust that we are treating their data and information responsibly, handling it securely and using it ethically
- we preserve the historic record of the environment of Wales for future generations
- we take advantage of new technology that supports NRW to improve services and deliver efficiencies, including through increased use of automation and data science
- we consider our carbon footprint, how we can create efficiencies and drive down costs associated with the flow, processing and storage of our data and information

Conclusion

The hard work starts here.

This strategy sets out our ambition for improving our digital services and explains what we need to do – by ourselves and working with others – to achieve our vision.

There are hurdles and challenges to address as we move into delivery, which include:

- How can we finance and resource the transformation required?
- How do our governance procedures support a more agile approach and how do we plan around user needs?
- How do we build multi-functional teams around service/product owners?
- How do we develop the skills we need?
- How do we make our evidence accessible in the simplest ways for most users while allowing experts to dive into the detail?
- How do we get a balance between keeping going with projects already in motion versus working in a different way?

We will work through these challenges as we move into delivery, focusing on our ambition to create better services for the people of Wales, so that they can more easily work with us to deliver for the environment in Wales.

Board Paper

	Paper Details
Paper title:	NRW's role in improving the safety of UK forestry
Paper Reference:	22-03-B14
Paper sponsored by:	Gareth O'Shea, Executive Director of Operations
Paper Presented by:	Dom Driver, Head of Land Stewardship Charlotte Morgan, Wellbeing, Health & Safety Manager
Purpose of the paper	Discussion
Recommendation	The Board is invited to reflect and discuss the information and approach presented in this paper, to note the supporting statement from the Health and Safety Executive (HSE), and the current and planned actions agreed by the Executive Team (ET).

Issue

1. Accident rates in the forestry sector remain one of the highest within the UK and the ratio of near misses to accidents is not changing. The purpose of this paper is to provide information to facilitate a discussion on the role that NRW plays as a state forestry body in improving the safety of UK forestry.
2. The HSE has assisted NRW to draw up this forestry leadership paper and has provided the following statement to support it.

“This paper is particularly relevant at a time when there appears to have been a large increase in the number of people killed when undertaking treework. The paper correctly identifies that to tackle this, there is a need for a continued focus on management of risk and the role of all parties in contractual chains, particularly in the important areas of improving culture, leadership and accountability, and it goes on to set out how NRW is and intends to lead on this issue.”

Background

Recent fatal incidents

- The Health and Safety Executive (HSE) informs members of AFAG (HSE’s Arboriculture and Forestry Advisory Group) of workers who are likely to have been killed when undertaking tree work. AFAG is a sub-committee of the long-standing [Agriculture Industry Advisory Committee](#).
- In 2021/22 there have been 11 initial notifications of fatalities. Subject to full investigation, ten of these are related to timber (trees or branches) falling on or striking chainsaw operators. Two of these happened in Wales.

HSE Published Statistics

Agriculture inc. forestry: Issues faced

- 20% of GB worker deaths (average 33 p.a. of which average 3 in forestry)
- Forestry fatal acc rate is 12/100K workers (higher than 9 in Ag and 2 in construction)
- 13k workers injured
- 17k workers suffer ill health – HAVs / MSDs & Lymes

17,000 workers suffering from work-related ill health (new or long-standing)

The rate of total self-reported work-related ill health shows no clear long-term trend.

Source: LFS, annual average 2015/16-2017/18.

Worker fatalities over time

9.21 Worker total injury rate (per 100,000) 2019/20

8.29 Worker total injury rate (per 100,000) annual average over 1981-2019/20

Longer term trends
The rate of total injuries to workers (per 100,000) in agriculture, while broadly flat up to 2005/06, shows a generally downward trend since the early 2000s. The number of total injuries to workers in the agriculture sector has fallen by around a half since the early 1990s.

Figure based on the annual rate of worker total injuries (per 100,000) of the most industrial sector. 18 times as high on the average the sector of industry.

13,000 non-fatal injuries to workers each year

The rate of self-reported non-fatal injury to workers shows some signs of a downward trend

Source: LFS, annual average 2015/16-2017/18.

Slip, trip or fall 23%

Injured by animal 14%

Lifting/carrying 13%

Fall from height 12%

Struck by moving or falling object 11%

Contact with machinery 10%

Source: Non-fatal injuries reported under RIDDOR 2015/16-2017/18. RIDDOR is used here as the LFS is not able to provide a breakdown to this level of detail. Accident kinds are shown that account for 10% or more of injuries.

- The fatal injury rate for agriculture including forestry together is 11.37 per 100,000 workers for 2020/2021. This is higher than any other main industry sector. It is around six times higher than the rate in construction and 20 times higher than the ‘all industry’ rate.

NRW statistics

- Since March 2014 there have been four fatal accidents linked directly to forestry operations on the NRW Estate, three of which occurred during active forestry operations. There were a further 11 fatalities on our estate linked to recreation \misadventure but we have not included the detail of these in this paper as they are not relevant to this strand of the discussion. See table below.

Date Information

MAR 2014	Standing sales site. A fatal heart attack whilst walking the coupe boundary prior to undertaking work.
AUG 2015	Standing sales site. A chainsaw operator struck by tree during tree felling operations. Coroner found accidental death.
AUG 2017	Standing sales site. A chainsaw operator struck by tree during tree felling operations. Coroner found accidental death.
OCT 2021	Standing sales site. A chainsaw operator – still under police and HSE investigation.

Forest Industry Safety Accord (FISA)

7. In 2012, representatives from many of the leading industry organisations joined together to form FISA.
8. FISA is funded by its members and the Board, supported by a large Steering Group, and provides a strategic direction and impetus to raise health, safety, and welfare standards throughout the industry. FISA also strives to maintain and improve, through training, the competency of those working in the industry at every level. Various NRW forestry professionals are active members of the Board, the Steering Group, and several the Working Groups.
9. FISA works with HSE and the industry to set and publish industry safety standards and safe practice guidance for the forestry and arboricultural sectors in the UK. This includes the main industry guidance for [Managing Health & Safety in Forestry](#)¹, which sets out the health and safety duties and responsibilities of a number of defined roles, much like the Construction Design and Management (CDM) Regulations do for the construction industry. Reference is sometimes made to the impetus that the regulatory approach under CDM has given to improve things in areas like construction. But it should be noted that the FISA approach provides the same safeguards and both approaches underpin the Health & Safety at Work Act and the Management Regs where the requirements are clearly set out.
10. The aim is for everybody working in the industry to be informed of their duties and responsibilities for the safe planning and conduct of work, so they can recognise and accept individual and collective responsibility for the effective planning and conduct of forestry operations, to avoid unacceptable risks to health and safety.

¹ <https://ukfisa.com/Safety/Safety-Guides/fisa-guidance-on-managing-health-and-safety-in-forestry>

11. The FISA Working Groups include knowledgeable safety practitioners, and forestry experts working in task-specific groups to provide ideas, solutions, innovation, and guidance. They make recommendations to the Steering Group based on their work. Through FISA and this industry-led approach, the whole industry acknowledges FISA guidance to be the safety standard that everyone must work to.

Roles and responsibilities for forestry operations

12. The main roles necessary for planning and conducting safe forestry operations are 'Landowner', 'Forestry Works Manager' (FWM) and 'Contractor'.
13. In accordance with the industry guidance "Managing Health & Safety in Forestry", on a Standing Sale site, the timber purchaser takes the FWM's responsibilities for engaging competent, trained contractors, for managing risk and for planning, conducting, and supervising safe working practices. All three NRW related forestry fatalities listed above fall into this category.
14. In a Standing Sale, NRW has the 'Landowner' role, and takes responsibility for ensuring the FWM is competent to manage the work, for providing site information about known hazards, for co-ordinating access and other activities that may affect or conflict with the work and for co-operation with the FWM over safety matters.
15. On a Direct Production site, NRW has both the Landowner and the FWM roles so is responsible for all aspects of safety planning, co-ordination and performance for the harvesting operation. NRW must maintain its own competence to do this, through training provision, operational guidance and systems for procurement and contract management. The timber purchaser is then responsible for the loading and haulage operation, to remove the timber from the forest roadside.

Very recently, NRW terminated every contract that one timber customer held on the basis of admitted H&S breaches which clearly demonstrated insufficient awareness of legislation and a clear lack of competence to fulfill the FWM role. This is a tough response, but merited for the degree of disregard shown for public and operator safety.

UK Woodland Assurance Standard (UKWAS)

16. UKWAS sets out the expectations and practices required to meet the UK Forestry Standard for sustainable and responsible forestry management. This includes legal compliance criteria which encompass the legal, HSE and FISA requirements for safety planning and practice. NRW is independently audited against UKWAS to accredit our certification by the Forest Stewardship Council (FSC) and the Programme for the Endorsement of Forest Certification (PEFC) to produce sustainable timber.

Adherence to UKWAS gives NRW an externally driven continuous improvement mechanism, which includes health and safety matters, even though it is not a recognised or assessed health and safety standard.

Current NRW actions

17. Prior to the most recent fatality on the NRW Estate, NRW was already fully aware and engaged in forestry health and safety as the Welsh Government Woodland Estate (WGWE) forms a large part of our operations. As the key public sector player in Wales, NRW plays a major role in FISA and across the industry in Wales through the application of standards through our management of sales and service contracts.

In December 2021, NRW attained registration to ISO 45001: 2018, the Occupational Health and Safety Management System. This will provide more direct evidence of the standards we are achieving across all our business areas, including forestry.

18. NRW is already playing a leading role on health and safety in forestry in several ongoing interactions. It is worth noting that many forestry operators are ahead of the curve on this and as FISA members, they too lead the industry in many areas, driven by professionalism and the commercial recognition that exemplary safety processes are a corporate strength, they retain skills, bring efficiency and are far less costly than a failing. However, this is not the position across the board, and as a landowner NRW encounters a wide spectrum of performance amongst its customers and those who work for them. Consequently, NRW's procedures have developed to deal effectively with the riskier end of the spectrum, which can sometimes translate into a repetition of process or a perception of mis-trust and interference at the higher end. NRW could consider how it might better respond to this spectrum going forward to reduce potential reputational risks.

Customer and Contractor Liaison days

19. NRW hosts or contributes to several liaison events to engage with our customers and contractors on Wellbeing, Health and Safety (WHS) matters and to share feedback and experiences. This includes hosting safety focus days organised by FISA and permitting forestry training providers to use the WGWE for courses. NRW maintains excellent relationships with Confederation of Forest Industries (Confor), Institute of Chartered Foresters (ICF) and FISA, working to develop articles for publication and safety initiatives.

A recent example is that NRW has developed a 'Near Miss' report that has now been passed to Confor to share with the whole industry via MS Forms to help improve reporting for smaller outfits that do not have corporate resources behind them to do this themselves.

Professional Industry Influence

20. Paul Johnston has engaged with the Institute of Chartered Foresters (ICF) to develop an updated expression of professional competence for Chartered Foresters which seeks to prioritise H&S considerations in any advice given to clients and in the

planning of forestry work, including budgeting for safer working. This will also be reflected in membership examinations and selection measures.

FISA support

21. Matthew Whitehead in the NRW Commercial team, is a member of the FISA Board. NRW is represented on the FISA Steering Group by Dominic Driver, and Paul Johnston represents the ICF. Various NRW staff members also contribute to each one of the FISA working Groups.

22. NRW is playing a leading role on two key FISA initiatives:

- NRW has shared recent reports of serious incident reviews across the Accord and during steering group meetings to provide systematic information on trends in incidents we are seeing.
- Competency approach to chainsaw safety: NRW is developing a pilot for an App-based method of recording experience and competence. Recognising the increased competency and professionalism of chainsaw operators provides a basis for improved remuneration, thereby focusing on the main risk group. [See video.](#)

Timber Sales Contract Terms & Conditions (T&Cs)

23. Timber Sales contract T&Cs have been updated to more clearly require all work to meet the various legal, UKWAS and FISA standards on safety related matters, including the performance of customers' supervisors and managers. These will go live in April 2022. Training for contract managers has already been rolled out by Sales Team to support NRW's immediate and effective intervention on contract breaches, including safety and security issues.

There is now clear provision in timber sales contracts for NRW to accommodate change and contribute to the reasonable additional costs of safer working practices that become necessary due to unavoidable and unforeseen circumstances. This will need to be reflected in changes to the Timber Sales Governance Standards which currently do not support this well.

Pre-qualification for contractors

24. The Health and Safety at Work etc Act 1974, places a duty upon organisations to, so far as is reasonably practicable, ensure the health, safety and welfare of its staff and anyone else who may encounter NRW's undertakings. This includes contractors who undertake work for NRW, and timber customers undertaking their own work on NRW land.

25. Any organisation must by law select a competent company to undertake work. Assessing competence during the procurement of contractors is necessary so that NRW can provide verifiable evidence that they have met the law in this respect.

NRW's piloting of FISA's new competency system for chainsaw operators to Wales is an example of our leadership in developing this aspect of our . Managed by a phone App, the system being tested allows operators to evidence their experience and skills progression from training to increasing levels of verified competence.

26. NRW has also established a pre-qualification assessment questionnaire for customers who wish to bid to purchase timber. Before work can start on site NRW further confirms through a pre-commencement process that the customer has robust health & safety systems in place and has the knowledge and equipment to plan and perform the work whilst managing the risks to health and safety.

Further ET actions to consider

27. Further action should focus on developing a better safety culture that becomes fundamental to how we make decisions, how we act and what we say. A strategy incorporating several competence, communications and collaborative approaches which together build and shape a better safety culture is suggested.

- We will work with other state forestry bodies in the UK and FISA to ensure consistent approach to communications, priorities and shared learning in this area.
- We will, with Confor, enhance our leadership approach to Customer Liaison and consider more frequent, direct engagement, in more places, to raise the dialogue around operational safety, and help increase the voice and representation of forest-floor operators and smaller forestry contractors in Wales.
- We will provide further training and clarification to Forest Operations staff to support confident application of the FISA Guidance for Managing Health & Safety in Forestry (GMHSF) duties, roles, and responsibilities, in their work.
- We will develop further and ongoing dialogue with staff to grow their confidence to demand effective safety management at all times, and to intervene to stop unsafe work.
- We will review procedures and develop new guidance for staff to consistently report both positive interventions and near misses.
- We will develop our dialogue and messages for customers and contractors to raise expectations and support improvements in awareness. We will be directly involved with the FISA High-Risk Operations Working Group led by Jason Liggins (Forestry and Land Scotland).

- We will develop regular monitoring and output from AssessNet giving greater transparency, and establish a regular and swifter distribution of 'lessons learned' for near misses and incidents.
- We will investigate how we can, to the extent our role and authority permits, better build safety into the price we pay for work and the price paid for timber.
- We will consider how we might strengthen safety requirements in the development of the Alternative Timber Sales methods provided for in the Timber Sales & Marketing Plan, this may change.
- We will update the timber sales Terms & Conditions to specifically accommodate situations where necessary changes to safe working practices are required, in response to unforeseen changes to the expected working conditions.

Summary

28. The purpose of this paper is to facilitate a discussion by the NRW Board, on what ET is doing, and plans to do to increase NRW's presence in the leadership space for safety within the UK forestry sector, and of course here in Wales.
29. The forestry related incidents and fatalities among those working for our timber customers are a cause of significant concern for NRW and the wider forestry industry. Although the sites on which the fatalities occurred were under the control of our customers or their contractors at the time, NRW is still responsible to its important landowner duties and responsibilities and our leadership is key.
30. In discussing this along with HSE colleagues, we were aware of the importance that leadership played in the efforts to improve performance in the construction sector. Having considered all options, we consider that as a state forestry body and a major component of the domestic forest industry, NRW should lead by example within our own operations and seek more opportunities to play a significant leadership role as one of the UK's public forestry bodies and a member of FISA.
31. A significant element of this will be developing the competence of our own staff and increasing their confidence to act according to FISA prescribed roles and responsibilities. Alongside this will need to be an increasing grass-roots dialogue with the sector to lift awareness levels, set expectations and consolidate commitment.
32. Having considered all of the above, we believe the priority should be that NRW continue to work with FISA so that its guidance and its industry network can better enable those people most at risk to work in the safest way and allow the riskier activities to be done in safer ways. Key areas to get involved in currently are in improving the competency of chainsaw operators and of Forestry Works Managers

and fostering an improved and collaborative safety culture throughout our work and the industry within Wales.

33. NRW will continue to work with other state forestry bodies so that any learning and progress made in Wales can be shared, and *vice versa*.
34. NRW should seek to create a change in the depth and quality of how FISA guidance is understood and applied to forestry work in Wales, leading to greater expectations for zero harm, greater understanding of excellence in work planning, greater demand for collaborative working and greater acknowledgement of the value of competent and safe activity in the forest.

Recommendation

35. The Board is invited to reflect and discuss the information and approach presented in this paper, to note the supporting statement from HSE, and the current and planned actions agreed by ET.

Board Paper

	Paper Details
Paper title:	Review of NRW's approach to regulating the shooting and trapping of Wild Birds: General Licences
Paper Reference:	22-03-B15
Paper sponsored by:	Ceri Davies, Executive Director, Evidence, Policy and Permitting
Paper Presented by:	Sarah Wood, Biodiversity and Ecosystem Resilience Manager Nadia De Longhi, Head of Regulation and Permitting
Purpose of the paper:	Scrutiny / decision
Recommendation:	The Board is asked to: <ul style="list-style-type: none"> • Endorse the proposed approach to granting general licences • Approve the proposed next steps

Issue

1. All wild birds in Wales have legal protection. Natural Resources Wales (NRW) has a number of powers under which we can authorise others to kill or take particular species of wild birds, eggs and nests for certain purposes, for example in order to prevent serious damage to crops, livestock or fisheries, to protect public health or safety or to conserve other species of wildlife. We have been undertaking a review of how we exercise these powers to seek to make improvements.

Background

2. The Wildlife and Countryside Act 1981 provides the legal framework in Wales for the protection of wild birds, their eggs and nests and also establishes the framework under which NRW may grant licences allowing the killing or taking of wild birds.

3. This licensing function was inherited from Welsh Government and NRW's legacy bodies and until 2019 had not been the subject of any formal review. We currently issue two types of licence: general licences and specific licences. General licences are issued annually, via publication on our website, and allow birds to be killed or taken by a wide range of authorised persons including any landowner in Wales, subject to defined terms and conditions. Specific licences require applications to be submitted and individually determined by NRW.
4. In 2019 we carried out a rapid review which resulted in some significant changes to a number of our general licences. Those changes were an interim measure following a legal challenge to similar licences in England. When the outcome of the 2019 rapid review was made public, along with issuing revised general licences, we committed to carry out a more comprehensive review of our whole approach to regulating the lethal control of wild birds and the destruction of eggs and nests, and to include a public consultation.

Assessment

Main elements of the review of NRW's approach to regulating the shooting and trapping of Wild Birds

5. **Overall approach.** The review has been carried out by NRW staff, but an important element has been to gather evidence and test our ideas and proposals through engagement with a wide range of external stakeholders, including through formal consultation. We have taken account of the approaches to wild bird control licensing in other parts of the UK and have met regularly with other UK licensing authorities and with Welsh Government. In addition we have had a number of informal discussions with key stakeholders in Wales to share, test and develop our thinking.
6. **Call for evidence.** We carried out a call for evidence between December 2020 and January 2021.
7. **Public consultation.** We developed a set of proposals, and together with some open questions, put them to a public consultation. It ran for 12 weeks from the 19 August to 11 November 2021. We received 621 responses, including detailed submissions from key stakeholder organisations.
8. **Legal challenge against NRW general licences.** During the review, three general licences (GL001, GL002 and GL004) were subject to a Judicial Review in which it was alleged that in granting the licences NRW had failed to comply with a number of statutory requirements. We defended the challenge, which failed on all grounds. All three licences were ruled lawful in the High Court in January 2021.
9. **Commissioned evidence and survey.** We commissioned a number of evidence reports and in house analyses to inform the evaluation of current approaches and the development of proposals.

10. **Continuity of Service.** We have continued to deliver our licensing service while the review is underway, and have not made any changes to our approach, pending the conclusion of the review.
11. **Enquiries and campaigns.** We responded to enquiries about wild bird control licensing and the scope and nature of the review. We also dealt with an email campaign following the failed legal challenge, responding to over 1,000 emails from members of the public.
12. Reports on the 2019 review, call for evidence and public consultation can be found at the bottom of the Wild Bird Review external consultation page [HERE](#) .

Summary

13. For our general licences the majority of our proposed way forward is to build further on the significant changes made following our 2019 rapid review. At that time, while we had some discussions with stakeholders, we did not consult formally over the changes. We have now successfully defended the licences at Judicial Review and tested those changes and other proposals through further review of the evidence base and public consultation.
14. In summary we are proposing to keep general licences as part of NRW's regulatory tool kit, but to be more selective about when and where we consider this to be an appropriate mechanism.

Recommendation

15. Below we summarise the outcome of our review, focusing on where we are recommending retaining our current approach to general licences, which includes the changes we made in 2019, and where we are seeking to make further improvements. The recommendations and the outcomes for each of the general licences concerned are set out in more detail in Annex A.
16. **The Board is asked to:**
 - **Endorse the proposed approach to granting general licences.**
 - **Approve the proposed next steps.**

Our overall approach to granting general licences

17. **Retain our approach.** We will retain general licences as part of our regulatory tool kit and continue to issue them annually, ensuring we update key stakeholder organisations in advance.
18. **Change our approach.** Our approach to granting general licences will be guided by a set of high level principles for deciding in which situations a general licence allowing the lethal control of wild birds is appropriate, rather than requiring specific licences to be applied for. We will establish a formal review process for general licences, to take place

at six yearly intervals, supported by an independent advisory panel comprising a broad range of stakeholders.

How general licences are used

19. **Retain our approach.** We will continue to grant general licences only where this light-touch approach to regulation is appropriate, for example in common, widespread and low risk situations where the need to carry out lethal control is well established. We are not intending to introduce a requirement on general licence users to register or provide reports to NRW.
20. **Change our approach.** We will advise general licence users that before carrying out lethal control of wild birds under a general licence they should take reasonable steps to address the problem using alternative non-lethal methods, and should continue to take such steps. This will be supported by guidance. In addition we will advise users to keep records of their actions and to have the landowner's authorisation in writing.

Target species on general licences

21. **Retain our approach.** We consider that any species of wild bird which is of conservation concern should not be subject to lethal control under general licences, and that lethal control of such species for any purpose should be subject to specific licensing.
22. **Change our approach.** We will not include any additional species on any general licences at this time, but the scope of general licences will be kept under review.

General licences and protected sites

23. **Retain our approach.** We will retain our current approach of excluding from the scope of general licences Sites of Special Scientific Interest (SSSIs) notified for species which may be sensitive to disturbance from licensed activity. Any lethal control of wild birds on such sites should take place under specific licences.
24. **Change our approach.** We have reviewed how our approach to identifying potentially sensitive protected sites was applied in 2019 and have significantly reduced the number of SSSIs where the general licences will not apply from 198 to 141.

Methods used for the lethal control of wild birds

25. **Retain our approach.** We will continue to allow the use of semi-automatic weapons, cage traps and, in some circumstances, hand held nets and artificial lighting.
26. **Change our approach.** Unless there are good reasons, we will not allow the use of any lethal methods that are prohibited by section 5 of the Wildlife and Countryside Act 1981. We will allow the use of any non-prohibited method unless there are good reasons why any such method should not be authorised.

The use of cage traps to control wild birds

27. **Retain our approach.** Where we authorise the use of cage traps for lethal control, a full standard set of conditions covering their use will be included in the licence. We will not introduce mandatory trap registration at this time.
28. **Change our approach.** We will specify the types of cage traps that may be used and include a number of new conditions and advisory notes to users relating to protecting animal welfare and mitigating risks of bycatch of non-target species.

Licensing the lethal control of wild birds for the purposes of preventing serious damage or spread of disease to livestock, livestock foodstuffs, crops, vegetables or fruit

29. **Retain our approach.** We will continue to grant a general licence authorising the lethal control of wild birds for the purpose of preventing serious damage. We will not restrict the use of the licence to particular times of year.
30. **Change our approach.** We will define in the general licence the particular species-to-purpose combinations where lethal control is authorised.

Licensing the lethal control of wild birds for the purpose of conserving wild birds, flora or fauna

31. **Retain our approach.** We will continue to grant a general licence for the purpose of conserving wild birds.
32. **Change our approach.** We have developed a set of high level principles to guide our approach to licensing the lethal control of wild birds for conservation purposes. These include that the action must be necessary to improve the status of one or more species which is of conservation concern and that the intended conservation benefit should be sufficiently evidenced. The beneficiary species of a general licence for the control of wild birds will be limited to Birds of Conservation Concern (BoCC) red or amber listed species which breed in Wales and which are considered vulnerable to egg or chick predation by the target species on the general licence. Magpie, jackdaw and jay will no longer be included as target species. The general licence will authorise lethal control of carrion crow between 1st February and 31st August.

Licensing the lethal control of wild birds for the purposes of public health, public safety and air safety

33. **Retain our approach.** We will continue to grant a general licence allowing lethal control of feral pigeon for the purpose of preserving public health or safety and preventing the spread of disease. No new target species will be added at this time. We will continue to authorise the lethal control of wild birds for air safety purposes through specific licensing.

34. **Change our approach.** The general licence will identify the three particular types of hazard posed by feral pigeons to public health and safety, namely spread of disease to humans, slips and falls, and issues caused by nesting and roosting birds.

Licensing the lethal control of invasive non-native species of wild birds

35. **Retain our approach.** We will continue to grant general licences authorising the lethal control of ruddy duck and Canada goose. We will not include any further invasive non-native species of wild bird on general licences at this time.

36. **Change our approach.** Lethal control of Canada goose for the purpose of preventing serious damage will be subject to the changes summarised in paragraph 30 above.

Key Risks

37. If our approach is not right, we are at risk of not delivering our nature conservation duties, not meeting stakeholder needs, not delivering our requirements as a responsible authority and being subject to further legal challenge.

Next Steps

38. The proposed next steps are outlined below.

April	<ul style="list-style-type: none"> • Publish new general licences • Publish supporting material • Stakeholder briefing • Wild Bird Review Programme close and transition to business as usual
June	<ul style="list-style-type: none"> • Current GL001, GL002, GL004 and GL005 expire on 30th June
July	<ul style="list-style-type: none"> • New general licences come into force on the 1st July

Financial implications

39. The main financial cost will be if we get a significant increase in specific licence applications as a result of changes to the general licences. There could also be costs associated with defending any legal challenges to any changes we implement.

Equality Impact Assessment (EqIA)

40. We have undertaken an Equality Impact Assessment as part of the programme of work. No negative impacts have been identified. It is attached as Annex B and an additional EqIA will be completed for the implementation phase.

Index of Annex

- **Annex A.** Detail of the recommended approach to general licences authorising lethal action against wild birds.
- **Annex B** Equality Impact Assessment



Annex A. Detail of the recommended approach to general licences authorising lethal action against wild birds

1. Our overall approach to granting general licences

- We will retain general licences as part of our regulatory toolkit.
- Our approach to granting general licences will be guided by a set of high level principles for deciding in which situations a general licence allowing the lethal control of wild birds is appropriate, rather than requiring specific licences to be applied for:
 - there is an apparent and genuine need to control species X for purpose Y;
 - there is a reasonable expectation that lethal control of species X will be effective at addressing purpose Y;
 - there are no satisfactory solutions other than to grant a general licence;
 - a general licence is a proportionate measure, given the frequency / scale / severity of problem or need;
 - the inclusion of a target species on a general licence will not threaten its own conservation status;
 - action authorised by a general licence will not threaten conservation status of any species other than target species;
 - the general licence can be framed in legally compliant, clear and enforceable terms.
- We will establish a formal review process for general licences, to take place at six yearly intervals, intended to coincide with the periodic publication of Birds of Conservation Concern (BoCC) assessments and supported by an independent advisory panel comprising a broad range of stakeholders.
- We will continue to issue general licences annually and update key stakeholder organisations in advance.

2. How general licences are used

- We will advise and issue guidance that before carrying out lethal control of wild birds under a general licence, users should take reasonable steps to address the problem using alternative non-lethal methods, and should continue to take such steps.
- We will advise users to keep records of their licensed actions, but we will not introduce a requirement to register or provide reports to NRW.
- We will advise any person who carries out wild bird control under a general licence on behalf of a land owner / occupier, to have the owner / occupier's authorisation in writing.

- We will publish general licences in HTML format, but also make PDF versions available.
- We will clarify NRW's role in wildlife law compliance and enforcement, including in relation to general licences.

3. Target species on general licences

- We consider that any species of wild bird which is of conservation concern, should not be subject to lethal control under general licences, but that any lethal control of such species for any purpose should take place under specific licences.
- We will use BoCC Wales (red and amber listing) to inform our consideration of whether a species is suitable for inclusion on general licences. The next BoCC assessment for Wales is anticipated later in 2022.
- We will not include cormorant or goosander on general licences for the purpose of preventing serious damage to fisheries or for conservation purposes, but will continue to authorise the control of these two species of fish-eating birds through specific licensing.
- We will not include any additional species on any general licences at this time, but the scope of general licences will be kept under review.

4. General licences and protected sites

- We will retain our current approach of excluding from the scope of general licences, SSSIs notified for species which may be sensitive to disturbance from licensed activities, together with a buffer zone around each site.
- We have reviewed how our approach to identifying potentially sensitive protected sites was applied in 2019 and have reduced the number of sites where the general licences will not apply from 198 to 141.

5. Methods used for the lethal control of wild birds

- We will not allow the use of any lethal methods that are prohibited by section 5 of the Wildlife and Countryside Act 1981, unless there are good reasons why use of a prohibited method should be authorised.
- Unless there are good reasons not to, we will allow the use of any method which is not prohibited by section 5 of the Wildlife and Countryside Act 1981.
- We will continue to allow the use of semi-automatic weapons.
- We will continue to allow the use of cage traps, subject to a number of additional conditions.
- We will allow the use of hand nets and artificial lighting to take target species inside buildings.
- We will keep under review the methods allowed / not allowed for the lethal control of wild birds.

6. The use of cage traps to control wild birds

- In any specific or general licence we grant allowing the use of cage traps for lethal control, we will specify the types of cage traps that may be used.
- We will advise that meat bait should not be used unless absolutely necessary.

- We will continue to allow the use of meat feed for decoy birds, but we will require (as a licence condition) that if meat feed for decoys is used, it must be diced.
- We will require (as a licence condition) that any captured birds of the target species are killed out of sight of other birds, except in relation to multi-catch traps.
- We will advise that users of multi-catch traps should always make all reasonable efforts to kill birds out of sight of other birds. However, we will allow discretion to kill trapped birds within sight of other birds, where users consider that any additional delay and handling caused by moving out of sight to kill each bird would cause more distress.
- We will require (as a licence condition) that captured birds of the target species are killed as soon as practicable after discovery.
- We will specify (as a licence condition) that the maximum permitted interval between cage trap inspections is 25 hours and advise that traps should wherever possible be inspected more frequently, and in daylight.
- We will specify (as a licence condition) the matters that must be attended to at each cage trap inspection, including the presence of any live or dead birds in the trap, release of any bycatch, the operation of the trap and the welfare of decoy birds.
- We will not authorise any form of tethering, blinding or maiming (including wing-clipping) of decoy birds.
- We will advise that to reduce the risk of by-catch, trap location needs to be carefully considered.
- In any specific or general licences we grant which authorise the use of cage traps for lethal control, we will include a full set of standard conditions covering the use of cage traps, rather than issue a separate standalone licence or set of conditions.
- We do not intend to introduce mandatory cage trap registration at this time, but we will continue to keep a watching brief on the needs and benefits of doing so.

7. Licensing the lethal control of wild birds for the purposes of preventing serious damage or spread of disease to livestock, livestock foodstuffs, crops, vegetables or fruit

- We will continue to grant a general licence authorising the lethal control of wild birds for the purpose of preventing serious damage.
- We will define the particular species-to-purpose combinations where lethal control is authorised for the prevention of serious damage.
- We will not specify particular times of year when the general licence for the prevention of serious damage can be used.
- In the context of the general licence for preventing serious damage, we will continue to interpret 'kept' in the definition of livestock, as including captive reared animals or birds that are unconstrained but remain significantly dependent on people.

8. Licensing the lethal control of wild birds for the purpose of conserving wild birds, flora or fauna

- We consider that when licensing the lethal control of wild birds for conservation purposes:
 - the action must be necessary to improve the status of species or habitats of conservation concern;

- the intended conservation benefit can be defined at different geographic scales;
- the intended conservation benefit should be sufficiently evidenced;
- other conservation measures besides lethal control of wild birds should be considered.
- We consider that a general licence allowing lethal control of wild birds for the conservation of wild birds should identify the species intended to benefit from such action, and that the beneficiary species of a general licence for the control of wild birds should be limited to BoCC red or amber listed species which breed in Wales and which are considered vulnerable to egg or chick predation by the target species on the general licence.
- We will continue to grant a general licence for the conservation of wild birds, authorising lethal control of carrion crow only for the purpose of conserving species vulnerable to egg or chick predation by carrion crow.
- Magpie, jackdaw and jay will no longer be included, so that control of these species for the purpose of conserving wild birds will be subject to specific licensing.
- The purpose of the general licence will be to conserve eggs and chicks of the beneficiary species and it will authorise lethal control between 1st February and 31st August.

9. Licensing the lethal control of wild birds for the purposes of public health, public safety and air safety

- We will continue to grant a general licence allowing lethal control of feral pigeon for the purpose of preserving public health or safety and preventing the spread of disease.
- The licence will specify that it may be used to address the three particular types of hazard posed by feral pigeons to public health and safety, namely: spread of disease to humans, slips and falls, and issues caused by nesting and roosting birds.
- We will not issue a general licence for public health / safety purposes authorising the lethal control any species other than feral pigeon. Lethal control of any species of gull for this purpose will continue to be authorised through specific licences.
- We will continue to regulate the lethal control of wild birds for air safety purposes through specific licensing, rather than reverting to a general licence.

10. Licensing the lethal control of invasive non-native species of wild birds

- We will continue to grant a general licence authorising the lethal control of ruddy duck for conservation purposes.
- We will continue to grant a general licence authorising the lethal control of Canada goose for the purpose of preventing serious damage to crops.
- We will consider granting general licences authorising the lethal control of other invasive non-native species of wild birds as and when the need for lethal control of such species is formally identified through the Welsh Government led invasive non-native species contingency plan process.

11. Outcome of recommended approach to general licences authorising lethal control of wild birds

If the recommendations detailed in sections 1 to 10 above are implemented, the revised general licences from 1st July 2022 will be as outlined below.

11.1. All four licences (GL001, GL002, GL004 and GL005)

- Issued annually.
- Published in HTML but also available in PDF.
- No requirement for users to register or provide reports.
- Allow use of any non-prohibited method to kill / take wild birds.
- Allow use of certain prohibited methods:
 - Semi-automatic weapons (all 4 general licences).
 - Cage traps (GL001, GL002 and GL004).
 - Hand held nets and artificial lighting in buildings (GL001, GL002).
- All cage trap conditions and advisories to be included in each general licence.
- Will not apply in / around certain listed protected sites (significantly reduced list compared with current licences).
- New advice to licence users:
 - To take reasonable steps to address the problem using non-lethal methods before resorting to lethal control (supported by guidance).
 - Where applicable, to carry written landowner authorisation.
 - To keep records of licensed actions taken.

11.2. GL001 - preventing serious damage

- Specify four categories of harm (livestock attack, damage to livestock foodstuffs, damage to crops / vegetables / fruit, spread of disease).
- Allow lethal control of the same six species listed as in current licence (Canada goose, woodpigeon, feral pigeon, carrion crow, jackdaw and magpie).
- Species-to-harm matrix specifying which species may be controlled to prevent which harms.
- No restrictions on the time of year when licensed action can be taken.
- 'Kept' in the definition of livestock, is interpreted as including captive reared animals or birds that are unconstrained but remain significantly dependent on people.

11.3. GL002 - preserving public health or public safety

- Allow lethal control of feral pigeon only (as in current licence).

11.4. GL004 - conserving wild birds

- Allow lethal control of carrion crow only.
- Valid 1st February to 31st August.
- Annex to the licence to include the list of beneficiary species
- For the purpose of conserving eggs and chicks.

11.5. GL005 - licence to kill / take ruddy duck

- For scientific research and / or conservation of wild birds (currently conservation of fauna / flora).
- To allow destruction of nests as well as birds and eggs (nests not previously allowed).



Equality Impact Assessment

Carrying out an Equality Impact Assessment (EqIA) helps us in meeting our legal duties under the Equality Act 2010, Socio-Economic Duty which lies within the Equality Act, Welsh Language (Wales) Measure 2011 and Children's Rights under United Nations Convention on the Rights of the Child.

In Wales, the Public Sector Equality Duty (PSED) goes further and contains express provisions about engagement (Regulation 5) and equality impact assessments (Regulation 8).

This EqIA also enables us to deliver our commitment to the Well-being of Future Generations (Wales) Act and Our Well-being Objectives to lead the way to a better future for Wales.

The protected characteristics that you should consider in completing this screening in addition to the Welsh Language are:

- Age
- Disability
- Gender re-assignment
- Marriage and Civil Partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (male or female)
- Sexual Orientation

Purpose of Equality Impact Assessment (EqIA)

Carrying out an Equality Impact Assessment (EqIA) helps us in meeting our legal duties by:

- Making sure our decisions impact in a fair way and when there is any evidence where groups will be impacted negatively by the decision, ensuring that action is taken to address this.
- Ensuring decisions made are based on evidence, with the EqIA providing a structured way to collect and make note of the evidence collated and how.
- Making decision-making processes clear and consistent, by involving those affected by the policy or proposed work ensuring decisions made are based on open and transparent evidence. This helps build trust in decisions made.
- Providing opportunities for us to work in partnership and considering impact on members of shared communities and how best to collaborate and co-ordinate decisions.

To Note: The assessment should be used as a working document from the start of any work in relation to the proposal. It should be updated and amended throughout the course of the decision-making process which will help in highlighting any issues and make it easier to put measures in place to mitigate/limit any disadvantage found.

Please use this form along with the Equality Impact Assessment guidance which includes information and a practice hub to help you complete the form accurately.

Equality Impact Assessment Form

Title of Policy / Procedure / Strategy or Project	NRW's approach to regulating the shooting and trapping of wild birds and the destruction of eggs and nests ("the Wild Bird Review")
Name of person completing Assessment	Jessica Poole
Team	Water, Land, Biodiversity and Marine Regulatory Approaches
Directorate	Evidence Policy and Permitting

Date assessment started	16/07/2021
Version number	1.0 (Evidence Gathering, Proposal Development and Consultation Phase)
Date assessment finalised	21/02/22
Date of assessment review if applicable	Decision and implementation phases will be subject to ongoing consideration and assessment, during 2022.

1. Give a description of the proposal its aims, objectives and impact?

NRW is reviewing its policy and approach to the permissions it gives for the shooting and trapping of wild birds and the destruction of eggs and nests shooting and trapping of wild birds in Wales. In this context, NRW has two regulatory roles:

- **wild bird control licensing** - NRW has powers under Section 16 of the Wildlife and Countryside Act (1981) to licence the lethal control of wild birds through shooting, trapping or destruction of nests and eggs. NRW uses two mechanisms to do this:
 - **issuing a general licence** – these are published on our website and in the case of those concerning wild bird control enable authorised users to control wild birds where the specific species-purpose combination of the licence is met.
 - **specific licences** – for species-purpose combinations not covered by a general licence there is the option to apply for a specific licence – this involves an application process with completed applications being considered on merit by the Bird licensing team.
- **regulating the shooting or capture of wild birds on SSSIs** – NRW has an additional regulatory role, outside of the Section 16 licensing process relating to Sites of Special Scientific Interest (SSSI), namely our approach to giving consents and assents on SSSIs for the shooting or capture of species of wild birds listed on Schedule 2 of the Wildlife and Countryside Act 1981. These are birds which may be killed or taken outside of the closed season without a Section 16 licence, but where SSSI consent or assent would be required if the proposed action falls within a SSSI. Birds listed on Schedule 2 are mainly gamebirds and certain species of wildfowl.

These are both existing regulatory roles and powers – what is under consideration is how we exercise these powers. The review is looking at the different types of permissions that we offer and the processes used to deliver these activities to seek to make improvements.

2. Provide information of who will be directly affected by the proposal? (e.g. general public, specific groups, children, and young people, staff, Welsh speakers or those who fall under the protected characteristics groups in the Equality Act 2010?)

Those directly affected by the Review include any members of the general public who wish to use the regulatory powers which NRW holds in the context of wild bird control, including shooting and trapping. This includes those making use of our general licences and those applying for a specific licence or requesting SSSI consent or assent.

There are a number of groups or organisations who have a specific interest in the development of our proposals and whom we have engaged with, including through stakeholder meetings. These include:

- British Association for Shooting and Conservation (BASC)
- British Pest Control Association
- British Trust for Ornithology (BTO)
- Countryside Alliance
- Farmers' Union of Wales
- Game and Wildlife Conservation Trust (GWCT)
- League against Cruel Sports
- NFU Cymru
- National Gamekeepers' Organisation
- Royal Society for the Protection of Birds (RSPB) Cymru
- Royal Society for the Prevention of Cruelty to Animals (RSPCA)
- Welsh Ornithological Society
- Wildlife Trusts Wales

Many of these organisations have specific groups to support younger members

3. We have a legal duty to engage with people with one or more protected characteristics in developing your Equality Impact Assessment e.g. stakeholders, general public, specific groups.

The Socio-Economic Duty is within the Equality Act 2010, it requires public bodies to enact the Duty and to have due regard to the need to reduce the inequalities of outcome that result from socio-economic disadvantage. The overall aim of the Duty is to deliver better outcomes for those who experience socio-economic disadvantage. NRW have voluntarily taken on the Duty. Evidence needs to be provided on how you engaged with people from one or more protected characteristics and different socio-economic groups.

Regular meetings have been held with the Stakeholder groups listed above. Equalities issues have not been discussed or raised specifically, but representatives have had opportunities to raise any concerns or issues through these meetings.

A public consultation was held for 12 weeks between the 19 August and 11 November 2021. We didn't collect any data relating to protected characteristics as part of this consultation (primarily due to GDPR and privacy considerations), however there were open questions allowing respondents the opportunity to raise any concerns they had with our proposals including in the context of equalities issues – no such issues have been raised.

Those representing farming / land management / shooting interests will have a predominantly rural membership, including those experiencing socio-economic disadvantage – charging for our services in the context of regulating the shooting and trapping of wild birds has not formed part of the Review; and will consequently remain free of charge.

Charging for our services in the context of regulating the shooting and trapping of wild birds has not formed part of the Review. The service is free of charge.

4. Evidence used/considered

Evidence provided as part of our public consultation has been considered. In the remaining phases of the Review (decision and implementation) we will look for opportunities to proactively discuss equalities issues pertaining to protected characteristics through our Stakeholder engagement.

5. Protected Characteristics – Everyone in Britain is protected. This is because the Equality Act 2010 protects people against discrimination because of the protected characteristics that we all have. Under the Equality Act, there are nine protected characteristics, using the information gathered from engaging with others consider the effects that the proposal could have on the protected characteristics listed below.

Children and young people have specific human rights guaranteed by **United Nations Convention on the Rights of the Child (UNCRC)**. They have 42 rights under the UNCRC designed to give them what they need to grow up happily, healthily and safely. [United Nations Convention on the Rights of the Child](#). NRW is a Children’s Rights organisation with a Children’s Right Charter which can be referred to here <LINK>. For further support contact education@naturalresourceswales.gov.uk

Protected Characteristics	Do you think this proposal will have a positive or a negative impact on people due to their protected characteristic?	Describe why it will have a positive/negative or negligible impact.	What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?
Age <ul style="list-style-type: none"> under 16 	Negligible	Consultation Phase – our proposals do not introduce	

Protected Characteristics	Do you think this proposal will have a positive or a negative impact on people due to their protected characteristic?	Describe why it will have a positive/negative or negligible impact.	What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?
<ul style="list-style-type: none"> • 16-24 • 25-34 • 35-44 • 45-54 • 55-59 • 60-64 • 65-74 • 75+ 		<p>any changes which would disadvantage anyone based on age.</p> <p>Note – There are restrictions on the ownership and use of firearms if you are under 18 – details below - these restrictions are outside the remit of NRW - Age restrictions for firearm and shotgun certificates South Wales Police (south-wales.police.uk)</p>	
<p>Disability</p> <ul style="list-style-type: none"> • Hearing Impairment • Physical Impairment • Visual Impairment • Learning Disability • Cognitive Disability • Sensory Disability • Mental Health • Health Condition (lasting 12 months or more) • Other 	Negligible	<p>Consultation Phase – our proposals do not introduce any changes which would disadvantage anyone based on their disability status.</p> <p>NRW’s website, including the consultation hub, is transitioning to providing information and services in an accessible format in the context of the accessibility</p>	

Protected Characteristics	Do you think this proposal will have a positive or a negative impact on people due to their protected characteristic?	Describe why it will have a positive/negative or negligible impact.	What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?
		regulations, including those with: <ul style="list-style-type: none"> • impaired vision • motor difficulties • cognitive impairments or learning disabilities • deafness or impaired hearing 	
Gender Reassignment	Negligible	Consultation Phase - our proposals do not introduce any changes which would disadvantage anyone based on gender reassignment	
Marriage or Civil Partnership	Negligible	Consultation Phase - our proposals do not introduce any changes which would disadvantage anyone based on their marriage or civil partnership status	
Pregnancy and Maternity	Negligible	Consultation Phase - our proposals do not introduce any changes which would disadvantage anyone based on their pregnancy or maternity status	
Race • Arab	Negligible	Consultation Phase - our proposals do not introduce	

Protected Characteristics	Do you think this proposal will have a positive or a negative impact on people due to their protected characteristic?	Describe why it will have a positive/negative or negligible impact.	What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?
<ul style="list-style-type: none"> • Asian or Asian British: Indian • Asian or Asian British: Pakistan • Asian or Asian British: Bangladeshi • Asian or Asian British: Chinese • Asian or Asian British: Other • Black or Black British: African • Black or Black British: Caribbean • Black or Black British: Other • Mixed: White and Asian • Mixed: White and Black African • Mixed: White and Black Caribbean • Mixed: Other • White: British • White: Irish • White: Gypsy or Irish Traveller • White: Other • Other • Other Ethnic Groups • Gypsies, Travellers, Roma • Refugees and Asylum Seekers • Migrant Workers 		any changes which would disadvantage anyone based on their race	
Religion or Belief <ul style="list-style-type: none"> • Buddhist • Christian 	Negligible	Consultation Phase - our proposals do not introduce any changes which would	

Protected Characteristics	Do you think this proposal will have a positive or a negative impact on people due to their protected characteristic?	Describe why it will have a positive/negative or negligible impact.	What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?
<ul style="list-style-type: none"> • Hindu • Humanist • Jewish • Muslim • Sikh • Non-Belief • Other 		disadvantage anyone based on their religion or belief	
Sex <ul style="list-style-type: none"> • Male • Female 	Negligible	Consultation Phase - our proposals do not introduce any changes which would disadvantage anyone based on their sex	
Sexual Orientation <ul style="list-style-type: none"> • Bisexual • Gay Men • Gay Women/Lesbian • Heterosexual/Straight 	Negligible	Consultation Phase - our proposals do not introduce any changes which would disadvantage anyone based on their sexual orientation	

6. There is no legal requirement to consider Carers and Single Parents but good practice to do so

	Do you think this proposal will have a positive or a negative impact on Carers or Single Parents	Describe why it will have a positive/negative or negligible impact.	What action(s) can you take to mitigate any negative impacts or better contribute to positive impacts?

Carers	Negligible	Consultation phase - our proposals do not introduce any changes which would specifically disadvantage anyone with caring responsibilities	
Single Parents	Negligible	Consultation phase - our proposals do not introduce any changes which would specifically disadvantage single parents	

7. Welsh Language – Welsh Language (Wales) Measure 2011 gave Welsh an official status in Wales equal to the English language, as part of their duties public sector organisations are required to identify impacts on Welsh Language. There should be no negative impacts on opportunities for people to use Welsh and the language should be treated no less favourably than the English language in our work.

Link to [NRW Welsh Language Standards Policy](#)

[Welsh Language Commissioner's advice document](#) on considerations to be given to Welsh language in policy making decisions

Welsh Language	Do you think this proposal will have a positive or a negative impact on people due to their use of Welsh language?	Describe why it will have a positive/negative or negligible impact.	What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?
Will the proposal be delivered bilingually (Welsh & English)? Will the proposal increase or decrease the opportunity for	Positive	Consultation Phase – information presented on the consultation hub was presented bilingually and respondents were given	The consultation was publicised through Welsh and English medium channels including social media, press

<p>persons to access services through the medium of Welsh?</p> <p>Will the proposal treat the Welsh language no less favourably than the English language?</p> <p>Are there any opportunities to encourage and promote use of the Welsh language?</p> <p>Are there opportunities to preserve, promote and enhance local culture and heritage, or encourage people to learn the language?</p>		<p>the opportunity to respond in English or Welsh</p>	<p>release and NRW stakeholder newsletter</p>
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8. Socio-Economic Duty

How does the proposal impact on opportunities to address disadvantage and promote and advance equality and improve good relations with people from different economic groups?

[Welsh Government Socio Economic duty overview guidance](#)

Socio Economic Duty	Do you think this proposal will have a positive or a negative impact on the groups you have engaged with?	Describe why it will have a positive/negative or negligible impact.	What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?

Socio Economic Duty	Negligible impact	Consultation Phase - our proposals do not introduce any requirements which would disadvantage anyone based on their socio-economic status. Our services in this area are currently provided without charge.	
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9. Human Rights

The [Human Rights Act 1998](#) sets out the fundamental rights and freedoms that everyone in the UK is entitled to. Is the proposal likely to restrict or represent a missed opportunity to support Human Rights Act?

Human Rights	Do you think this proposal will have a positive or a negative impact on Human Rights?	Describe why it will have a positive/negative or negligible impact.	What action (s) can you take to improve people's access to rights and improve rights?
Human Rights	Negligible	Will not impact any of the Rights, Freedoms or Protections enshrined in the Human Rights Act	

10. Strengthening the proposal

If the proposal is likely to have a negative impact on any of the above (including any of the protected characteristics), what changes/actions could help reduce or remove negative impacts identified?

All actions identified should be included here. Those that require action to mitigate or remove negative impacts on any particular group and the actions taken to promote equality and good relations.

Actions Identified	What are you going to do?	What will be the intended outcome/difference made?	Who is responsible?	Timescale and any resource implications and comments
If no action is to be taken to reduce or remove negative impacts, please explain why. Any unlawful discrimination identified as a result of the proposal must be changed or revised				

11. Monitoring, evaluating and reviewing

How will you monitor the effectiveness of the proposal
This EqIA has been undertaken with respect to the evidence gathering, proposal development and consultation phase of the Wild Bird Review. No negative impacts have been identified. Re-evaluation and review will be undertaken as part of the decision and implementation phases.

12. Integrated Impact Assessment Authorisation

	Name and signature	Date
Policy, Proposal Lead	Sarah Wood	3 rd March 2022
Line Manager (Senior Responsible Officer for Wild Birds Review)	Nadia De Longhi 	4 th March 2022
Specialist Advisor, Equality Diversity, Inclusion and Welsh language	Lyn Williams	3 rd March 2022

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Board Forward Look – May						
	Item	Private/ Public	Scope	Purpose	Time	Sponsor
1	Open meeting	Public and Private	Standing Item		5	Chair
2	Review Minutes	Public and Private	Standing Item		5	Chair
3	Chair's Update	Public and Private	Standing Item		10	Chair
4	CEO Update	Public and Private	Standing Item		10	Clare Pillman
5	Committee Update	Public and Private	Standing Item		10	Chairs of Committees
6	Finance Report	Private	Decision	Approval of latest financial position	20	Rachael Cunningham
7	Strategic Review of Charging (SRoC)	Private	Decision	Approval of the SRoC consultation	30	Ceri Davies
8	The Approach to the Welsh Government Five Priority Areas	Private	Discussion	To update on the approach to the Welsh Government five priority areas	90	Prys Davies
9	Strategic Discussion on Flood Risk	Public	Discussion	To discuss the strategic approach to Flood Risk Management	60	Ceri Davies
10	Modern Slavery Statement	Public	Decision	Approval of NRW's Modern Slavery Statement	10	Prys Davies
11	Wellbeing Health & Safety Quarter 4 Report	Public	Scrutiny	To scrutinise the Wellbeing Health & Safety Q4 Report	20	Prys Davies
12	Regional Advisory Committee Proposal	Public	Decision	To approve the proposal for a Regional Advisory Committee (RAC) linked to the Wales Land Management Forum	30	Ceri Davies
13	Place Presentation Themes	Public	Scrutiny/ Discussion	Discussion of the cross-cutting themes from the Place presentations	60	Gareth O'Shea

Board Forward Look – May						
	Item	Private/ Public	Scope	Purpose	Time	Sponsor
14	Strategic Direction of the Welsh Language in NRW	Public	Discussion	To discuss the strategic direction of the Welsh Language in NRW	30	Prys Davies
15	Young Persons' Representation at Board	Public	Discussion	To discuss young persons' representation at Board	30	Sir David Henshaw
16	Board Forward Look	Public	Discussion	To discuss upcoming items	5	Prys Davies
17	Public Q&A	Public		An opportunity for the public to speak to the Board	30	
18	AOB	Public and Private		If raised	5	