



**Cyfoeth
Naturiol
Cymru
Natural
Resources
Wales**

NRW Public Board Meeting Papers

19th September 2019

**Crug Glas Hotel, St
Davids, SA62 6XX**

Agenda - Public day _____	2
19-07-M2 Unconfirmed NRW Board Minutes 11 July 2019 _____	4
19-09-B00 Public Action Log _____	12
19-09-B11 Education Approach _____	13
19-09-B11-A1 Annex 1 Definitions _____	18
19-09-B11-A2 Annex 2 Wales Outdoor Learning Week 1 – 7 April 2019 _____	20
19-09-B12 SoNaRR2 update _____	21
19-09-B12-A1 Annex 1 _____	27
19-09-B13 Customer Service Update _____	31
19-09-B14 Fisheries Byelaws _____	38
19-09-B14-A1 Annex 1 EQIA _____	46
19-09-B15 Business Plan Dashboard Q1 _____	54
19-09-B15-A1 Annex A 2019-20 Business Plan Dashboard _____	64
19-09-B16 Marine and Marine Energy _____	120
19-09-B16-A1 Annex 1 Welsh Inshore and Offshore Marine Area ____	129
19-09-B16-A2 Annex 2 NRW's Marine Remit _____	130
19-09-B16-A3 Annex 3 _____	132
19-09-B16-A4 Annex 4 NRW Marine Advice Principles _____	134
19-09-B16-A5 Annex 5 Marine protected areas in Wales _____	135



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

Date of Meeting: 19 September 2019

Venue: Crug Glas Hotel, Nr. St Davids, SA62 6XX

Time of Meeting: 09.00

Time:	Subject
09.00 (5 mins)	1. Open meeting <ul style="list-style-type: none">• Welcome• Apologies• Declaration of Interests Sponsor and Presenter: Sir David Henshaw (Chair)
09.05 (15 mins)	2. Review public minutes from July meeting and Action Log 2A. Review July 2019 Public Minutes 2B. Review Public Action Log Sponsor and Presenter: Sir David Henshaw (Chair)
09.20 (30 mins)	3. Brexit Update – Presentation only Sponsors: Ceri Davies, Executive Director of Evidence, Policy and Permitting and Gareth O’Shea, Executive Director of Operations South Presenter: Sarah Williams, Natural Resources and Well-being Integration Manager Summary: To provide an update on NRW’s Brexit preparations
09.50 (30 mins)	4. Education Approach Sponsor: Ceri Davies, Executive Director of Evidence, Policy and Permitting Presenter: Sue Williams, Lead Specialist Advisor, Education and Lifelong Learning Paper: 19-09-B11 Summary: To note progress on NRW’s Education Approach
10.20 (10 mins)	Break

10.30 (20 mins)	<p>5. SoNaRR Update Sponsor: Ceri Davies, Executive Director of Evidence, Policy and Permitting Presenter: Julie Boswell, Lead Specialist Advisor, Environmental Reporting Team Paper: 19-09-B12</p>
Summary: Update on latest SoNaRR position	
11.50 (20 mins)	<p>6. Customer Service Update Sponsor: Ceri Davies, Executive Director of Evidence, Policy and Permitting Presenter: Amanda Paton, Specialist, Transformation of Customer Services Paper: 19-09-B13</p>
Summary: 6 monthly Customer Service Update	
11.10 (20 mins)	<p>7. Approval of Fishing byelaws Sponsor: Ceri Davies, Executive Director of Evidence, Policy and Permitting Presenter: Peter Gough, Principal Advisor Fisheries Paper: 19-09-B14</p>
Summary: Update on fisheries byelaws	
11.30 (30 mins)	<p>8. Corporate Performance Dashboard 2019/20 Sponsor: Prys Davies, Director of Corporate Strategy and Development Presenter: Moira Reynolds, Corporate Planning, Performance and Strategic Assessment Manager Paper: 19-09-B15</p>
Summary: To provide an update on Quarter 1 performance.	
12.00 (50 mins)	<p>9. Marine and Marine Energy Sponsor: Ceri Davies, Executive Director of Evidence, Policy and Permitting Presenter: Rhian Jardine and Ruth Jenkins Paper: 19-09-B16</p>
Summary: Update on the strategic context for NRW's marine and coastal delivery	
12.50	Close meeting



unconfirmed Board Minutes

Title of Meeting: NRW Board Meeting – Public

Location:

Date of Meeting: Thursday 11th July 2019

Present Board Members: Sir David Henshaw, Chair
Clare Pillman, Chief Executive
Julia Cherrett
Geraint Davies
Prof Steve Ormerod
Zoe Henderson
Karen Balmer
Catherine Brown
Elizabeth Haywood
Prof Peter Rigby
Chris Blake
Dr Rosie Plummer

Executive Team Present: Kevin Ingram, Executive Director for Finance and Corporate Services
Gareth O'Shea, Executive Director, Operations South
Ceri Davies, Executive Director of Evidence Policy and Permitting
Tim Jones, Executive Director Operations North
Prys Davies, Director of Corporate Strategy and Governance

Additional Attendees Present: Tracey Mayes, Chief Executive Business Manager
Catrin Hornung, Head of Communications and External Relations
Sian Williams, Head of North West Wales Operations
Ruth Jenkins, Head of Natural Resource Management Policy - items 4 and 6
Bronia Bendall Lead Specialist Advisor - item 4
Rob Bell, Head of Finance - item 6
Martyn Evans, Head of South West Wales Operation – item 7
Lyn Williams, Transitional Post – item 3
Clive Walmsley, Lead Specialist Advisor: Climate Change & Decarbonisation - item 8
Rhian Jardine, Head of DPAS & Marine Service - item 7

Secretariat: Jenn Jones
Beth Jones

1. Welcome, Apologies & Declaration of Interests

1.1 Welcome – Chair welcomed all and members of the public to the meeting.

- 1.2 Apologies noted for Board member Howard C Davies
- 1.3 Declaration of interest: None declared

2. Review Public minutes from March Meeting and Action Logs

- 2.1 The March 2019 minutes of the meeting in public were agreed as a correct record of the meeting.
- 2.2 The actions in the action log were considered.

3. Welsh Language Report

Lyn Williams (transitional post) joined the meeting.

- 3.1 NRW has a statutory duty to publish a Welsh Language Report detailing how NRW has met the Welsh Language Standards and how it is developing as a bilingual organisation.
- 3.2 It noted that, at this time, 90% of staff within the organisation can understand or speak some Welsh with a quarter of staff being able to speak the language fluently. NRW's Welsh learning plan has been in place for the last five years and it was noted that 85% of staff who have learnt the language use Welsh in the workplace.
- 3.3 NRW now works closely with the Welsh language Commissioners Office. As a result, there have been less complaints to the Commissioner's Office and any complainants are invited to submit any concerns direct to NRW to consider.
- 3.4 In terms of development of the Welsh Language, NRW needs to consider its role in meeting WG targets as set out in their Welsh Strategy 2050 to have a million speakers that use the language day to day.
- 3.5 Post Organisation Design it is important to map Welsh language skills and identify gaps, to ensure that there is a Welsh speaking member of staff in all teams and that Welsh learners receive the support they need to develop.
- 3.6 Board noted the need to report back in 2020 on changes that have been made. NRW needs to be proactive in ensuring that customers are aware of the bilingual service provided, especially in terms of flood line. It was noted that, compared with other organisations, NRW is regarded as one of the best in offering a bilingual service.

NOTED: Board noted the excellent report and commitment of staff to achieve.

APPROVED: Board approved the report be published by September 2019.

4. Corporate Performance

- 4.1 The Chief Executive set out the final performance report for the 2018/19 financial year. Performance had been regularly reviewed during the year and several red measures

had been subject to in-depth scrutiny by the Board at various points in the year. It was highlighted that overall it was a mixed picture with some excellent areas of performance, but it was acknowledged there were areas where the performance needed to be improved. The Executive Team committed to continue to focus on improving overall performance.

- 4.2 It was noted that the Performance framework for 2019/20 was signed off by the Board at the July 2019 meeting; NRW should be ambitious and set targets high.
- 4.3 The Board noted the impact of OD on delivery and questioned whether this was more prevalent in some areas of the business. The Chief Executive stated the delivery of projected outcomes had been affected across the organisation by OD, but the impact of the unforeseen Fisheries Bylaws inquiry and the Grant Thornton report were particularly noticeable. The Chair referred to the resilience of the organisation and the need for ET to address unplanned issues better, using skills and staff across the organisation. Organisational development will consider transferability of skills and the need for better planning to address unseen upcoming issues that could affect performance. This was seen recently in terms of General Licensing, where working across the organisation and with key external stakeholders was successful.
- 4.4 The Board referred to the red measure around tree and plant health and the need for a change in the way of measuring this to reflect WG standards. The Chief Executive noted that the disease is moving faster than anticipated and the previous target was unrealistic so has been revised and reviewed. NRW is part of a sector wide plant health group, that considers what the policy needs to look like in respect of the disease, which will lead and drive us to undertake action. This sector wide group has reviewed and set the policy framework for WG.
- 4.5 The Board noted that the Finance Planning & Performance Committee has considered the format of the report and the capturing of measured outcomes, however the business needs to consider other significant accomplishments that sit outside the set targets and ensure that they are noted and celebrated, and that staff are made aware that they have been recognised.
- 4.6 The Chief Executive noted thanks to all staff involved, and that the Board have noted the efforts of all staff across the organisation in meeting these targets in the difficult circumstances of organisational design.

5. Health and Well-Being strategy

Bronia Bendall (Lead Specialist Advisor Health & Well-being) and Ruth Jenkins (Head of Natural Resource Management Policy) joined the meeting.

- 5.1 The Executive Director of Evidence Policy and Permitting stated that the aim of this strategy is that health and well-being is reflected across all policies in the organisation. This strategy will help us prioritise what we do to ensure that and to influence the Public Services Board (PSB) members in considering the environment within all their policies.

- 5.2 The agenda for action within the strategy sets out how NRW embeds health in all policies, functions and delivers for our employees. NRW achieved a Silver in Corporate Health Standards this year. We work with stakeholders at a national level and have an MOU with Public Health Wales but need to meet the challenge to deliver locally and need to ensure we communicate this to the public. It was noted that NRW has a duty to undertake a health impact assessment in 2020.
- 5.3 This is the first NRW Health & Well-Being Strategy and is short term until 2022, aligned to our current corporate plan, giving NRW the opportunity to develop a longer-term vision and continue conversations with external partners.
- 5.4 Next steps:
- Develop a work plan for delivery.
 - Continue to develop our remit which is already having an impact on public health.
 - Build in the environment in all our health policies so we lead by example.
 - Build the practical solutions.
 - Focus on the next version of the strategy.
- 5.5 The Board noted the pressures on health services and a lack of opportunity to think strategically and were interested to note what response comes from the Health Boards. The Executive Director, Operations South, stated that in his views the public health agenda often looks at prevention; NRW therefore needs to continue to explore and develop how we influence strategically and consider what support we can offer health colleagues and PSB's.
- 5.6 Head of North West Wales Operations stated that there are differences to note across Wales in how PSB's work with NRW around health prevention and associated projects; networking and co-working is key, and secondments are being considered to enhance this. Examples were given of partnership projects in the area where NRW are working with GP Trusts, local schools, the National Trust and National park to achieve results for all involved. The Board noted the need to look at priority areas to maximise achievements.
- 5.7 The Board raised the need to demonstrate and record what NRW had achieved and the measures that have been considered to evaluate this. Lead Specialist Advisor Health & Well-being stated that performance indicators have been considered but, as the impact will be seen across the organisation, more discussion is needed with colleagues. It is also noted that more indicators need to be developed for the Health & Well-Being team. Discussions have been had within PSB's to develop some common measures to record combined achievements.
- 5.8 It was noted that children's programmes of outdoor initiatives are ongoing across a wide range of organisations; linking education with the environment and outdoor learning is key and a partnership approach should be explored and developed further. The Lead Specialist Advisor Health & Well-being confirmed work is ongoing on this, with the new structure enhancing the resource available.

- 5.9 The Chair referred to the infrastructure within Public Health, and the need for NRW to consider more radically in how they address the relationship between Public Health and the environment and be possibly more proactive.
- 5.10 The Board emphasised the requirement for increased focus on mental health, and the opportunity to undertake intergeneration work to support an aging population and link with the work of Dementia Friends. Also noted was the work being done across the third sector, and the need for NRW to ensure that all within the communities can interact and take part in activities.
- 5.11 The Chief Executive noted that our more successful projects have been in partnership with the National Trust and the challenge between now and 2022 is to work with other partners to achieve more across the environment sector. The Lead Specialist Advisor Health & Well-being confirmed this is being considered under MOU's.

6. Grants Strategy

Rob Bell (Head of Finance) joined the meeting.

- 6.1 The Executive Director of Evidence Policy and Permitting stated that the new grants mechanism was endorsed at the May 2019 Board, and since then Board members and staff have been involved in the consideration and development of this overarching strategy framework.
- 6.2 The Head of Natural Resource Management detailed why it is important to have a grant package and programme and how the procedures and policy has been developed, to facilitate how we work with others through our grant funding programme. Consideration of outcomes have been made in line with the corporate plan, business plan and place-based plans. Feedback from stakeholders has been considered. In particular, the third sector has been clear that they are not ready for another competitive fund and they were pleased to see the mechanisms that had been put in place. This programme will enable staff to be much more agile in how they use their budgets to work with others and take the opportunities that come out of the PSB's
- 6.3 The Head of Finance confirmed that, whilst there is an allocated budget, there is also the opportunity for staff to use other programme / project budgets.
- 6.4 The Board noted the need to ensure that monitoring is emphasised so that we can make sure maximum value for money is achieved. The Head of Natural Resource Management Policy confirmed that the mechanism for delivery monitoring is being developed, considering how much risk NRW are prepared to take around these new ways of working, projects and new partners. The Chair suggested that measured outcomes be agreed with the partner / applicant; however, it was noted that it was standard for those being given grant opportunities to have a report form to submit.
- 6.5 The Board queried how strategic partners will be identified and whether they would change with changing priorities. Head of Natural Resource Management confirmed there will be a need to be agile but this will not be an annual process. This will possibly

be an opportunity to work with some strategic partners with whom the relationship with NRW has faltered and suffered in recent years.

- 6.6 The Chair noted the need for publicity and a launch of the programme when all preparatory work is completed.

ACTION: Consider a launch of the Grants Strategy to publicise new ways of working when the programme and processes are completed.

7. Area statements update

Martyn Evans (Head of South West Wales Operation) and Rhian Jardine (Head of DPAS & Marine Service) joined the meeting

- 7.1 The Executive Director, Operations South stated that whilst currently NRW's focus is the delivery of the Area Statements, we should remind ourselves that this is the second significant product of the Environment Act, with SONNaR being the first. The intention of the Area Statements is to provide a key evidence base to inform the next round of Well-Being Plans at the Public Service Boards.
- 7.2 The Head of South West Wales Operations highlighted that that this is a national update from the seven areas; highlighting risks and deliverables and setting out the dashboard measures which will be the focus of the deliverables for the year. Dashboard measures will record:
- Engagement sessions scheduled until September 2019
 - Looking at options
 - Looking at options of intervention.
- 7.3 The process has included working with EPP and engagement with internal teams across the organisation. This is a new concept for all internally, but we are now able to consult externally, engaging using evidence that has come through from WG, SONNaR and PSB objectives. We have also established a Critical Friends group from which feedback has been received. The approach across Wales is the same as are the outcomes; a consistent message and approach will be adopted but always considering the difference in 'place.' It was noted that statistics of web interaction shows interest from across the UK.
- 7.4 The Board referred to stakeholder response and to a degree of cynicism in some areas with some consultation apathy. However, the Head of South West Wales Operations stated that no negativity has been noted from officer feedback and a participatory mapping approach has been taken in programming the interaction with stakeholders.
- 7.5 Regarding the 7th area, Marine, the Head of DPAS & Marine Service stated there is engagement with a consultancy sub-group of WG and conversations with other small groups planned to look at emerging themes. It was noted that all deliverables and actions would not be the sole responsibility of NRW across the 7 areas.
- 7.6 Engagement achieved between May and September will be reviewed across all areas. It was noted that emerging themes are:
- sustainable land management,

- decline of biodiversity,
- climate change,
- improving health.

However, it was noted that subtly different themes are emerging in some areas.

7.7 Roger Cooper, Chair of the WG Woodland Strategy Advisory Panel, added that WG has set a major target in terms of the creation of new forest as part of their decarbonisation programme. Area statements should show priority areas where woodland creation could take place, however the forestry sector has an issue in identifying and getting permission through NRW to plant new forests. He stated that the forestry sector would be keen to engage in consultation on the area statements.

7.8 The Head of Natural Resource Management confirmed that NRW has been using mapping tools to provide information for consideration at Area Statement consultations.

ACTION 1: Area statement progress to be reviewed further at the November Board meeting – giving more consideration to emerging themes.

ACTION 2: Circulate a list of opportunities for Board engagement in remaining Area Statement stakeholder events - Head of South West Wales Operation

ACTION 3: Circulate a list of the Emerging Themes of all 7 Area Statements - Head of South West Wales Operation

8. Climate Change

Clive Walmsley (Lead Specialist Advisor, Climate Change & Decarbonisation) joined the meeting.

8.1 A presentation was made recently to the First Minister and Minister for the Environment, Energy and Rural Affairs on NRW's response to the WG Climate Change Emergency. As requested in July Board, a top ten of possible interventions has been developed, which, with the Board support, need to be prioritised. There will then be a need to move forward to consider scheduling, cost and whether they are wholly within the remit of NRW.

8.2 The Lead Specialist Advisor, Climate Change & Decarbonisation stated that this is an interim update; work is ongoing in bringing the areas of the organisation together to discuss. To reach this point consideration has been given to our work already on Carbon Positive projects, UK Committee on Climate Change recommendations, and the Low Carbon Delivery Programme published in March by WG.

8.3 Top 10 responses for consideration are as follows:

- Deep peat restoration
- Woodland Creation
- Renewable Energy generation
- EV Infrastructure and vehicles
- Low Carbon Heat and energy buildings and assets
- Procurement related emissions.
- Influencing external emissions reduction across Wales, in the Welsh Public sector.

- Planning DPAS service / role and regulatory role of NRW – explore internally and with WG
- Work to influence change in behaviour and culture of staff and public, in respect of decarbonisation in partnership with Cardiff University
- Evaluate and communicate current impacts of climate change in Wales to stimulate further discussion.

- 8.4 The Board were pleased to see the attention and focus given to the emergency. The result of addressing some elements and the effect this would have on other issues was highlighted, as was the possible role of the grants process in taking forward actions with stakeholders. WG have been asked for their input and a copy of this presentation will be forwarded to the First Minister and Minister.
- 8.5 Board noted the financial impacts of delivering the top 10 listed and asked whether there was an indication of additional support and funding from WG. The Chief Executive stated that current conversations with WG are in respect of £4m for Peat Bog Restoration only.
- 8.6 Roger Cooper, Chair of WG Woodland Strategy Advisory Panel, added that in respect of woodland creation it seems that funding to create woodland on NRW estate will not be forthcoming and having access to wind farm royalties is possibly the only way forward. It seems the opportunity is on farm land; providing and convincing farmers on creating woodland is key. He stated that as a trustee of Coed Cymru he is aware of the availability of 2,000 hectares of farm woodland potential but the funding and approval system needs attention. Removing some of the barriers that exist on creating woodland on farmland is key. There is a need to add to the matrix that a key multiple benefit of increasing the woodland estate is timber production and the opportunity to possibly lock up carbon beyond the harvesting of the trees in wood products.

9. AOB

- 9.1 An Update on Dementia Friends was provided:
- decision for adopting a more ambitious plan has been delegated to the Business Boards, it was emphasised that to be able to meet any set measures there is a need for a quick decision.
 - A request has been received from Public Health Wales for details of NRW activities for memory loss.
 - House of Memories is being taken forward, and a meeting has been held with Welsh Ambulance.

Close of meetings

Board Meetings

Meeting Category	Meeting Date	Item No	Para No	Paper Sponsor	Action	Owner	Due	Status	Notes/Updates
Public	11/07/2019	6	6.6	Ceri Davies, Executive Director of Evidence, Policy and Permitting	Consider a launch of the Grants Strategy to publicise new ways of working when the programme and processes are completed.	Ruth Jenkins, Head of Natural Resource Management Policy.		Ongoing	
Public	11/07/2019	7	7.8	Gareth O'Shea, Executive Director of Operations South	ACTION 1: Area statement progress to be reviewed further at the November Board meeting – giving more consideration to emerging themes.	Martin Evans, Head of Operations South West Wales	November Board	Ongoing	
Public	11/07/2019	7	7.8	Gareth O'Shea, Executive Director of Operations South	ACTION 2: Circulate a list of opportunities for Board engagement in remaining Area Statement stakeholder events - Head of South West Wales Operation	Martin Evans, Head of Operations South West Wales		Completed	
Public	11/07/2019	7	7.8	Gareth O'Shea, Executive Director of Operations South	ACTION 3: Circulate a list of the Emerging Themes of all 7 Area Statements - Head of South West Wales Operation	Martin Evans, Head of Operations South West Wales		Completed	

Board Paper

Paper Title:	Children, Education, Lifelong Learning and Skills (CELLS) – NRW’s Education approach
Paper Reference:	Paper 19-09-B11
Paper Sponsored By:	Ceri Davies – Executive Director of Evidence, Policy and Permitting
Paper Presented By:	Sue Williams – Lead Specialist Advisor, Children, Education, Lifelong Learning and Skills

Purpose of Paper:	Information
Recommendation:	To note progress on NRW’s approach to the delivery of the sustainable management of natural resources through a variety of education, learning and skills mechanisms, following the approval of the Children, Education, Lifelong Learning and Skills (CELLS) policy position in November 2018.

Impact:	<p>Looking at the <u>long term</u>: By building on existing delivery mechanisms whilst developing new and innovative approaches, the CELLS policy allows NRW to balance short-term needs and the ability to meet and adapt for long-term needs.</p> <p>Taking an <u>integrated</u> approach: By the very nature of this policy area an integrated and holistic approach is taken. In education, the term integrated learning incorporates multiple subjects, which are usually taught separately, in an interdisciplinary method of teaching. The goal is to help learners of all ages and abilities to remain engaged and draw from multiple sets of skills, experiences and sources to aid and accelerate the learning process. NRW’s current position supports both integrated learning across multiple curriculum areas (formal and in-formal) and the WCFG integrated approach.</p> <p>Involving a <u>diversity</u> of the population: This policy area includes work to become a Children’s Rights organisation, allowing us to proactively involve young people across Wales in the development of our policies, strategies and plans. Using a range of young people’s network, we can demonstrate that we are involving future generations in our key policy decision making, for example preparation of Area Statements and the Vision to 2050.</p> <p>Working in a <u>collaborative</u> way: NRW’s education approach has moved away from delivering directly to learners to enabling and</p>
----------------	---

	<p>facilitating others, working collaboratively with a range of partners and stakeholders to expand our reach and output.</p> <p>Preventing issues from occurring: Learning in, about and for the natural environment is key to all understanding their role in the sustainable management of our natural resources in order to help prevent issues occurring in the future. NRW's CELLS policy and Natural Progression steps underpin this principle.</p>
--	---

Issue

1. Since the 2016 Business Area Review decision to “focus on influencing and providing advice to Welsh Government on Education and Skills - recognising that other providers are better placed to take on direct delivery of formal education”, NRW has completely re-thought its approach to education and learning to support the delivery of the sustainable management of natural resources. We have reshaped and expanded existing methods and developed a variety of new education, learning and skills mechanisms.
2. The Children, Education, Lifelong Learning and Skills (CELLS) policy position was approved by the Executive Team in November 2018.
3. Although many people in Wales already enjoy, appreciate and understand the natural world, there are considerable challenges to connect people to the natural environment. Everyone should be encouraged in the responsible use and enjoyment of the outdoors, and ‘learning in, about and for’ the natural environment and the multiple benefits its resources provide, should be an integral part of everyone’s life. To build meaningful behaviour change this needs to begin in early childhood.
4. As part of OD, the policy areas of Health and Education have been brought into one team entitled ‘Health, Education and Natural Resources’, sitting within the Natural Resource and Well-being Integration Group. The vision for this group is to ensure that in embedding SMNR, the benefits for people of healthy, resilient ecosystems are explicitly considered in all areas of the organisations work.
5. This paper aims to update the Board on the approach and highlights some of the successes to date. Many of these will be expanded upon during the presentation on 19th September 2019. Where possible links to other sources of information have been included.

Background

6. The CELLS policy adheres to and provides a framework for the ‘Business Case for Organisational Change: Education and Skills’ dated 25th April 2016, which stated that NRW “will focus on influencing and providing advice to Welsh Government on Education and Skills - recognising that other providers are better placed to take on direct delivery of formal education”.
7. Following a change process sponsored by Tim Jones, Director North & Mid Operations, the existing Education, Learning and Skills work went through a process

of change. This resulted in a new approach away from directly delivered education to all learners.

8. Four new roles were created in EPP with a remit to develop up a new operating model for the organisation, providing strategic overview and policy position, internal and external advice and guidance and establishing links with Welsh Government.
9. The Children, Education, Lifelong Learning and Skills (CELLS) policy was the output of the first significant phase of work, providing an overarching position for NRW from which age, ability or topic specific guidance will flow. It will support and complement the Higher Education Engagement Framework which details our work with higher education establishments. This piece of work builds on a signed MoU with a range of universities and is managed by the Strategic Evidence Manager.

Assessment

10. In consultation with staff across the business, 8 distinct work streams were identified in the CELLS policy. These are detailed further within the policy:
 - Influencing others
 - Resources, training materials and provision of age appropriate data or material
 - Facilitating and enabling a range of education and learning networks
 - Encouraging and supporting others to use NRW owned and managed land in a self-led capacity
 - Training programmes for Professionals, Partners and Stakeholders
 - Skills and Placements
 - Higher Education Engagement
 - Wider Framework – Children, Education & Lifelong Learning
11. Examples of projects and workstreams developed to date include:
 - a set of definitions which are available for staff on the intranet. For ease, these can be found at Appendix 1
 - establishment of a positive working relationship with the Welsh Government Curriculum Reform team, influencing the future teaching of SMNR via significant input into the Curriculum for Wales consultation
 - NRW's Natural Progression Steps which seek to help every child in Wales develop a sustained connection, knowledge, understanding and interaction with nature. The Natural Progression Steps can apply no matter what age a person may be, as progression is experience dependant and can be used as a communication tool as well as to help determine the best type of intervention in a scenario
 - a framework of policies and procedures to deliver NRW's placement scheme
 - an activity position statement for use of our own and managed land for self-led visits as part of a suite of statements within the Mynediad Permission system
 - the development of several strategic partnerships to support a pan-Wales training programme including:
 - Techniquet to deliver STEM (Science, Technology, Engineering and Maths) topic teacher training events as part of the Welsh Government's CPD support programme
 - Regional Education Consortia to train Subject Leads
 - Healthy School Co-ordinators to support the increase of outdoor learning and therefore increased physical activity

During 2019, topics as diverse as Water Management and Quality to Health and Well-being are being delivered to over 500 teachers and educators with the potential to reach up to 75000 learners over the next 5 years

- strategic partnerships with Young Wales and Wales Young Farmers to be able to gather the thoughts and opinions of young people to inform NRW's future policies and plans (including our Area Statement work). Both organisations have access to forums and groups across Wales and have trained staff to engage directly on a variety of subjects
- the Acorn Antics campaign engages learners of all ages and delivers across all SMNR principles. The campaign provides hands on learning opportunities whilst contributing to solving the issue of the need for native seed stock
- increased use of social media both via NRW and via Outdoor Learning Wales (OLW) and the Wales Council for Outdoor Learning. OLW has seen a 32% rise in membership with Twitter followers at nearly 1500
- launch of the first Wales Outdoor Learning Week in April 2019. A summary prepared by the Communications Team can be seen in Appendix 2 including the fact that social media about the campaign reached 500k people
- the development of a suite of "Successful Futures through Outdoor Learning" conferences reaching over 500 delegates to date and engaging with teachers, independent educators, local authority and consortia staff, and many of our existing stakeholders and partners to further support their education work. 500 delegates have the potential to influence over 70000 learners in the next 5 years
- launch of the [High Quality Outdoor Learning](#) document in June 2019
- advice and guidance provided across the business to support development of:
 - site specific resources linked to flood alleviation schemes in [St Asaph](#) and [Dolgellau](#)
 - a suite of resources supporting [Gronant and Talacre](#)
 - a sensory garden at Newborough
 - subsidised training opportunities via Wrexham PSB
 - Life and HLF bids including Sands of Life, Dynamic Dunescapes, Gwent Living Levels (including training and resource development), Celtic Forests, Welsh Raised bogs and Coastliners
 - Llyn Tegid flood alleviation scheme – help with consultation work
 - Betws project – development of an education resources to help explain the extreme felling project
 - Fforest Fawr sculpture trail activities
 - Qualification development and marking of the SMNR Level 2 and 3 accreditation files
 - Cardiff Child Friendly City Status
 - Resources to support the Rivers Taff and Dee

Recommendation

12. The Board is asked to consider the information provided and the current approach and to highlight any areas or ideas for further development or change.

Key Risks

13. Following approval of the CELLS policy the key risks within this work area are minimal. NRW has recognised the need to ensure the quality and consistency of all actions and interventions, whether direct or in-direct, across all functions. The CELLS policy sets

out the new ways of working which will be delivered and managed by appropriately qualified staff with the correct policies and procedures in place to provide a professional high-quality service, minimise any risk to the organisation and ensure efficient wider reach, influence and use of resources.

14. Building on current success and opportunity, changes to the level of ambition would need to recognise staff capacity either in relation to the work we do or how we work and influence others.

Next steps

15. Short term (1 to 2 years):
 - Consolidate our external offer producing an external strategy leaflet
 - Grow our training capacity
 - Continue to expand our webpages, creating links to others and utilising other hosts such as Hwb and Outdoor Learning Wales
 - Continue to produce resources, particularly site-specific resources to encourage more self-led activity on our owned and managed land
 - Support the roll out of the Curriculum for Wales, offering advice and guidance to Welsh Government and educators on all aspects of SMNR education and outdoor learning
 - Encouraging teams across the business to host placements of all varieties in line with our Placement procedure
 - Grow our existing education campaigns – Acorn Antics and Wales Outdoor Learning Week and expand our calendar of activity
 - Continue to explain NRW's position internally and help staff develop projects and programmes which are high-quality, minimise any risk to the organisation and ensure efficient wider reach, influence and use of resources
 - Complete our Children's Rights Approach and further develop our approach to working with young people via Young Wales and YFC through the Area Statement development and 2050 vision work.
16. Mid to Long Term (3 to 5 years)
 - Grow our stakeholder partnerships
 - Expand our policy positions on natural play, children's rights etc
 - Explore further campaign type approaches joining comms and learning messages together where possible
 - Continue to develop the links between the natural environment, health and learning

Financial Implications

17. In the short term there are no immediate financial implications. However, if the organisations wants to build on and expand on the successes set out in section 11 in the medium-term, additional resources would be required.

Index of Annexes

Annex 1 - Definitions

Annex 2 - Wales Outdoor Learning Week 1 – 7 April 2019

Annex 1 Definitions

Education

The process of receiving or giving systematic instruction, especially at an education establishment such as school or university.

Education is:

- the imparting and acquiring of knowledge through teaching.
- is about development and growth and is future orientated.
- it involves activities that are intended to stimulate thinking and to foster learning.

Education can therefore be described as an input where the overarching aim is to impart information that will increase knowledge, skills and understanding.

Conversely, learning can be described as an outcome. That is, an increase in skills, knowledge and understanding as a result not only of education, but of informal, often self-led, activities.

Learning

The cognitive process of acquiring skill or knowledge.

This includes academic studies and occupational training through school and beyond. It also encompasses the physical, cognitive, emotional and social development of children in the earliest years of their lives.

It includes the capacity of geographic communities and communities of common interest to respond with understanding and initiative to broad changes that represent threats or opportunities, such as climate change.

Learning can be an outcome of such activities including volunteering, involvement in community projects, guided walks, play and enterprise development.

Lifelong Learning

Learning can take place throughout life. It can be conducted outside the formal education structure and is open to all citizens regardless of qualifications. It is the provision or use of both formal and informal learning opportunities throughout people's lives in order to foster the continuous development and improvement of the knowledge and skills needed for employment and personal fulfilment.

Skills

Acquired techniques that give someone the capacity to do something well. Skills are usually acquired or learned, as opposed to abilities, which are often thought of as innate.

Formal Learning

Takes place within a teacher/supervisor-student relationship. Formal Learning can be accredited, but this is not an essential element.

Formal learning usually follows a curriculum whether that is a formal school/college/university-based curriculum or a framework.

In formal curriculum terms the following are recognised:

- Pre-school – covers 0 to 3 years and can include home, private nursery, non-maintained settings, childminders, Meithrin, etc.
- Foundation Phase - a developmental curriculum for three to seven-year-olds in Wales. It encourages children to be creative, imaginative and to have fun, making learning more effective.
- Primary – covers pupils who have reached or are approaching the school starting age of 5, up to the age of 11, when they transfer to secondary school.

- Secondary - covers the period between the ages of 11 and 16. In this period a child's education is divided into two main stages of the National Curriculum: Key Stages 3 and 4.
- Further Education (FE) - education below degree level for people above school age.
- Tertiary - education for people above school age, including college, university, and vocational courses.
- Higher education (HE) - education at universities or similar educational establishments, especially to degree level.

Informal Learning

Does not follow a specified curriculum, usually takes place outside educational establishments and is self-directed. It can happen as a result of activity organised through public, private and voluntary organisations or it can be spontaneous. Informal learning is usually not accredited but can follow a learning framework that recognises achievement e.g. Scout and Guide badges.

Outdoor Learning (also referred to as Out of Classroom Learning)

Defined as teaching and learning activities undertaken within the natural environment.

This includes;

- *learning in* – using the natural environment as an alternative classroom in which to deliver a range of subjects and topics.
- *learning about* - explicitly about the natural environment and its processes. This can take place inside or outside and includes topics such as land management, ecological processes, food chains, etc.
- *learning for* – advocacy for the natural environment and includes sustainability, ESDGC, understanding our own and others impacts on the environment, developing a personal position, etc.

Outdoor learning covers a range of methods and activities for all ages and abilities. These include: natural play, environmental education, field studies, adventure education, Forest School and Coastal School.

Education Setting

Any place where one would go to have an educational experience. For example, a public or state school, an after-school club or program, a Scout or Guide meeting, an outdoor classroom, residential/field centre.

This education experience could be formal or informal.

Direct Delivery

The running of a session by a group leader for learners either in the natural environment or the classroom.

Training the Trainer

Delivering training sessions to those who can go on to train others

Annex 2

Wales Outdoor Learning Week 1 – 7 April 2019

- We launched the first ever Wales Outdoor Learning Week with the Wales Council for Outdoor Learning to celebrate and promote the multiple benefits of a classroom without walls.
- We shared practical outdoor activities to try at home or at school – anything from measuring trees in maths to studying sand dunes in geography. Making bird feeders, creating natural art or going for a walk to see which animals or plants they can spot along the way.
- We set up the #WalesOutdoorLearningWeek / #WythnosDysguAwyrAgored so education groups and teachers could share their outdoor learning pictures and inspire others.
- As it was the first year we hoped to get 100 uses of the hashtag, but this target was smashed with the hashtag being used 500 times during the campaign.
- Our social media about the campaign reached 500k people and our outdoor learning activities fast became some of our top hits on our website.
- We had some success in the papers too with various newspaper articles, including the Western Mail, but we were really most excited to also see articles from schools and education groups who had arranged events for the campaign – a great third-party endorsement.
- Richard Parks helped endorse the campaign with his blog about outdoor learning and he attended our Acorn Antics tree planting event, doing media interviews and social media for us.
- We asked teachers to let us know what outdoor learning they had arranged, and we reported nearly 2000 children had taken part in events – but we think this figure was probably much higher and we want to improve how we do this next year so everyone logs what they do.
- The Field Studies Council logged various events with nearly 300 young people and 185 adults taking part in outdoor learning events – that's nearly 10,000 learner hours!
- We also hosted various events on our land, including tree planting in North Wales with 78 children, and an 'Creating Successful futures' outdoor learning conference with 127 delegates.
- The whole week had a massive buzz around it and we almost couldn't keep up with all the tweets and stories of schools and families getting outdoors.
- Our Outdoor Learning Wales network group had 125 new membership requests.
- With young people campaigning on environmental issues, we hope we can make this bigger and better this year.

Laura Morris - Communications
Team

Board Paper

Paper Title:	The Second State of Natural Resources Report (SoNaRR2) – Update and Confirmation of Board involvement
Paper Reference:	Paper 19-09-B12
Paper Sponsored By:	Ceri Davies, Executive Director of Evidence, Policy and Permitting
Paper Presented By:	Michael Evans, Head of knowledge and Evidence

Purpose of Paper:	Information and Discussion
Recommendations:	<p>The board is asked to:</p> <ul style="list-style-type: none"> - Consider the progress made towards SoNaRR2, in particular the content of the Interim Report and advise of any concerns. - Attend the meeting on 23rd October to discuss the content of the Interim Report and advise if these arrangements are sufficient to facilitate sign-off of the Interim Report in November. - Note the work being carried out to mitigate the key risks.

Impact:	<p>Looking at the <u>long term</u>: SoNaRR is an evidence report and informs the Welsh Government's Natural Resources Policy (NRP)</p> <p>Taking an <u>integrated</u> approach: SoNaRR is an assessment of the sustainable management of natural resources (SMNR) and so must present evidence in an integrated way</p> <p>Involving a <u>diversity</u> of the population: SoNaRR is an all Wales report, incorporating priorities for the population of Wales</p> <p>Working in a <u>collaborative</u> way: The plan is to collaborate with relevant stakeholders at all stages in the process</p> <p><u>Preventing</u> issues from occurring: Giving early sight of plans and allowing time for consideration</p>
----------------	--

Issue

1. To update the Board on progress with the second State of Natural Resources Report, and in particular:
 - The development of the Interim Report, which is due to be completed in December 2019;
 - The progress with identifying Indicators of the sustainable management of natural resources (SMNR).
2. To agree the opportunities for discussing the content of the Interim Report prior to sign-off at the November Board meeting.

Background

3. The purpose of SoNaRR is to provide the evidence base and assessment of the extent to which SMNR is being achieved and our assessment of biodiversity. The report identifies challenges and opportunities affecting the state of natural resources and information gaps. It reports on successes in the management of Wales' Natural Resources in order to inform Welsh Government's Natural Resources Policy.
4. The second SoNaRR report is due to be published in December 2020.
5. The Interim Report (termed the draft report in the legislation and statutory guidance) must be provided to Welsh Government in December 2019. The purpose of the interim report is to give early warning to Welsh Government of any changes from the previous SoNaRR in relation to what the evidence is telling us about challenges and opportunities in sustainably managing Wales' Natural Resources, any new evidence gaps and give an indication of the look and feel of the next SoNaRR.
6. See Annex 1 for more detail of the statutory guidance regarding SoNaRR.
7. The board discussed our plans for SoNaRR2 in January 2019 and an update was included in the Chief Executive's report for the March 2019 Board meeting.
8. A skype session for board members was held on 12th April to discuss the purpose of SoNaRR in more detail. We recapped the findings from SoNaRR1; explained how SoNaRR2 will be organised, including the proposed structure; talked about our plans for stakeholder engagement and described the quality assurance and review process.

Assessment

Update on progress with developing the SoNaRR2 Interim Report

9. **Emerging changes in terms of what the evidence is telling us since the last SoNaRR.** Staff leading on the SMNR assessments have presented these as new challenges, opportunities and successes. In some cases, they were identified in SoNaRR1, but additional evidence has changed the emphasis. They are currently being prioritised in order to decide which will be put forward in the interim report. Unsurprisingly, the themes emerging as a priority include:

- The need for adaptation to Climate Change across **all** ecosystems.
- Emissions reduction through switching from fossil fuels to renewable and low-carbon sources, and decarbonisation by planting trees and restoring peatland.
- The continued decline in biodiversity – particularly the impact of Invasive Non-Native Species (INNS), and the risk that plants characteristic of extensive arable land will vanish from Wales.
- The opportunity to increase ecosystem resilience across the rural environment through the new sustainable farming scheme.

10. **Evidence needs and prioritisation.** Evidence needs are included in the plans for the assessments of SMNR. Ecosystem and theme leads have confirmed the evidence they intend to use in SoNaRR2 along with evidence that may be needed in future assessments. These include:

- Habitat and species condition data, particularly outside of protected sites where generally we have no data at all and where condition is more likely to be poorer.
- Survey data on the distribution of indicator species for urban habitats.
- Comprehensive distribution data for widely spread Invasive Non Native Species (INNS).
- Current state and trends of soils in Wales and their vulnerability and resilience to land use, land management, and changing weather patterns and climate.

11. We are currently sharing these evidence needs with our stakeholders and identifying how that evidence is likely to be delivered. Evidence gaps are being identified and we have agreed a method for prioritising and filling them. We will share this with you ahead of the October skype session. Themes include how specific ecosystems contribute to services and well-being, the attributes of ecosystem resilience and the emerging impacts of climate change.

12. **The structure of SoNaRR2** has been considered and agreed with Welsh Government and stakeholders. We intend to publish SoNaRR2 on our website as a series of web pages, providing links to the evidence and indicators that will be presented in the SMNR portal. We are working with the communications team to design the web pages. The structure and approach has been shared with you previously.

Developing Indicators of SMNR

13. The Indicators are to help us track whether Wales is moving in the right direction towards SMNR. There will be cross-over with the National Indicators for Wales and any outcome and output indicators that Welsh Government define to monitor and evaluate the Natural Resources Policy.

14. A proposed list of Indicators of SMNR has been developed and shared with Welsh Government, some external stakeholders, and staff. Initial comments have recently been received from Welsh Government, the Royal Society for the Protection of Birds and the British Geological Society. The proposal will be revised in line with the feedback received. We will share this with you ahead of the October skype session.

15. The Indicators will cover:
- Renewable, non-renewable resources and substitutes
 - Ecosystem resilience across the 4 attributes
 - Sustainable provision of the benefits – for example water, marine products, timber, food, pollinators, sustainable energy, sustainable woodland/forestry
 - Environmental risk – for example flood, noise, air, greenhouse gas, pollution incidents including fly tipping
 - Healthy environment supporting well-being – for example greenhouse gases removed, urban cooling, bathing water, access, and landscape.

Opportunities for discussing the content of the Interim Report prior to sign-off at the November Board meeting.

16. We want to ensure that the Board has sufficient information to allow it to sign off the content of the Interim Report. A skype meeting has been arranged for the 23rd October. Draft content of the interim report will be shared with Board Members two weeks before this meeting. This will include a plan for the presentation of the report, but not a proof of the report. The meeting will be an opportunity for the Board to discuss the content and seek clarifications.
17. Final content of the Interim Report will be presented for sign-off at the November Board meeting. This will not be the finished product as final design and translation will be carried out once the content is agreed.
18. We welcome your feedback on whether these proposals are sufficient to allow the Board to make a decision about sign-off at the November board meeting. Is there anything else we should put in place?

Recommendations

19. The Board is asked to consider the progress made towards SoNaRR2, in particular the content of the Interim Report. Are there any concerns we should address?
20. The Board is asked to attend the meeting on 23rd October to discuss the content of the Interim Report and advise if these arrangements are sufficient to facilitate sign-off of the Interim Report in November.
21. The Board is asked to note the work being carried out to mitigate the key risks to the production of both SoNaRR2 and the Interim Report.

Key Risks

22. The main risk is not meeting the Statutory timescale for providing the Interim Report to Welsh Government. The Board will need to be able to agree the content of the Interim Report at the November Board meeting so that it can be published by the end of December 2019. The planned Skype meeting on 23rd October will need to provide sufficient information to the Board to allow them to carry out this role.

23. The overall delivery of SoNaRR2 is reliant on key staff prioritising the work over the next 16 months. Any issues with resources will be communicated through the SoNaRR steering group to the appropriate business board for resolution and escalated to Executive Team as necessary
24. The Q1 (April to June) Performance Report described the status of this work as amber due to some work associated with stakeholder engagement being slow to get going. This is being addressed in Q2 with workshops taking place with key stakeholders, allowing them to input into the assessments of SMNR that will feed into SoNaRR2.
25. Some of the SoNaRR assessment leads have changed role as a result of Organisation Design and some different staff are now picking up the work. The SoNaRR team is supporting these staff to help them get up to speed as quickly as possible. Where capacity has been identified as an issue, additional resource has been secured through unfunded pressure bids, although in some cases the posts have not yet been filled. We are confident that the work will be back on track in September.

Next steps

26. Discussion of progress and key themes for the Interim Report at the September board meeting.
27. Draft content of the interim report will be shared with Board Members 2 weeks before the skype meeting on 23rd October.
28. Final content of the Interim Report will be presented for sign-off at the November Board meeting.
29. As soon as the content is approved we will work with the Communications team on the final design, translation and formatting to ensure it is written and presented in an accessible way.
30. The assessment leads will be working on the first drafts of their assessments for SoNaRR2 during Autumn 2019 with a plan to have all assessments complete and text drafted by June 2020.

Financial Implications

31. Baseline costs for developing SoNaRR2 and the Interim Report are within SoNaRR and NRW team budgets.
32. Current additional costs of around £100k have been secured from unfunded pressure bids.
33. Staff across NRW are contributing time to SoNaRR2. There may be additional bids for resources as the work progresses. This will be managed by the SoNaRR team.

Equality impact assessment (EqIA)

An EqIA is not required. The governance of SoNaRR is not a process that impacts on individuals or groups

Index of Annexes

Annex 1 - Extract from the Welsh Government guidance on Natural Resources Wales' general purpose relating to SoNaRR

Annex 1

Extract from the Welsh Government guidance on Natural Resources Wales' general purpose relating to SoNaRR.

4. State of Natural Resources Report

4.1 Purpose and intent

Section 8 - Duty to prepare and publish state of natural resources report

(1) NRW must prepare and publish reports in accordance with this section containing its assessment of the state of natural resources in relation to Wales.

(2) Each report must, among other things, set out—

(a) NRW's assessment of the extent to which sustainable management of natural resources is being achieved;

(b) NRW's assessment of biodiversity (including the living organisms and types of habitat included in any list published under section 7);

(c) what NRW considers to be the main trends and factors that are affecting, and are likely to affect, the state of natural resources;

(d) any aspects of the state of natural resources about which NRW considers that it does not have sufficient information to make an assessment.

(3) NRW must publish its first report before the end of four months starting with the day this section comes into force.

(4) Subsequently, NRW must publish a report before the end of the calendar year preceding a year in which an ordinary general election is due to be held.

(5) NRW must publish a draft of each report required by subsection (4) before the end of the calendar year preceding the year in which the report must be published.

(6) In this section, "ordinary general election" means the poll held at an ordinary general election under section 3 of the Government of Wales Act 2006 (c. 32).

The purpose of the State of Natural Resources Report (SoNaRR) is to:

- Provide a comprehensive and centralised national evidence base on the sustainable management of natural resources in Wales, which is regularly reviewed and updated to reflect current conditions.
- Provide an assessment of the state and trends of natural resources and ecosystems¹, and an assessment of the extent to which SMNR is being achieved.
- Provide a baseline for and to subsequently measure how Wales is progressing in achieving the objective of SMNR.
- Provide evidence to inform the identification of national risks, priorities and opportunities for SMNR.

¹ Ecosystems are functioning systems made up of biodiversity, the supporting environment (air, water, minerals, soil) and the interactions between them.

In doing so, it will

- Ensure that the delivery of the Natural Resources Policy in a local context through an area statement is informed by the appropriate evidence.
- Ensure that the local evidence provided in the preparation of an area statement is captured by future reviews of SoNaRR.
- Make available the information needed for Welsh Ministers to set priorities for contributing towards SMNR at the national level.

4.2 Technical requirements

SoNaRR will provide a national evidence base to include the following

Reporting on current state and trends

Evidence at the national level on the current state and trends of Wales' natural resources, and the resilience of ecosystems and the services they provide including

- Key drivers and pressures that have caused those trends
- Any key uncertainties
- Risks to the resilience of ecosystems and opportunities to manage those risks.
- An understanding of the level of services our ecosystems are currently providing, and the inter-relationships between them. To include areas currently providing high levels of service, areas where service enhancement is possible, areas of opportunity.

Assessment of the extent to which SMNR is being achieved

An assessment of the extent to which sustainable management of natural resources is being achieved, using the following 4 measures:

- Natural resources are not continuously declining and are not being used faster than they can be replenished
- The health and resilience of our ecosystems across the four attributes of ecosystem resilience is not being compromised and where there is an opportunity, is being enhanced
- The supply of different ecosystem services is being optimised (for ecosystem resilience and supply of benefits for well-being).
- The benefits derived from ecosystem services are being fairly and equitably distributed and the contribution they make to well-being is meeting our basic needs and is not declining now or in the long term.

What we want to measure	Why do we want to measure it?
Stocks of natural resources (renewable, and non-renewable) in relation to current, and anticipated future demand	This will enable us to have a reasonable account of the use, and rate of use, of a broad range of renewable natural resources, to determine whether they are likely to be stable, in decline, or used faster than they can be replenished, at any point in time. In the case of non-renewable resources, sustainable management requires an equitable distribution of benefits between current and future generations with:

What we want to measure	Why do we want to measure it?
	<ul style="list-style-type: none"> • A rate of depletion allowing identification of sustainable substitutes once the resource has been exhausted and • The capture of at least some of the current benefits for the benefit of future generations
The attributes of the resilience of ecosystems (including biodiversity)	We want to ensure that our ecosystems retain (and regain) their resilience and capability to deliver the services on which we depend, now and for the future.
The range of services that we are getting from ecosystems	By taking action to build ecosystem resilience, we want to ensure that the supply of ecosystem services is optimised, both for ecosystem resilience and benefits for well-being.
<p>The distribution of ecosystem benefits across the needs of society now and in the future.</p> <p>The contribution of Wales' stocks of natural resources and ecosystem services across the Well-being goals.</p>	<p>We want to ensure that we are providing ecosystems benefits in the most optimal way. This includes</p> <ul style="list-style-type: none"> • Ensuring there is a fair and equitable distribution of benefits across society so that they are meeting our basic needs • the contribution ecosystem services and stocks of natural resources make across the well-being goals is optimised.

Future scenarios

Evidence at the national level on future changes; key drivers and pressures that could result in future changes to natural resources and ecosystems, including

- How they may affect the future state and resilience of ecosystems and the services they provide
- The key issues/vulnerabilities to be considered,
- A range of plausible scenarios and how the key issues and vulnerabilities may play out in each.

Priorities and opportunities for action at the national level

An assessment of the priorities and opportunities for action to include

- Where action to protect and improve natural resources and ecosystem resilience should be focussed for greatest impact; and why.
- Where action on the distribution of ecosystem services to meet societal needs should be focussed for greatest impact; and why.
- Where action on the contribution of Wales' natural resources and ecosystem services can be taken to maximise their contribution across the Well-being goals.

An assessment of Biodiversity

An assessment of biodiversity (including the living organisms and types of habitat included in any list published under section 7). Biodiversity means the diversity of living organisms,

whether at the genetic, species or ecosystem level, and plays a key role in the functioning of ecosystems.

Outcome indicators for SMNR at a national level

The State of Natural Resources report will provide a set of indicators to measure and monitor progress being made towards the sustainable management of natural resources in Wales, which will support the National Indicator set. In particular these indicators should allow us to assess progress against the 4 measures of SMNR, provide a baseline for and measure progress on how Wales as a nation is moving towards SMNR.

4.3 Draft Report

A draft report is due 12 months prior to each full report to start to inform the Natural Resource Policy. It will

- describe what is emerging as changes in terms of what the evidence is telling us since the last SoNaRR.
- describe newly identified evidence gaps and any update to previously identified evidence gaps; how filling the gaps is being prioritised and include any work being initiated to address them.
- include an update on the look and feel of the next report.

New evidence becoming available during the following 12 months will be included in the final report, along with any recommendations for policy arising from it.

Paper Title:	Customer Programme – 6 Month Progress Update
Paper Reference:	Paper 19-09-B13
Paper Sponsored By:	Ceri Davies - Executive Director of Evidence Policy and Permitting
Paper Presented By:	Amanda Paton – Specialist, Transformation of Customer Services

Purpose of Paper:	Information
Recommendation:	That the Board notes programme progress priorities and future focus

Impact:	Looking at the <u>long term</u>: The Customer Programme will improve the way that NRW relates to and communicates with its stakeholders which will improve the reputation of NRW in the long term.
----------------	--

Background

1. The first NRW Customer Strategy and the Customer Programme was signed off in September 2018. The programme will deliver against our 2Vs and 5Cs - vision and values; customer, communication, commercial, culture and collaboration. It will improve:
 - Our ability to ‘get it right first time’;
 - How easy it is to deal with us as an organisation
 - How easy it is to use our website and digital services
 - The quality of the services we provide
2. In the long term, as well as achieving first class customer experiences, the programme will release resources for reinvestment back into the business.

Programme Progress

3. Since the last update in March, a review of the programme produced a revised delivery proposal. This was undertaken to ensure that delivery required to get the basics right could continue during Brexit and Organisational Design phases. The Customer Programme Board agreed to the proposal which included a scaling back to focus on delivery of 6 of the 13 projects to ‘get the basics right’ and additional funding of £208k for programme and project resources.

4. Governance arrangements have been revised, with a strong focus on integration of the programme within NRW through the new organisational design structures and governance arrangements (Business Boards, strategic programmes of work and funding cycles).
5. Programme evaluation measures have been developed and were approved by the Board in August. The Customer Dashboard is the key tool for capturing and tracking programme performance. It has recently gone through a further stage of improvement and now incorporates key website and social media performance indicators which provide a single point of insight at programme level, and is being used to provide more confident, dynamic business insight and identification of future trends.

Project Update Summary

6. This section provides a detailed progress update on the 1 project that has been completed and the 5 priority projects in delivery.

Top Tasks Project.

7. Customer testing of the ten most popular website tasks was carried out with a range of customers and citizens with representation from the water, waste, energy, farming and forestry industries in November 2018.
8. This project is completed. The findings and recommendations have been documented and presented to business boards and are now informing web development, content improvement and prioritisation of work.

Website Improvements Project.

9. This project focuses on two elements; Content Improvement and Development. Both of which have been informed by user evidence and a set of comprehensive data gathered through website audit and customer feedback.
10. NRW has a duty to meet new Accessibility standards (Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018) by September 2020.
11. There is an action plan to address this with the current emphasis on internal communications that raise awareness and call the business to action. Communications have taken place through multiple routes, including managers' monthly instructions, presentations to Heads of Business and Service and Business Boards, as well as on posters, intranet, web content toolkit and a stand at #TeamNRW day in November.
12. Progress on the Development element is as follows:
 - The team are tackling task-based content first, since this will be of most benefit to customers and seen as a priority within the regulations, they have been working closely with areas of the business to convert PDFs into web content that is accessible and will improve the customer's search function.
 - To stop the amount of inaccessible content growing, a business-wide process was put in place from 1st August which included publication of advice and guidance to

staff on what the regulations mean to them and signposting to the digital team for one to one advice and support.

13. The team are working through the 253 PDFs which have been identified as priorities on the basis that they contain information which is essential for customers to allow them to complete the tasks they come to us for. The actual number of attachments currently in inaccessible formats is far greater. The 253 figure is likely to rise significantly as more attachments are analysed.
14. The accessibility statement for our site will be a key tool and is being developed setting out what we know is currently inaccessible and our timescales and plans for remedying
15. Advice has been taken from NRW's Legal team (27th August) to obtain steer on our interpretation of the Regulations. This advice will inform what is exempt, what the accessibility statement should consist of, and ultimately what our business priorities will be.
16. The digital team have been engaging with other organisations in cross-government sectors who also have to meet these standards, so that we can learn from their approaches. These include cross government forums through webinars and social media.
17. Internal governance is provided through the Corporate Services Business Board. A paper was taken to the September meeting for consideration on the issues above.

Web DEVELOPMENT

18. This element of the work has been on hold until the team's trial period has been completed. The aim is to resume the development work following recruitment of additional posts which will take place during October.

Customer Hub Project

19. Refinements are underway for the complaints process that focus on reducing the current 3 stage process and making the hub a one stop shop for complaints.
20. A full package of training for staff in the Hub is underway based on job role and to ensure there are multiskilled agents within the hub who understand the various processes within the hub and can embed business changes throughout the team. This also increases our business continuity responses.
21. Waste carrier licence portal and single public register portals which allow customers to self-serve are due to come online during September 2019 leading to an improved online service for many of our key customers and a reduction in call volumes. Processing of waste carrier licences will reduce from 1 ½ hours in house to 20 minutes online allowing customers to self-serve.

Customer Service Standards Project

22. The Customer Service Statement (which outlines our response times for inbound queries and complaints through all channels) is now public facing and can be found under the 'Response Times' pages of our website. The Statement will be an integral element of our Customer Charter when it is completed.

Customer Charter

23. Initial draft charter has been produced and will be circulated to internal and external customers in the Autumn for comment and development. The Customer Charter will be one of the first items for review by the Customer Involvement Forum. This will be progressed in line with a refreshed comms and engagement plan and the recruitment of the Specialist Engagement Officer in October.

Tone of Voice

24. Workshop training to increase the written standards of correspondence has been offered to over 182 staff. They were invited to attend 17 pilot workshop sessions for 8 business units including permitting and key Timber Sales staff. 50 internal customers have applied to attend future courses. Evaluation to date demonstrates that staff value the training and the method of delivery. The course has now been tailored to support the commercial customer aspects with a session on September 25th for the NRW Laboratory teams.
25. A review of the 17 pilot workshops in this first phase will identify which elements of the training have been most effective. These elements will then be included as content in wider induction programmes that will be rolling out across NRW later this year. These may include 'Ways of Working and Timber/Grant Thornton related activities. The pilot review will also determine whether a re-run of further phase of tone of voice workshop training will take place.
26. A second face to face engagement workshop (which focuses on spoken tone of voice) will take place in North Wales on October 9th. this has been arranged in response to demand from the business which emphasises our values and behaviours
27. Success is being measured through session feedback from attendees, providing questionnaires and insights that focus on growth in knowledge, tangible improvements to forms, letters and emails and importantly, examples of changes in behaviour.

Customer Involvement Forum

28. Work has been completed on developing processes and forms that are required to recruit partners. Mapping of existing forums across the business is underway and recruitment to a specialist engagement advisor will take place in October. This key role will deliver the Customer Involvement Forum project which will include developing the internal engagement community of practice, work in conjunction with others across the business who deliver engagement as well as co-develop a draft long-term engagement strategy for consideration by the business.

Influencing practice, values and behaviours within NRW

29. Continuous Improvement methodology is being embedded into customer projects. The customer programme team have been proactively encouraging relationship building across teams and the wider business. This is sometimes just a matter of introducing teams and encouraging them to work in a way that focuses on the end to end user journey. This is helping to breakdown cultural barriers.
30. Challenges have been made regarding how the SMNR portal was being developed to meet customer needs (rather than business needs) This has resulted in a reworked design that will meet customer and business needs and a system with greater future flexibility before significant financial investment is made.
31. The Innovation fund has been reworked to improve customer journey following internal customer feedback. This has resulted in a process that makes it easier for staff to put forward ideas before submitting a full application.
32. Customer representation now on multiple Business Boards and development of ICT principles and standards for agile ways of working have both ensured that the customer focus is considered and is influencing user led service design and delivery across NRW from the earliest point of design.

External Partner Learning

33. The Institute of Customer Service's report identifies national trends and this learning will be taken across NRW through the newly formed specialist customer evaluation working group.
34. More visits to external organisations to share tips and best practice will take place in the Autumn including Welsh Water.

Comms and Engagement

35. The programme's comms plan was signed off in March to support the programme launch. The plan will be refreshed once the Programme comms officer takes up their post (October) to ensure that it maximises current opportunities to promote the benefits of the projects and deliver Wales wide comms campaigns. National customer service week in October, #TeamNRW day and other opportunities through partner organisations will be maximised with an emphasis on the positive stories and progress being made by NRW.

Storytelling

36. This will be a priority for the new programme communications officer. They will be developing an inclusive range of ways to tell the customer story in a way that highlights the benefits of the programme and the projects within it in a way that resonates to our different audiences.

37. The introduction of an additional dedicated communications and engagement officer within the customer hub will provide a greater focus in building relationships within the organisation. The role will provide an internal outreach/engagement role to teams and directorates across NRW resulting in better working relationships and the joining up of customer insights from the earliest point.

Key Risks

38. The risk of potential diversion of resource and further organisational disruption as a result of Brexit round 2 and Grant Thornton action plan requirements (all staff training and diversion of subject matter experts).
39. The risk of not being able to ensure the best environment for engagement, ownership & resourcing of customer projects as a result of staff focus during the final stages of Organisational Design.
40. The risk of not being able to secure staff engagement to roll out the programme, attend training and provide specialist input needed to deliver the 13 projects.
41. The risk of not meeting Web Accessibility requirements by 2020, there are issues around just converting the 253 PDFs to web content without carrying out a strategic review of all the web content in that area and improving and increasing consistency to back end processes.

Mitigations:

42. The programme communications and engagement plan will be regularly reviewed to take these risks into account and ensure staff resources and programme spend are targeted where and when most effective.
43. Web Accessibility issues are being addressed through relevant Business Boards which, along with guidance from our legal department and steer from other organisations on their approach will inform our accessibility statement and communications.

Next steps

44. In 2019/20 the following will be delivered as a result of customer programme specific projects or shared D&I programme projects:
- Online payment capability
 - Webchats & chatbot capability
 - Automated messaging and workflows to help staff and customers
 - Introduction of customer service design project standards NRW wide
 - Expansion of Customer Identity Management to other digital services
 - Revamp telephony architecture for ICC, Customer Contact Centre & ICT Helpdesk
 - Expansion of CRM capability and integration into key areas of the organisation
 - NRW's Customer Charter developed collaboratively
 - Customer excellence learning programme
 - Customer excellence staff rewards & recognition
 - Customer service continuous improvement work programme for the CI team

Financial Implications

45. Funding of £808k had been allocated for 2019/20. An additional £208k has been approved to deliver the revised proposal which brings the total allocation to 1.01 million.
46. One of the deliverables for this year is to draw up a costed three-year transformational plan. The draft proposal will be completed in January 2020 and presented for final approvals through the agreed governance routes. A large proportion of the budget is ICT related and proposals are being jointly developed with the head of ICT and (D&I) Development and Innovation Programme Manager. Early indicative projections are informing current and future financial planning cycles through Finance

Index of Annex

Annex 1 - Further detail of Customer Programme Projects



Board Paper

Paper Title:	Fisheries byelaws
Paper Reference:	Paper 19-09-B14
Paper Sponsored By:	Ceri Davies, Executive Director of EPP
Paper Presented By:	Peter Gough

Purpose of Paper:	Decision and Information
Recommendation:	<p>Following the decision by the Minister announced on the 16th July 2019 to confirm the All Wales Byelaws, the Board is now requested to: -</p> <ol style="list-style-type: none"> 1. Note the implementation of new rod and net fishing byelaws within Wales to come into force on 1st January 2020; 2. Note NRW's imminent application (following Board approval in July 2018) to the Minister for confirmation of The Cross-Border Rivers Rod and Line (Salmon and Sea Trout) (Wales) Byelaws 2019; 3. Note the proposed simultaneous and complementary action by the Environment Agency to apply for matching byelaws in the English Dee and Wye catchments; 4. Note the recent decision of the Environment Agency to implement Emergency Byelaws in the English River Severn catchment; <p>To consider and approve the NRW proposal to make and implement new Emergency Byelaws for rod fishing for salmon in the River Severn within Wales (the River Severn Rod and Line (Salmon) (Wales) Emergency Byelaws 2019). Board approval would lead to NRW making and implementing new complementary emergency byelaws to take effect as soon as practically possible.</p>

Impact:	Looking at the <u>long term</u>: protecting stocks of salmon and sea trout from further decline and promoting recovery towards sustainable status.
----------------	---

	<p>Taking an <u>integrated</u> approach: fishing controls are only part of the story – we will continue work to promote river habitat quality restoration. The proposals will deliver an integrated approach in the Severn catchment, following the agreed EA lead for migratory fish management in that catchment.</p> <p>Involving a <u>diversity</u> of the population: fishing is a popular pastime for a wide range of participants including the elderly and disabled.</p> <p>Working in a <u>collaborative</u> way: we have able partners in the rivers trusts and need to maintain a productive relationship with them.</p> <p><u>Preventing</u> issues from occurring: we must act to protect our salmon and sea trout stocks and catalyse stock recovery whilst NRW and partners' initiatives deliver river quality restoration.</p>
--	--

Issue

1. This paper provides an update on the current position on rod and net fishing byelaws for salmon and sea trout in Wales, including the 3 cross-border catchments.
2. The All Wales Byelaws which apply to rod fishing in rivers and for net fisheries, both wholly within Wales, have been confirmed by the Minister and will come into force on 1st January 2020.
3. With regards the River Severn cross-border catchment, the Environment Agency (EA) takes the management lead for matters relating to migratory fish. This is reciprocated by NRW for the cross-border catchments of the rivers Wye and Dee. This is to ensure an integrated approach to migratory fish stock management in each catchment.

Arrangements for the cross-border rivers Dee and Wye

4. Following Board approval in July 2018, an application will shortly be made to the Minister for confirmation of new rod fishing byelaws for the rivers Dee and Wye (The Cross-Border Rivers Rod and Line (Salmon and Sea Trout) (Wales) Byelaws 2019). Because these byelaws have been dependent on ministerial confirmation of the All Wales Byelaws, this application could not have been made prior to receipt of that confirmation.
5. It has previously been agreed with the EA that they will make a simultaneous matching application to DEFRA for confirmation of complementary byelaws in the English parts of these two cross-border rivers. Again, this is to ensure an integrated approach and ensure that there is uniformity for stakeholders on cross-border rivers.

Arrangements for the cross-border River Severn

6. With regards the River Severn, NRW previously followed the EA's lead, adopting their technical case when consulting on new fishing control proposals on that river. These proposals consisted of replicating levels of protection previously afforded by the National Salmon Byelaws 2008, consisting of catch-and-release fishing for salmon and method restrictions prior to the 16th June each year.
7. NRW's byelaws were made on the 14th June 2018, and the consultation ran from 20th June 2018 to the 12th September 2018, resulting in a single response that urged NRW to apply more radical proposals as proposed for other rivers within Wales. Subject to a future Board approval, NRW would have applied to the Minister for confirmation of these byelaws, but this would have been subject also to prior confirmation of the All Wales byelaws.
8. The EA's position on the Severn changed in spring 2019, when they re-assessed the technical stock assessment for the river and concluded that the salmon stock was in much worse condition than they had thought. The decision was therefore taken by the EA to make and implement Emergency Byelaws for the net fishery in the English Severn Estuary and the rod fishery in the Severn within England. The Severn Estuary Salmon Protection Emergency Byelaws came into force on the English part of the Severn on the 14th June 2019.
9. Following the EA in their role as management lead for the River Severn catchment, and acknowledging the newly-recognised urgent need for action, NRW now proposes implementation of Emergency Byelaws for the Severn in Wales, replicating the approach in England and thereby ensuring an ongoing integrated approach for the River Severn. These measures would also follow the Board approval and principles that underpinned the Wales Salmon Protection Emergency Byelaws 2018. They would take effect at the earliest opportunity and last for a period of up to 12 months.
10. As such, an options appraisal is not required as this has already been completed by the EA and is adopted by NRW.
11. New Emergency Byelaws for the Welsh Severn would amend the existing Wales Salmon Protection Emergency Byelaws 2018 that currently cover the whole of Wales, so that the latter would no longer apply to the River Severn.

Background

12. In line with NRW's statutory fisheries duties, our overall objective for migratory salmon and sea trout stocks in Wales is: -

“To protect, through the application of best-practice science and management, the sustainability of our natural resource of wild salmon and sea trout stocks in Wales.”

13. In addressing the objective, our statutory duties and Welsh Government guidance, NRW also considers the Sustainable Management of Natural Resources as defined in the Environment (Wales) Act (2016), together with associated Government guidance.

We are also mindful of UK's international commitments to NASCO (North Atlantic Salmon Conservation Organisation) that include application of the precautionary approach to salmon stock management.

14. The Board approved (June 2017) the launch of 3 statutory consultations: -
 - 14.1. new rod and net fishing byelaws for rivers wholly in Wales. Following completion of a consultation and Board approval of our position, our application to Welsh Government for confirmation of new byelaws was made on the 20th February 2018. The Minister referred our application to a local inquiry, after which she announced full approval of the measures on 16th July 2019, to come into force on 1st January 2020;
 - 14.2. new rod fishing byelaws for the cross-border rivers Dee and Wye. This consultation was completed on 5th February 2018 and on 12th July 2018 the Board approved an application to be made to Welsh Government for confirmation, dependent on ministerial confirmation of the All Wales Byelaws. As we are now in receipt of that confirmation, subject to the conclusion of the period in which any challenge to the Minister's decision can be made, we will apply for confirmation of the cross-border (Dee and Wye) byelaws in the Autumn;
 - 14.3. the third and final element of new rod fishing byelaws was for the cross-border River Severn (Wales). This consultation was completed on 12th September 2018, and an application to seek Board approval for a submission to made to Welsh Government was in preparation. As noted above however, the EA has now responded to revised technical evidence with a package of Emergency Byelaws, and NRW now proposes to follow this lead.
15. The Wales Salmon Protection Emergency Byelaws 2018 were made in December 2018 to cover all rivers in Wales where NRW exercises its fisheries functions. These were required as the previous National Salmon Byelaws expired on the 31st December 2018. The decision of the Minister to hold a local inquiry in respect of the All Wales Byelaws presented a risk that fish stocks in Wales would have inadequate protection until such time as the Minister made her decision.
16. The ongoing process of engagement with the EA to ensure integrated outcomes on the 3 cross-border rivers has been previously set out, and this remains a priority.

Emergency Byelaws - Legal Background

17. In order to replicate the EA action on Emergency Byelaws for the Severn, NRW must first consider the *vires* for Emergency Byelaws in Wales.
18. The Water Resources Act 1991 (as amended by the Marine and Coastal Access Act, 2009) makes provision for Emergency Byelaws to address unforeseen issues that may threaten the status of fish stocks.
19. Unlike conventional byelaws, the process is much shorter and requires: -

- 19.1. NRW to 'make' and seal byelaws which, made in this way, may last for a period not exceeding 12 months;
 - 19.2. NRW to notify this to Welsh Government;
 - 19.3. NRW to place a notice in appropriate media to announce the decision (whilst noting that we would also communicate directly with stakeholders).
20. Specified criteria have to be met in order to make emergency byelaws: -
- 20.1. NRW considers that, because of any event or likely event, harm is occurring or is likely to occur to: -
 - 20.1.1. any fish to which our power to make fisheries byelaws applies or to the spawn, gametes or food of any such fish; or
 - 20.1.2. the marine or coastal, or aquatic or waterside, environment;
 - 20.2. we consider that the byelaws would prevent or limit that harm, or would be reasonably likely to do so;
 - 20.3. we consider that for that purpose there is a need for the byelaws to come into force as a matter of urgency; and
 - 20.4. the event or the likelihood of the event could not reasonably have been foreseen.
21. We believe the criteria specified above are met. The EA's recent decision to re-assess their technical stock assessment, its conclusion that the salmon stock was in much worse condition than previously thought, and its decision to make emergency byelaws on the English part of the Severn were not reasonably foreseeable.
22. Although the Wales Salmon Protection Emergency Byelaws 2018 were implemented on 1st January 2019 to maintain, until 31st December 2019, the previous provisions of the National Salmon Byelaws 2009 on all rivers in Wales including the Severn, these provisions are no longer deemed sufficient for the Severn given the recent EA review of the salmon stock assessment.
23. They do however remain appropriate for all other rivers in Wales until such time as they fall away on the 31st December 2019 and are replaced by the All Wales Byelaws which will come into force on the 1st January 2020.
24. There is no statutory obligation to consult on Emergency Byelaws, indeed to do so could constrain our ability to introduce them. It is arguable that any form of consultation would not be "consistent with the proper exercise of [our emergency byelaw] functions".

Assessment

25. NRW has adopted the technical justification document produced by the EA (this is a large document and is available on request).

Socio-economic considerations

26. We refer the Board to the issues of socioeconomic benefits set out in a previous paper (July 2018 – ["Proposed application to Welsh Government for confirmation of new fishing byelaws for salmon and sea trout"](#)).

Habitats Directive (HD) and the Habitats Regulations Assessment

27. The River Severn in Wales is not designated as a Special Area of Conservation under the Habitats Directive, and a HRA is therefore not triggered.

Conclusions

28. The position for all rod and net fishing for salmon and sea trout wholly within rivers and coastal waters in Wales (with the exception of one small estuary lagoon net fishery) is now resolved following confirmation of the All Wales rod and net fishing byelaws that will come into force on 1st January 2020.

29. The position for the two cross-border rivers Dee and Wye will follow a ministerial decision on our forthcoming application for approval of new rod fishing byelaws, hopefully to come into force on 1st January 2020. Without the timely conclusion of this process, there is a significant risk of ongoing unsustainable exploitation of our stocks and a failure of NRW to fulfil its statutory fisheries duties and for Wales to meet International commitments.

30. For the cross-border River Severn we conclude that Emergency Byelaws for the Severn in Wales, replicating the emergency byelaws made by the EA for the Severn in England, is the preferred option. These would provide greater protection to the vulnerable stock of salmon and ensure an integrated approach for the benefit of stakeholders on both sides of the border. We therefore seek approval to adopt the EA's management approach, by making and implementing new Emergency Byelaws to protect the vulnerable fishery resource.

31. NRW notes that EA will initiate work on a technical justification and an appropriate byelaw application for new measures to follow expiry of the emergency byelaws in 2020 and would intend to follow this approach for the Severn within Wales.

Recommendations

32. Following the decision by the Minister announced on the 16th July 2019 to confirm the All Wales Byelaws, the Board is now requested to: -

- Note the implementation of new rod and net fishing byelaws within Wales to come into force on 1st January 2020;
- Note NRW's imminent application (following Board approval in July 2018) to the Minister for confirmation of The Cross-Border Rivers Rod and Line (Salmon and Sea Trout) (Wales) Byelaws 2019;
- Note the proposed simultaneous and complementary action by the Environment Agency to apply for matching byelaws in the English Dee and Wye catchments;
- Note the recent decision of the Environment Agency to implement Emergency Byelaws in the English River Severn catchment;

- To consider and approve the NRW proposal to make and implement new Emergency Byelaws for rod fishing for salmon in the River Severn within Wales (the River Severn Rod and Line (Salmon) (Wales) Emergency Byelaws 2019). Board approval would lead to NRW making and implementing new complementary emergency byelaws to take effect as soon as practically possible.

Communication

33. NRW wishes to communicate decisions widely and openly with all relevant stakeholders. Given the high level of public interest in such fisheries proposals we will communicate our approach with fisheries stakeholders.
34. This will include: -
- A briefing to the Local Fisheries Groups (Dee and Wye) and the virtual Local Fisheries Group for the Severn;
 - A briefing to the Wales Fisheries Forum;
 - News releases;
 - News and documents placed on our website.
35. We will follow up these communications with ongoing dialogue with stakeholders so that we work together to implement any legal changes.

Key Risks

36. Key risks are those associated with the proposed Emergency Byelaws on the River Severn in Wales.
37. Protection of vulnerable fish stocks
New Emergency Byelaws for the Severn, as proposed, are a pragmatic solution to the current situation, providing protection to the vulnerable and unsustainable salmon stock.
38. Legal challenges
This would not be the first time that Emergency Byelaws have been implemented in Wales.

We are aware that there is risk of challenge however we have concluded that our proposed action is proportionate, reasonable and appropriate in the circumstances of the unforeseen revised stock assessment produced by the EA.

It is within WG power to amend or revoke emergency byelaws, however to do so a case must be made that the emergency byelaws are no longer needed to prevent or limit the stated harm.

We note that there has been no challenge to the Wales Salmon Protection Emergency Byelaws 2018, nor to the recent EA Severn Estuary Salmon Protection Emergency Byelaw.

39. Reputational challenge

Our rationale behind the emergency byelaws for the River Severn is to ensure that the salmon resource receives the same appropriate protection throughout the catchment.

Our proposal may attract some criticism (noting that none has been received for the 2018 emergency byelaws), however failure to take such steps would also bring reputational damage to NRW due to a potential breach of duties under the Environment Act 1995; the Environment (Wales) Act 2016; and the Well Being of Future Generations Act 2015.

Financial Implications

40. Financial implications for the implementation of Emergency Byelaws is approximately £2k advertising costs and staff time from EPP fisheries, Legal and Communications teams.

Equality impact assessment (EqIA)

41. An EqIA has been carried out (Annex 1), and risk has been screened-out at stage 1 that concluded no adverse impact.

Index of Annex

Annex 1 EqIA



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

Equality Impact Assessment (EqIA)

Version 5

Title:	Proposals for emergency rod fishing byelaws for salmon in the Welsh Severn (the River Severn Rod and Line (Salmon) (Wales) Emergency Byelaws 2019).
Directorate:	Evidence, Policy and Permitting
Assessment date:	15 th August 2019



Noddir gan
Lywodraeth Cymru
Sponsored by
Welsh Government

Guidance on the completion of EqlAs can be found on the NRW Intranet here:
[https://cyfoethnaturiolcymru.sharepoint.com/en-gb/our-organisation/equality-impact-assessments-\(eqia\)](https://cyfoethnaturiolcymru.sharepoint.com/en-gb/our-organisation/equality-impact-assessments-(eqia))

EqlA Stage 1 – Initial Screening

The first stage of conducting an EqlA is to screen the policy, plan or project to determine its relevance to the various equalities issues. This will indicate whether or not a full impact assessment is required and which issues should be considered in it. 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 or maternity
- Race
- Religion or belief
- Sex (male or female)
- Sexual Orientation

Aims

What are the aims of the policy, plan or project?

NRW proposes to make and implement new Emergency Byelaws for rod fishing for salmon in the River Severn within Wales (the River Severn Rod and Line (Salmon) (Wales) Emergency Byelaws 2019).

Following the EA in their role as management lead for the River Severn catchment, and acknowledging the newly-recognised urgent need for action to protect the stock, NRW now proposes implementation of Emergency Byelaws for the Severn in Wales. This will replicate the approach in England and thereby ensure an ongoing integrated approach for the River Severn.

The proposal is to introduce mandatory catch and release of all salmon caught so that all salmon are returned alive, with minimum delay or injury, so that they may contribute to the breeding population. There are no proposed fishing method restrictions.

Evidence

Is there any existing evidence of this policy, plan or project being relevant to any equalities issue?

An EqIA was previously produced for the 'All Wales' fishing controls submission to the NRW Board in January 2018, and thereafter to the recent Local Inquiry to which the Minister referred the matter.

NRW previously concluded, having considered its duties under the Equalities Act 2010, that the byelaws were appropriate and proportionate to meeting NRW's legitimate aim and statutory duty of protecting salmon and sea trout stocks.

During the Inquiry into fisheries byelaw proposals, the 'fundamental right to take a fish' was referred to by a number of stakeholders who perceived that the proposed measures would interfere with their 'fundamental right.' In oral evidence, this misconception was reiterated: that anglers 'purchase a license which entitles us to take a fish - to remove a fish for the table to eat...[the C&R Byelaw would remove] that fundamental right.'

However, in reality there is no fundamental right to take a fish. The statutory right conferred to a fishing licence holder is set out in section 25(2) of the Salmon and Freshwater Fisheries Act 1975 ("the 1975 Act"):

"Subject to the following provisions of this section, a licence granted for the purposes of this section (hereafter in this Act referred to as a "fishing licence") shall entitle the person to whom it was granted and no others to use the means of fishing specified in the licence to fish for any fish of such a description, in such area or areas (or in waters of such description or descriptions) and for such period as is so specified."

This right is the right to fish, not to take fish. The proposed emergency byelaws will not interfere with that right. It will place proportionate restrictions on how that right may be exercised. There are, of course, already restrictions in place, and the proposed byelaws will add to these.

In conclusion, in relation to obligations under the Equal Opportunities Act 2010 and NRW's EQIA, the Inspector stated:

"627. I consider the NRW has discharged its duties under the EA 2010 in a satisfactory manner and that the proposed byelaws are a proportionate response to the aim of conserving and restoring seriously depleted fish stocks in Wales."

https://gov.wales/sites/default/files/inline-documents/2019-07/190716%20-%20LG%20-%20Written%20Statement%20-%20Marine%20%26%20Fisheries%20Inspector%27s%20Report%20-%20English_0.pdf

Stakeholders and Feedback

Describe the target group for the policy, plan or project and list any other interested parties. What contact have you had with these groups?

The emergency byelaws now proposed for the River Severn within Wales will potentially impact upon, or be of interest to: -

1. *Anglers*
2. *Fishery and riparian owners*
3. *Angling clubs and associations,*
4. *Fishery associated NGO's eg Rivers trust, S&TC UK, AST*
5. *Wales Fisheries Forum, Local Fishery Groups*

Impact

NRW has liaised extensively with fisheries stakeholders over the past few years on the status of fish stocks and the necessary responses to ensure their conservation. This has included more than 50 informal liaison meetings throughout Wales and 4 statutory consultations. The issues and the necessary response are therefore well known.

NRW recognises that there is a risk that the measures could lead to a decline in angling activity, and it has sought to ensure that the socioeconomic benefits associated with angling are protected, in so far as is commensurate with securing the savings in stocks required to reduce ongoing pressure on them.

The decline in licence sales for salmon and sea trout started several years ago, before the All Wales Byelaws were contemplated, and it is known that there is a direct correlation between this decline in licenses and the reduced availability of fish. It is the ambition of NRW to restore stocks to sustainability, thereby increasing angling opportunity, and the current measures are part of our actions to achieve this.

During the course of the evidence provided to the Local Inquiry into the 'All Wales' rod and net byelaws, it was recognized by some that the deterrent effect of the byelaws to angling activity would be relatively minimal. Those committed to angling are not going to leave the banks. Rather, it is only the casual fishermen who are at risk of being deterred.

What effects, both positive as well as negative, might the work have on people in a protected characteristic group or on use of the Welsh language?

Limited to none - communication through statutory advertisement, press release and engagement with local stakeholders via emails and briefings will be undertaken (bilingually) to ensure awareness.

Internally

Potential impact in relation to staff who regularly liaise and engage with angling interest. We will ensure staff have adequate briefing materials so that they can effectively engage with customers and stakeholders enquiring about the new restrictions.

Externally

No adverse effect anticipated – these emergency byelaws effectively replicate the confirmed approach across Wales ensuring that all salmon are returned to the water with minimum delay and injury.

It is estimated that this will affect a relative low number of anglers in the Welsh Severn catchment, however it should be noted that even the relatively small numbers of fish they catch are now crucial to recover stocks in as short a time as possible. Every spawning fish matters.

Positive effects are anticipated through the contribution of the emergency byelaws to restoration of stock sustainability.

Local Discretion

Does the policy, plan or project allow for local discretion in the way in which it is implemented?

No - Following the EA, in their role as management lead for migratory fish stocks in the River Severn catchment, and acknowledging the newly-recognised urgent need for action, NRW now proposes implementation of Emergency Byelaws for the Severn in Wales. This will complement the approach in England and thereby ensure an ongoing integrated approach for the River Severn.

Specific Impacts

Explain in the table below how you have come to the decision that your work will not impact either positively or negatively if you answer 'No'. If an impact is possible, answer yes and move on to the Stage 2 assessment.

Protected characteristics

Protected Characteristic	Yes or No	If no, what is the rationale for the decision?
Age	No	No groups have been identified that would be affected disproportionately compared to any other group. All groups will be equally affected by the proposed emergency byelaws
Disability	No	As above
Gender Reassignment	No	As above
Marriage and Civil Partnership	No	As above
Pregnancy or Maternity	No	As above
Race	No	As above
Religion or belief	No	As above
Sex (male or female)	No	As above
Sexual Orientation	No	As above

Welsh language

Welsh Language	No	Communication: statutory advertisement, press release and engagement with local stakeholders through emails and briefings will be issued bilingually.
----------------	----	---

If you have answered 'No' to all, a full impact assessment will not be required, and the EqIA can be authorised at this stage. You will, however, need to put in place monitoring arrangements to ensure that any future impacts are identified.

*Delete this page if you are moving on to Stage 2

Monitoring Arrangements

Describe how you will monitor the work you are implementing in terms of any unforeseen equalities or Welsh language issues that may arise.

NRW does not anticipate concerns or criticisms, however if any should be received then we will assess and respond appropriately.

Review

State when the next review will take place.

June 2020

Authorisation	Name and signature	Date
Policy, plan or project lead	Peter Gough - Principal Advisor Fisheries	15 th August 2019
Line Manager	Ruth Jenkins – Head of Natural Resource Management Policy	21 st August 2019
Welsh Language Policy Advisor	Lyn Williams – Welsh Language Policy Advisor	22 nd August 2019
Equalities Senior Advisor	Samantha Carpenter – Equalities Senior Advisor	16 th August 2019

Please note: EqlAs will always be made available in full if requested by members of the public or stakeholder organisations, including meeting any requests for accessible versions.

Monitoring and reviewing

The EqlA process does not end with the introduction of the policy. It is not enough to make the changes expected to eliminate adverse impact or promote equality; it is also necessary to implement the resulting action plan and use the monitoring, evaluation and review processes to ensure that the anticipated impact is the actual impact and that actions are implemented. Failure to properly monitor the actual impact of an existing policy may leave a public authority open to legal challenge, as well as enforcement action from the Equality and Human Rights Commission or the Welsh Language Commissioner. The EqlA is a tool to assist public authorities in meeting their general duties. Those duties continue to bind public authorities in respect of policies and functions even where an EqlA has been carried out, and public authorities need to satisfy themselves on an ongoing basis that they are continuing to meet each of the general duties.



Board Paper

Paper Title:	Performance Report 2019/20 - Quarter one
Paper Reference:	19-09-B15
Paper Sponsored By:	Clare Pillman
Paper Presented By:	Executive Team

Purpose of Paper:	Scrutiny / Decision
Recommendation:	<p>The Board is requested to scrutinise NRW performance for the first quarter of 2019/20 prior to its submission to Welsh Government and specifically consider:</p> <ul style="list-style-type: none"> • Progress against each measure on the Performance Dashboard and the actions NRW is taking • How we have applied recent legislation - particularly the 9 SMNR principles and the 5 ways of working

Impact:	Preventing issues from occurring: Effective performance management is a key tool in understanding the work of NRW. It allows us to take preventative steps if performance and delivery is not where it should be.
----------------	--

Issue

1. This year's first round of corporate performance reporting, for 1 April 2019 to 30 June 2019, has now been completed, and gives our position for the first quarter of the year. The annexed performance report has been prepared for Board scrutiny prior to submission to Welsh Government.

Background

2. The corporate performance report is one of the Board's principal ways of scrutinising our delivery and supporting strategic planning.
3. The performance report (Annex 1) was developed as part of the process to prepare the 2019/20 Business Plan with the Board, the Executive Team and the Finance, Planning & Performance committee of the Board. It consists of:
 - A **dashboard** providing an overview of performance against the 2019/20 measures set out by Well-being objective
 - A **table** reflecting the link between our measures, our ten Business Plan priorities, and our Well-being objectives
 - Details for each dashboard measure on:
 - why the activity related to each measure is important;
 - whether we are meeting targets or not;
 - what we are doing to meet targets if we are off track.

- how, the Environment (Wales) Act 2016 and the Wellbeing of Future Generations (Wales) Act 2015 have changed our approach.
4. This is the first report against our current Business Plan: it is the second year of reporting related to our Corporate Plan to 2022.

Assessment

5. Our performance for the first quarter of 19/20 is summarised below:

	Quarter One (1 April 2019 to 30 June 2019)
'Green'	16
'Amber/Green'	0
'Amber'	6
'Red/Amber'	1
'Red'	3
On hold	0
Total	26

6. The board is requested to scrutinise the performance report for the first quarter of 2019/20.
7. Below we have outlined a selection of the 'green' measures, together with the 'red', 'red/amber' and 'amber' measures, to give a balanced overview of NRW's current performance: this is set out by Well-being Objective with the relevant page number in the report also provided.

Champion the Welsh Environment and the sustainable use of Wales' natural resources

8. **Green - Reducing our carbon footprint and enabling Welsh public sector decarbonisation in support of the declaration of climate emergency.**

In July, the Board agreed priority actions for NRW in response to Welsh Government's 'Climate Emergency' declaration made at the end of April. We are currently completing the development of an initial climate emergency work programme for Wales, discussing our resource requirements with Welsh Government.

Within NRW, our decarbonisation work programme includes shortlisting suitable sites for renewable energy installations and establishing an Electric Vehicle working group, for example, where we have already begun switching a proportion of our fleet to electric power. Work on potential NRW actions in response to the Climate Emergency declaration and their feasibility is ongoing.

9. **Amber - Progressing the second State of Natural Resources Report.**

We are making good progress with SoNaRR2 preparation. The measure is amber for Q1 due to some planned work slowing as a result of new teams being established and

new members of staff becoming involved in SoNaRR2 work. These staff are being supported by the core team. Additionally, we are securing temporary resource to support this priority work. We are confident that performance will improve during Q2 and move to green.

The high level structure and format of SoNaRR2 has been agreed and shared with stakeholders. Work is underway to identify emerging key messages and gaps in evidence needs. This will all be included in the Interim Report for Welsh Government at the end of this year.

A proposed list of SMNR indicators has been developed (and was shared with specific stakeholders in July). Feedback received will be considered during Q2. We are planning further engagement based on the assessment of SMNR for the 8 Broad Habitats and cross-cutting themes.

10. Amber - Allocation of grant funding to support the sustainable management of natural resources.

We are currently on track to meet our milestones; however, we have reported the first two measures as amber as we anticipate on-going challenges during the year to finalise the process and to ensure full alignment with our new grant policy. Our Grant Strategy will be launched in September/October: we are currently waiting for Ministerial approval for us to issue grants.

We have started a series of pilots to test and adapt our approach and have moved resources to provide dedicated programme management to manage the pathway to green status. This will include embedding the grant policy, procedure and strategy through bespoke training across our new organisational structure, working with stakeholders to communicate and support the changes, ensuring a clear escalation route to manage early learning and adaptation. This is an important step as the grant programme is needed to support delivery of various programmes across the business.

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

11. Green - Improve Wales' future land management.

We have provided substantial technical support to Welsh Government to develop the next consultation on taking forward future land management schemes, including providing an embedded member of NRW staff.

The Wales Land Management Forum sub-group on agricultural pollution continues to make substantial progress on a range of projects and through its wide stakeholder membership. It has a suite of projects aimed at better understanding the causes of pollution and taking forward steps to reduce it. The partnership funded programme on voluntary approaches is close to producing its interim report: progress has been reviewed by group members and through a series of sector workshops. We will ensure proposals arising from the work delivered by the group dovetails with the new regulatory approaches suggested by Welsh Government.

12. Amber – Creating new woodland and replanting felled sites.

We have made good progress with steps in place to deliver against our targets. We have set up a programme structure to support woodland creation projects which enable us to both deliver directly and deliver through others. We have concentrated on setting up the governance and mechanisms which can be both scaled up and adapted to meet the vision and ambition set by the multiple drivers for more woodland trees and timber, in line with funding availability.

We are supporting working in partnership with others through several projects including PLANT! and Centenary Trees, for example. We have several schemes in the pipeline for partnership funding.

We have restocked 483ha on the WGWE (Welsh Government Woodland Estate) during the first quarter of this year; we are confident we will reach the 1800 ha target by the end of the year, with ongoing ground preparation and an extended planting season. The restocking programme is our 'back to green pathway' for the reduction of the land bank. Although amber at present, we are confident that we are on track to be below 4% by the 2021/22 target.

The Project to replace woodland lost on the WGWE through our energy schemes is amber with a clear pathway to green. We have full funding in place, a policy and procedure to support land purchase and schemes now in the pipeline for assessment, purchase and planning.

13. Red – Implement River Basin Management Plans.

In June NRW was the first statutory body in the UK to publish the cycle 3 River Basin Management Plan (RBMP) 'Challenges and Choices' consultation, an essential step towards developing the next River Basin Management Plans (2021-27).

Overall our RBMP target is red due to slower than anticipated progress with WFD investigations into waterbodies that are failing to reach good overall status. This programme relies upon a diverse network of colleagues collaborating across Directorates along with 3rd parties such as Dŵr Cymru and the Coal Authority. We have now implemented a revised pragmatic approach to investigations, making best available use of existing data and staff expertise to ensure rapid assessment of outstanding investigations and identifying 'quick wins'.

We have also secured funding for 4 additional fixed term staff to deliver WFD investigations in targeted waterbodies and WFD driven chemicals monitoring. Recruitment is currently taking place for these roles.

Whilst investigations are important, delivery of action to address known failures in our water bodies is essential – these actions are represented by the national and local measures programmes. Local measures are linked to our target water bodies and, in order to further progress this work, we have secured funding from Welsh Government to support 7 additional staff until the end of March 2020. 5 are currently in post with

further recruitment in place. Continuation of these 7 officers into the new financial year would boost capacity to maintain our focus on the suite of target water bodies in Wales.

Since the end of last year, we have developed the 'Opportunity Catchment' selection framework. Driven by SMNR principles, WFD and Area Statement engagement, Opportunity Catchments will represent those water bodies best placed to deliver multiple benefits for the environment and well-being of communities. Both our March 2020 Area Statements and the cycle 3 RBMPs will include Opportunity Catchments as priorities. This will lead to targeted partnership collaboration via the new NRW grant funding programme to support the right organisations, communities and land owners in tackling persistent water and land management issues at a catchment scale.

We propose to present a 'deep dive' into RBMP work at the January Board meeting.

14. Red/Amber – Ensure continued safe and responsible reservoir management.

The long-term target is for 100% compliance and current performance is 82%, up from 74% last quarter. Work is planned and being delivered to schedule, and we expect to reach our predicted 19/20 year-end position of 95% compliance (amber-green). To reach 100% compliance, the significant civil engineering work at Llyn Tegid needs to be completed. This project is progressing as planned and if this continues it is scheduled to be completed in 2022. Therefore, we will not reach the 100% goal until this time – but note there is a rolling programme of inspections at reservoirs, so the compliance figures can change according to the findings of the inspections.

We are taking every opportunity to accelerate work where we can and prioritise urgent work if it is needed. There are the occasional slippages in individual project milestones, which is to be expected with the risks associated with construction projects. This means that some budget adjustments are needed, including the reallocation of £875k work originally scheduled for this year, to next year. Funding for next year's programme is still to be secured from Welsh Government and this was included within the Baseline Bid submitted on 30 July. The budget that won't be spent this year will be re-allocated to other NRW capital investment priorities. As the compliance deadline for this work is not until next year; this does not affect the overall compliance figures for this year.

Improve the resilience and quality of our ecosystems

15. Amber – Implement 'Vital nature' - restoring, creating and improving habitat and enhancing biodiversity.

We are taking forward our measures from last year and reporting them as amber. Our current work programmes continue to be delivered (for example, work on the ground on Improving the Conservation Status of features on Protected Sites) whilst our new programme of work is still in development. This includes profiled resources and funding to deliver our targets and ambitions in Vital Nature and in response to the impacts of climate change and the wider environmental emergency. This work is cross cutting and involves working closely with partners and across our other programmes.

We are progressing this over the next few months and will present our work to the Board at the November meeting.

16. Green – Monitoring and addressing tree and plant health.

During this quarter, we issued 10 Statutory Plant Health Notices (SPHNs) within 60 days of disease confirmation, meeting our revised target. There are currently 1,058 SPHNs in Wales, covering 12,062 hectares of woodland. 698 of these – covering 8,941 hectares - are on the Welsh Government Woodland Estate (WGWE). We prioritise processing SPHNs and our own compliance on the Core Disease Zone 1 (North and East Wales), where action is required within six months.

We will continue to monitor for the disease and respond to reported outbreaks. We will monitor progress on WGWE and report this from the second quarter of this year.

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

17. Red – Deliver an effective and efficient incident management response.

We have made progress with this measure, but it remains red as one of the 3 sub-measures (response to high category incidents) is red and one is amber (incident closure). These remain at similar levels to last quarter. We have made significant progress on the third measure (incident assessment) which is up 32% to 98% and is green as a result of us setting up the new centralised triage process as planned in April 2019.

To fully understand the cause of the red and amber measures we undertook a detailed audit of the data from a few areas during July 2019 and have identified a number of specific actions that we will take to improve our performance. Significantly, we identified reporting errors that adversely skew the data reported due to limitations in the current version of the recording system and the quality of data input. A system upgrade is planned and prioritised within the wider ICT development programme. We have developed a manual workaround and provided clear instructions for staff about how data needs to be input until the planned system update is rolled out. Additionally, we have provided training and introduced further pre-reporting scrutiny to ensure performance is accurately reported. We were not able to correct the reported figures in time to inform this report.

Through the audit work we have also identified that further work needs to be done to ensure that staff understand the importance of these measures and that they are afforded a higher priority by all staff involved in incident response. We are continuing discussions with relevant line managers and anticipate an improvement in our performance against these measures in future reports.

18. Amber - Maintain NRW flood risk management assets in high risk locations in target operating condition.

Our current performance is amber - at 97.8% against a target of 99%. This is a rolling measure as there is a continuous inspection programme and assets may only come to light as failing following inspection. Some 'fixes' are routine maintenance (e.g. minor structure maintenance, grass cutting) and have been carried out. Our historic routine maintenance has been squeezed due to budget restrictions, and so we are now seeing failures that typically require more substantive (capital) work. Of the 77 failing assets currently identified, an estimated 66 require capital investment. This work is programmed.

We are exploring all options to keep performance at the very high levels we target (99% means 34 failures out of the 3,400 assets), and we plan to do an internal deep dive review to assess this. We are looking at options to utilise underspends elsewhere to complete fixes. However, to resource, plan, programme and deliver capital work within the confines of the remainder of the current financial year is very challenging so not all will be completed in the timescale. We are also undertaking recruitment to address vacancies which will improve our ability to plan the work.

19. Green - Tackle the impact of industry and waste sites.

We are currently on track to meet our targets. The measure this year has been changed to show how we are responding to poor compliance and demonstrate that we are taking all appropriate actions, rather than simply measuring something that is not wholly within our control. Our new regulatory teams will be planning their regulatory work for the rest of the year. Most teams are currently carrying vacancies, and many sites are being handed over to new regulatory officers in a managed transition. The focus for the rest of this year will be on developing skills to rebuild the regulatory capacity of teams. Resources will be focussed on high risk sites and meeting the performance targets. With 68% of high fire risk sites currently having plans in place, this is an area which will be considered by the Regulatory Business Board in August.

20. Red – Deliver our flood risk management capital programme.

We have reported this measure as red as we expect to achieve improved protection for 92 properties this financial year, as opposed to a target of 136. This is due to delays to construction projects that have come to light this quarter. Crynant has not progressed as originally anticipated and will not be completed this year. The development work is ongoing, and the scheme is scheduled to be completed next year. The Parc yr Onnen scheme has also faced delays this year, mainly due to the level of stakeholder engagement involved including Network Rail, Utility Companies and the Local Authority. Design is now nearing completion, with construction beginning in the next financial year.

Although we will improve protection for a lower number of properties than we expect this year, looking over the longer term and into 20/21, we have and will exceed our targets. Over the last 3 years (19/20, 18/19, 17/18), we have improved protection for 657 properties per year on average, well above the average target of 500 for those years. Our plan for 2020/21 is that we will improve protection for 1,200 properties as current and new schemes are completed.

Other capital funded work is progressing including appraisal and design of future construction schemes; maintenance repairs and refurbishment of existing schemes; mapping and modelling studies; natural flood management implementation; and improving the resilience of our flood warning network.

We will provide other indicators of overall performance in addition to this measure in the next quarter for the Board's consideration.

Help people live healthier and more fulfilled lives

21. Green - Tackle the impact of air pollution.

There were no significant (Category 1 or 2) air quality breaches logged in this first quarter. We have completed a project looking at ammonia emissions from pig, poultry and dairy farming in Wales which can now be used to help inform policy decisions about regulating these sectors. Results and analysis will be fed back to the Wales Land Management Forum and we will work with Welsh Government to help drive any legislative changes if the evidence suggests we need to.

Welsh Government will be consulting on a Clean Air Plan for Wales in Autumn 2019. NRW has been feeding into the plan identifying what regulated industry is likely to be able to achieve and what impact that would have on improving air quality. NRW will comment in the consultation and help deliver the plan, the extent of our involvement will be determined by the steer from our Board.

22. Green – Develop our joint working agreement with Public Health Wales and Sports Wales.

The Wales Physical Activity Partnership continues to make progress in 2019-2020. It has four priority areas: Communications; Physical Activity Observatory; Educational Settings; and a Healthy and Active Fund. A scoping paper on the Wales Physical Activity Observatory has been completed and the Educational Settings Logic Model (which is due to be available in the next quarter) is in draft: both will be considered by the Management Group in late July 2019. The Educational settings group is already working on inputs and activities from this model. A communications insights workshop is due to be held in late July 2019. Development of a visioning workshop continues and is due to be delivered in the autumn.

Promote successful and responsible business using natural resources without damaging them

23. Green – Deliver our renewable energy programme.

Our Renewable Energy Programme is helping Wales meet Welsh Government's decarbonisation and Green Growth agendas and contributes to the delivery of Welsh Government's renewable energy targets.

Our measure targets are on track. The target of 344 MW in the first three quarters of the year has been carried over from previous financial years and consists of onshore wind power generated at Cefn Croes (58.5MW), Pen y Cymoedd (228MW) and Brechfa Forest (57.4 MW). The end of year target will be reached when Clocaenog (96MW) becomes operational later in the year.

Our small-scale hydroelectric output of 1.5MW is made up of 19 schemes which have become operational to date. We have 0.1 - 0.2 MW of hydroelectric schemes under construction in this financial year so our target of 1.7 MW in total should be met.

24. Green - Deliver our tackling waste crime action plan.

We have reviewed the available evidence to help us understand where we should best target our activities and have developed a draft action plan. We have involved both internal and external partners, including Welsh Government and we have also discussed our proposed approach to tackling waste crime with the NRW Board. We will provide a progress update to the NRW Board in 6 months.

Develop NRW into an excellent organisation delivering first class customer service

[Note: As requested at the last Board meeting, for this Well-being Objective we will also be adding two further measures (around 'Welsh language, Equality and Diversity' and 'Wellbeing, Health and Safety'). The form of these is expected to be agreed, and reports available, during Q2]

25. Green – Continue to progress organisation development.

We are continuing to reshape our organisation, with a watershed being reached at the end of this first quarter, when we launched our revised structure.

Work will continue over the Summer to place remaining members of staff within the new Organisational Design structure. We will continue to recruit to all vacant posts, minimising the number of people adversely affected by this change programme, whilst also supporting people in their new roles. We will also be undertaking work to prepare for the formal closure of the Organisational Design Programme of work and progressing the development of our Strategic Workforce Plan.

26. Amber - Implement the recommendations for governance of our timber sales.

External validation by Grant Thornton was completed in early July, a little later than anticipated, hence the amber measure. We continue to progress this work to ensure the recommendations and wider issues are being addressed, ensure compliance and that reputational risks are further mitigated and reduced. Good progress is being made on the renegotiation of standing sales contracts, aiming to complete negotiations by the end of September 2019. Considerable consultation (both with staff

and the trade) has taken place to implement new sales contracts, terms and conditions: they are being implemented in the September sale for the first time. We also continue to amend our Timber Marketing Plan.

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

Recommendation

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

Key Risks

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

Next steps

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

Financial Implications

31. 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 the finance and performance papers are therefore closely linked.

Equality impact assessment (EqIA)

32. A equality impact assessment covers our Well-being Statement, Business Plan 2019/20 and Corporate Plan up to 2022, and was updated in March 2019.

Index of Annex

Annex 1 - 2019/20 Business Plan dashboard

2019/20 Business Plan Dashboard

This is a high level summary of our Business Plan Dashboard measures for 2019/20, and is updated on a quarterly basis. The detail behind the measures is also available. Measures relate to NRW activity, and are listed against the Well-being Objective they contribute to most. However, one activity can contribute to several Well-being Objectives at the same time.

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

	Units	2017/18	2018/19	2019/20			
				Q1	Q2	Q3	Q4
Working with others to develop a shared 2050 vision for Wales' natural environment	milestones		On hold	Green			
Working with others to develop our Area Statements	milestones	Green	Green	Green			
Reducing our carbon footprint and enabling Welsh public sector decarbonisation in support of the declaration of climate emergency	mixed	Green	Green	Green			
Progressing the second State of Natural Resources Report	mixed			Amber			
Allocation of grant funding to support the sustainable management of natural resources	milestones	Green	Green	Amber			

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

	Units	2017/18	2018/19	2019/20			
				Q1	Q2	Q3	Q4
Improve Wales' future land management	milestones			Green			
Creating new woodland and replanting felled sites	hectares	Amber	Red	Amber			
Implement river basin management plans	mixed		Red / Amber	Red			
Ensure continued safe and responsible reservoir management	%		Red / Amber 74%	Red / Amber 82%	100	100	100

Improve resilience and quality of ecosystems

	Units	2017/18	2018/19	2019/20			
				Q1	Q2	Q3	Q4
Implement 'Vital nature' - restoring, creating and improving habitat and enhancing biodiversity	milestones	Green	Amber	Amber			
Monitor and address tree and plant health issues	mixed		Red	Green			
Manage and implement our programmes for sustainable fisheries programme including measures to promote the recovery of (salmonid) populations through our river and habitat restoration plans	mixed			Green			

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

	Units	2017/18	2018/19	2019/20			
				Q1	Q2	Q3	Q4
Deliver an effective and efficient incident management response	mixed		Red / Amber	Red			
Maintain NRW flood risk management assets in high risk locations in target operating condition	%	Amber 97.5	Amber 97.7	Amber 97.8	99	99	99
Tackle the impact of industry and waste sites	mixed	Green	Red	Green			
Deliver our flood risk management capital programme	properties #	Green 749	Green 591	Red 0			136

Help people live healthier and more fulfilled lives

	Units	2017/18	2018/19	2019/20			
				Q1	Q2	Q3	Q4
Tackle the impact of air pollution	mixed		Green	Green			
Deliver the Wales Coast Path and National Trails programmes	milestones	Green	Green	Green			
Develop our joint working agreement with Public Health Wales and Sports Wales	milestones		Amber	Green			
Prepare a green infrastructure steer and programme	milestones			Green			

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

	Units	2017/18	2018/19	2019/20			
				Q1	Q2	Q3	Q4
Bring sustainably managed timber to market	1,000 M3	Green 744	Amber 796	Green 88	268	469	700
Deliver our renewable energy programme	MW	Green	Green 345.5	Green 346	346	345.5	441.7
Deliver our tackling waste crime action plan	milestones		Amber	Green			

Develop NRW into an excellent organisation delivering first class customer service

	Units	2017/18	2018/19	2019/20			
				Q1	Q2	Q3	Q4
Continue to progress organisation development	milestones	Amber	Amber	Green			
Implement the recommendations for governance of our timber sales	milestones		Amber	Amber			
Customer Satisfaction (with their NRW interactions)	milestones	Amber	Green	Green			

The RAG (Red/Amber/Green) rating of measures, and how this works for each measure is reflected on each page behind the dashboard. E.g., green, reflects a target/milestone met, red, reflects a target/milestone not being met.

Link to priorities in 2019/20 Business Plan***Champion the Welsh environment & the sustainable use of natural resources (SMNR)**

	1	2	3	4	5	6	7	8	9	10
Working with others to develop a shared 2050 vision for Wales' natural environment			✓							
Working with others to develop our Area Statements		✓								
Reducing our carbon footprint and enabling Welsh public sector decarbonisation in support of the declaration of climate emergency										✓
Progressing the second State of Natural Resources Report			✓							
Allocation of grant funding to support the sustainable management of natural resources										

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

Improve Wales' future land management				✓						
Creating new woodland and replanting felled sites							✓			
Implement river basin management plans						✓				
Ensure continued safe and responsible reservoir management							✓			

Improve resilience and quality of ecosystems

Implement 'Vital nature' - restoring, creating and improving habitat and enhancing biodiversity								✓		
Monitor and address tree and plant health issues										
Manage and implement our programmes for sustainable fisheries programme including measures to promote the recovery of (salmonid) populations through our river and habitat restoration plans								✓		

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

Deliver an effective and efficient incident management response				✓						
Maintain NRW flood risk management assets in high risk locations in target operating condition										
Tackle the impact of industry and waste sites									✓	
Deliver our flood risk management capital programme										

Help people live healthier and more fulfilled lives

Tackle the impact of air pollution					✓					
Deliver the Wales Coast Path and National Trails programmes					✓					
Develop our joint working agreement with Public Health Wales and Sports Wales					✓					
Prepare a green infrastructure steer and programme					✓					

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

Bring sustainably managed timber to market							✓			
Deliver our renewable energy programme										✓
Deliver our tackling waste crime action plan								✓		

Develop NRW into an excellent organisation delivering first class customer service

Continue to progress organisation development	✓									
Implement the recommendations for governance of our timber sales	✓									
Customer Satisfaction (with their NRW interactions)	✓									

*1. Developing NRW, 2. Delivering Area Statements, 3. State of Natural Resources Report, 4. Responding to the UK leaving the European Union, 5. Improving health and wellbeing, 6. Sustainable Management of Water, 7. Future management of land we manage and collaborate on with others, 8. Reversing the decline in biodiversity, 9. Tackle illegal waste activity, 10. Facilitate the uptake of renewable energy and decarbonisation

Contents

Well-being objective – Champion the Welsh environment & the sustainable use of natural resources (SMNR)	6
Measure – Working with others to develop a shared 2050 vision for Wales’ natural environment ...	6
Measure – Working with others to develop our Area Statements	7
Measure – Reducing our carbon footprint and enabling Welsh public sector decarbonisation in support of the declaration of climate emergency	8
Measure – Progressing the Second State of Natural Resources Report	11
Measure – Allocation of grant funding to support the sustainable management of natural resources	12
Well-being objective – Ensure land and water use in Wales is managed sustainably and in an integrated way	14
Measure – Improve Wales’ future land management	14
Measure – Creating new woodland and replanting felled sites	16
Measure – Implement river basin management plans	18
Measure – Ensure continued safe and responsible reservoir management	21
Well-being objective – Improve resilience and quality of ecosystems	23
Measure – Implement ‘Vital nature’ - restoring, creating and improving habitat and enhancing biodiversity	23
Measure – Monitor and address tree and plant health issues	26
Measure – Manage and implement our programmes for sustainable fisheries programme including measures to promote the recovery of (salmonid) populations through our river and habitat restoration plans	27
Well-being objective – Reduce the risk to people & communities from environmental hazards like flooding & pollution	30
Measure – Deliver an effective and efficient incident management response	30
Measure – Maintain NRW flood risk management assets in high risk locations in target operating condition	32
Measure – Tackle the impact of industry and waste sites	34
Measure – Deliver our flood risk management capital programme	36
Well-being objective – Help people live healthier and more fulfilled lives	38
Measure – Tackle the impact of air pollution	38
Measure – Deliver the Wales Coast Path and National Trails programmes	40
Measure – Develop our joint working agreement with Public Health Wales and Sports Wales to address physical inactivity in Wales	42
Measure – Prepare a green infrastructure strategy and programme	44
Well-being objective – Promote successful and responsible business, using natural resources without damaging them	45
Measure – Bring sustainably managed timber to market	45
Measure – Deliver our renewable energy programme	46
Measure – Deliver our tackling waste crime action plan	48
Well-being objective – Develop NRW into an excellent organisation delivering first class customer service	50

Measure – Continue to progress organisation development	50
Measure – Implement the recommendations for governance of our timber sales	52
Measure – Customer Satisfaction (with their NRW interactions)	53

2019/20 Business Plan dashboard measures and targets detail

Well-being objective – Champion the Welsh environment & the sustainable use of natural resources (SMNR)

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

Why is the activity related to this measure important?

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

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Working to develop a shared 2050 vision	milestones	Green			
Continued scoping of scale and options for this work	milestone	x			
NRW Board workshop held	milestone		x		
Development of detailed project plan	milestone		x	x	
Taking forward with stakeholders	milestone				x

Key: Green = target met. Amber = close to target (within a month). Red = Off target (beyond a month). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Howard Davies

Are we meeting the target/s?

Currently this measure is on target. We undertook a series of mini workshops with internal staff to further develop ideas asking questions covering the “why”, “how”, “what” and “who” in the development of the vision. This pulled in a wide range of ideas as well as enthusiasm.

What are we doing next?

This internal work is allowing us to develop and test an approach for a Board workshop on the vision scheduled for Mid July.

What have we changed to embed SMNR? (...and were any barriers identified?)

The discussions at the workshops have all thought about the principles of SMNR and WFG Act. Particularly at this stage around engagement and collaboration. As this work develops we will need to bring in more of the ways of working of the two Acts.

How have we applied the 9 SMNR principles?...

At this stage the 9 SMNR principles are shaping our thinking about how we need to go about developing the vision. The concept in itself is driven by the requirement for long term thinking and prevention.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

Well-being objective – Champion the Welsh environment & the sustainable use of natural resources (SMNR)

Measure – Working with others to develop our Area Statements

Why is the activity related to this measure important?

Area Statements are a statutory product within the Environment (Wales) Act 2015. They will help to facilitate the implementation of the Natural Resource Policy priorities at an appropriate spatial scale. They will provide an evidence base and a series of other products and tools, developed in collaboration with stakeholders, to help embed sustainable management into our plans and processes, as well as seeking to tackle the environmental challenges that we face in Wales.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Working with others to develop our Area Statements	milestones	Green			
We will deliver, in collaboration with stakeholders, seven Area Statements covering Wales’ land and inshore marine area setting out the initial challenges and opportunities for sustainable management of natural resources in those places.	milestone				By March 2020
In relation to the key challenges/themes emerging in each place, we are building a common understanding with stakeholders of the issues and the factors that are likely to effect change, and the opportunities for joint working, as part of our “Theory of Change”	milestone		Summer 2019 (RP4)		
We can define what success looks like. We have a series of potential options for interventions and are building our collaborative responses with stakeholders. This will inform the next phase of our work.	milestone			Autumn 2019 (RP5)	

Key: Green = target met. Amber = close to target (within a month). Red = Off target (beyond a month). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Ruth Jenkins and Martyn P Evans

Are we meeting the target/s?

Each area has either completed initial stakeholder engagement workshops or structured discussions through existing networks. Progress is summarised in monthly place based reports and an overall national report – further information contained below.

What are we doing next?

We are starting to draw some conclusions from the wide range of input that we have had from different stakeholder groups. This will help us better refine our emerging themes into theories about what needs to change, and how we need to work differently to effect change.

What have we changed to embed SMNR? (...and were any barriers identified?)

Area Statements have SMNR embedded into the planning and development process. We are continually adapting, reviewing and learning from feedback about the way that we need to work with others. Some of the challenges are that external stakeholders are not quite ready for these new ways of working themselves. This mean we need to manage expectations about what the first iteration of Area Statements will look like.

How have we applied the 9 SMNR principles?...

The process has been designed as a collaborative process, centred around ecosystems, their resilience, and their benefits. We are drawing on the priorities in the Natural Resources Policy (NRP) and whatever evidence is relevant and using the ways of working to develop long-term strategies for change.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

We hope that this process can openly demonstrate how through applying SMNR we are meeting the five ways of working. We are currently subject to audit from Wales Audit Office on this very aspect so will use the findings from that process to improve how we work.

How are we preparing for Area Statements to enable and support our work? How do we expect Area Statements will alter our future focus?

Work is ongoing across the business to help communicate the importance of Area Statements to our planning and budgeting process.

Well-being objective – Champion the Welsh environment & the sustainable use of natural resources (SMNR)

Measure – Reducing our carbon footprint and enabling Welsh public sector decarbonisation in support of the declaration of climate emergency

Why is the activity related to this measure important?

- Our Carbon Positive Enabling Plan sets out a strategic ambition for decarbonisation of NRW; helping us meet our commitments to take positive action on climate change and optimising multiple benefits. We are developing our first Carbon Positive Action Plan setting out specific actions to deliver on this.
- The Carbon Positive Project has been showcased as a leading example of decarbonisation in Wales' public sector; maximising the dissemination of our experience through knowledge sharing with WG, PSBs and other public-sector bodies in support of the transition to a carbon neutral public sector by 2030.
- Delivery of the Carbon Positive Action Plan is a key element of NRW's work in support of WG's climate emergency declaration in April 2019.
- Environment Act requirement: the achievement of an overall 80% reduction in greenhouse gas emissions by 2050 and contribute to delivery of aims set out in the first Low Carbon Delivery Plan.
- Well-being of Future Generations Act sets seven Well-being Goals that include a prosperous Wales based on a low carbon society.
- NRW Environmental Policy commitment: Mitigate the impact of climate change by minimising the greenhouse gas emissions from all our operations and activities. ISO14001 certification requirement: To enhance environmental performance.

Support delivery of call for action in relation to Climate Emergency declaration

- On the 29 April the Welsh Government declared a 'Climate Emergency' in Wales, with the intention of prompting 'a wave of action'. In response a significant role for NRW has been identified that will require a programme of assessment of the potential actions and their feasibility covering a wide range of decarbonisation measures including in relation to land management and use of the NRW Estate
- The NRW Board met in July and agreed our priorities as a response to the declaration of a climate emergency in Wales.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Reducing our carbon footprint and enabling Welsh public sector decarbonisation in support of the declaration of climate emergency	Mixed	Green			
Deliver decarbonisation projects (EV infrastructure & self-supply renewables)	No. of projects	In progress			(t=2)
Complete first Carbon Positive Action Plan	Yes/No	In progress		(t=Y)	
Complete the scoping of potential NRW actions in response to the Climate Emergency declaration and their feasibility	milestone	Board discussion July 2019 – complete - endorsed	Complete by September 2019		
In liaison with WG complete the development of an initial climate emergency work programme for Wales, including resourcing	milestone	In progress			Complete by Mar 2020
Establish an NRW Decarbonisation Programme Board, forward work programme and mechanism for managing implementation	milestone	In progress		Establish decarbonisation programme board and draft forward work programme	Finalise decarbonisation forward work programme and establish monitoring framework aligned with Area Statements and PSB's
NRW carbon footprint (for occupied buildings and business travel)	tCO ₂ e	708 (t<810)	(t<1,621)	(t<2,431)	(t<3,241)

Key: Green = target met. Amber = close to target (within 30%). Red = Off target (30% or more). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Ruth Jenkins and Rhian Jardine

Are we meeting the target/s?

- The Carbon Positive **enabling plan has been endorsed** by the NRM business board.
- A **paper** Identifying potential priority actions for NRW in response to the 'Climate Emergency' declaration was presented to and **endorsed by the NRW Board in July**.
- **Deliver decarbonisation projects (EV infrastructure & self-supply renewables)** – An EV working group has been set up to agree strategy and a procurement specification. Suitable sites for renewable energy installations have been shortlisted and a specification for procurement being developed.
- **Complete first Carbon Positive Action Plan** - resource allocated and work on target to be completed by October
- **Complete the scoping of potential NRW actions in response to the Climate Emergency declaration and their feasibility** – This work is underway, and resources have been allocated within Carbon Positive. Where necessary other parts of the business are being consulted.
- **In liaison with WG complete the development of an initial climate emergency work programme for Wales, including resourcing** – Conversations with the WG have started and internal meetings have been arranged to discuss NRW's resource requirements
- **Establish an NRW Decarbonisation Programme Board, forward work programme and mechanism for managing implementation** – Draft governance structures for NRM have been prepared and internal consultation is taking place

What are we doing next?

- The Carbon Positive team are working with procurement to identify the best methods/routes to procurement. We are also developing procurement specifications for renewables and EV charging infrastructure.
- Work on potential NRW actions in response to the Climate Emergency declaration and their feasibility is ongoing. Meetings have been arranged with colleagues from across the business to gather evidence and advice.

What have we changed to embed SMNR? (...and were any barriers identified?)

We are changing much of our fleet from internal combustion engines to electric vehicles. This will dramatically reduce greenhouse gas emissions as well as particulates. This will reduce NRW's CO₂ emissions and improve air quality.

How have we applied the 9 SMNR principles?...

- **Adaptive management** – we have gathered/commissioned evidence on the best currently available technologies to reduce CO₂ emissions.
- The Carbon Positive project ran trials of EV vehicles and chargers learning crucial lessons. NRW has also rolled out solar PV at several sites and now have a good understanding of the technology and its potential to reduce our emissions.
- We recognise that low carbon vehicles other than EV's may become available and will assess the market at the midpoint in the rollout of EV's
- **Consider the appropriate spatial scale for action** – In order to significantly reduce emissions all cars and small vans will be electric at all suitable locations.
- **Collaboration and engagement** – At all stages for all our work areas other parts of the business are engaged. For example, we are continuing to work with procurement and assets (fleet and facilities) to develop strategies for EV roll out and procurement. In addition, we are working with the WLGA and WG to share learning and ensure a coordinated rollout of EV charging infrastructure across the Welsh public sector.
- **Public participation – NA**
- **Evidence** – all our actions are based on reports commissioned to determine the most effective ways for NRW to reduce carbon emissions without negatively impacting the business. For the roll, out of renewables we contracted JBA Ltd to carry feasibility studies. The roll out of EV's builds on the Cenex fleet review and the Urban Foresight report on EV charging infrastructure options
- **Multiple benefits** – Reduced greenhouse gas emissions (GHG) from the roll out of renewables as well as improved local air quality with EV's
- **Preventative action** – These actions are all designed to mitigate the impacts of climate change
- **Long-term** – these actions are all designed to reduce NRW's GHG emissions and enable NRW to become Carbon Positive by 2030.
- **Building resilience** – by reducing GHG emissions NRW will be contributing to global resilience to climate change by reducing its long-term impacts on Wales.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

- The points above demonstrate that we have used the SMNR principles and we are adopting the five ways of working.
- We have **involved** others in the business including assets (fleet and facilities), procurement and EMS, we are working to **integrate** our work with the wider public sector through **collaboration** the WG and WLGA
- We are planning for the **long term** with these measures which aim to **prevent** climate change risks in the future.

Well-being objective – Champion the Welsh environment & the sustainable use of natural resources (SMNR)

Measure – Progressing the Second State of Natural Resources Report

Why is the activity related to this measure important?

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Progressing the Second State of Natural Resources Report	mixed	Amber			
Interim SoNaRR2 submitted to Welsh Government	milestone			31 Dec	
Stakeholder involvement in assessments of SMNR and agreeing emerging key messages for the interim Report	narrative	X	X	X	X
Proposed SMNR Indicators	milestone			31 Dec	
Assessment of extent to which SMNR is achieved for 8 Broad Ecosystems and Themes complete	milestone				28 Feb

Key: Green = target met. Amber = close to target (within a month). Red = Off target (beyond a month). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Mike Evans and Steve Morgan

Are we meeting the target/s?

- The High level structure and format of SoNaRR2 has been agreed and will be included in the Interim Report. This has been shared with stakeholders and feedback taken into account.
- Work is underway to identify the emerging key messages and to collate gaps in evidence needs, required to be included in the Interim Report.
- A list of SMNR Indicators has been proposed and is being shared with specific stakeholders during Q2.
- We are planning engagement around the assessment of SMNR for the 8 Broad Ecosystems and cross-cutting themes
- The measure is amber due to some planned work slowing as a result of new teams being established and new members of staff becoming involved in SoNaRR2 work. These staff are being supported by the core team to get them up to speed as quickly as possible. Additionally, given the importance of this work we are securing temporary resource to give extra support. We are confident that the measure will turn green during Q2.

What are we doing next?

- During Q2 we will be agreeing the emerging key messages to include in the interim Report. They will be discussed by Evidence policy and planning (EPP) managers and then at Executive Team and the NRW Board.
- Gaps in the evidence needs for the assessment of SMNR will be prioritised and discussed with the Environment Platform Wales, to identify potential for filling the gaps.
- The SMNR Indicators will be shared internally and with key stakeholders (this work has already started), prior to consultation at the end of the year
- Work will continue to produce the assessments of the extent to which SMNR is being achieved for the 8 Broad Ecosystems and Cross-cutting themes.

What have we changed to embed SMNR? (...and were any barriers identified?)

SoNaRR is a key Environment Act product and vital to the embedding of SMNR in NRW. It has been developed within the principles of SMNR and its second iteration has been developed alongside our organisational understanding of those principles.

How have we applied the 9 SMNR principles?...

- Adaptive management – SoNaRR presents the high level messages about the state of our natural resources, drivers, pressures and impacts from which decisions can be made about managing the environment.
- Scale – SoNaRR is a National Wales report and will be based around evidence at the Wales scale. It will be supported by a data portal from which evidence can be gleaned at appropriate scale to the user.
- Collaboration and engagement – collaboration and engagement with key stakeholders including Welsh Government and NGOs is an essential part of the development of SoNaRR2. Webinars with external stakeholders and internal staff have been run to explain how we are delivering SoNaRR2. The plans for delivering the broad ecosystem assessments include engagement and collaboration opportunities with relevant stakeholders
- Public Participation – SoNaRR2 development has been discussed at public sessions of the NRW Board. Emerging messages from the Area Statements will inform SoNaRR2. These will be informed, in part, by conversations with the public.
- Evidence – SoNaRR is an evidence report. It collates available evidence on the drivers, pressures, state and impacts on our natural resources and assesses the degree to which they are being managed sustainably. Assessments in SoNaRR are based around the most up to date evidence available. Indicators are being developed which will support SoNaRR2 and provide an accessible dashboard for assessing our progress towards sustainable management.
- Multiple Benefits - SoNaRR provides the evidence base against which decisions on management of the environment are taken at many scales and across organisations.
- Preventative action - SoNaRR includes an assessment of potential future threats and risks allowing preventative action to be taken at an appropriate time
- Long-term - SoNaRR is produced on a 5-yearly cycle to track progress towards, and maintenance of the sustainable management of natural resources. It identifies opportunities for improving the extent to which SMNR is being achieved across Wales and influences Welsh Government's Natural Resources Policy.
- Building resilience - understanding the drivers, pressures, state and impacts on the broad habitats described by SoNaRR, and their role in the resilience of those ecosystems allows management measures to be implemented to improve that resilience at multiple scales.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

- Long-term - SoNaRR is produced on a 5-yearly cycle to track progress towards, and maintenance of the sustainable management of natural resources. It identifies opportunities for improving the extent to which SMNR is being achieved across Wales and influences Welsh Government's Natural Resources Policy.
- Prevention - SoNaRR includes an assessment of potential future threats and risks allowing preventative action to be taken at an appropriate time.
- Collaboration - collaboration and engagement with key stakeholders including Welsh Government and NGOs is an essential part of the development of SoNaRR2. Webinars with external stakeholders and internal staff have been run to explain how we are delivering SoNaRR2. The plans for delivering the broad ecosystem assessments include engagement and collaboration opportunities with relevant stakeholders.
- Involvement - The preparation of SoNaRR requires the involvement and input from stakeholders across Wales. This work has started and will gather pace over the next 12 months.
- Integration - SoNaRR and its supporting indicators and evidence portal integrate available evidence to draw conclusions about the resilience of broad ecosystems and our progress towards the sustainable management of natural resources. The report is a synthesis of that evidence intended to inform national policy and local action through the area statements.

Well-being objective – Champion the Welsh environment & the sustainable use of natural resources (SMNR)**Measure – Allocation of grant funding to support the sustainable management of natural resources*****Why is the activity related to this measure important?***

Grant funding will facilitate NRW’s purpose, the sustainable management of natural resources. Grant funding will be used to support delivery of NRW priorities and opportunities as set out in the Corporate Plan (including the Well-being Objectives), Business Plan, Area Statements, SoNaRR and functional plans and strategies. A Grant Funding Policy and Procedure has been developed that sets out the key principles, roles and responsibilities as well as the grant funding mechanisms available to NRW. These are: Shared Outcomes Request, Strategic Allocated Funding and Competitive Funding. The [grant mechanism definitions document](#) defines each mechanism in detail. All funding of partnerships offered by NRW must be administered in line with the Grant Funding Policy and Procedure to ensure compliant, proportionate, appropriate and consistent processes are followed with clear governance and risk management. The needs of the customer (both staff and partners) is explicitly considered in the development and implementation of all of our grant funding mechanisms.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Allocation of grant funding to support the sustainable management of natural resources	milestones	Amber			
Shared outcomes requests approach developed and implemented	milestone	N/A	x		
Strategic allocated funding approach developed and implemented	milestone			x	
Competitive funding approach developed	milestone				x
2018/19 funding round review complete	milestone				x

Key: Green = target met. Amber = close to target (within a month). Red = Off target (beyond a month). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Ruth Jenkins and Martyn P Evans

Are we meeting the target/s?

N/A - There were no measures/targets identified for Q1

Although we are currently on track to meet the milestones in quarter 2, on-going challenges of finalising the process and steps to take to ensure alignment with the principles set out in the Grant Policy have meant we have reported the first two measures as amber. The steps to take for each grant funding mechanism have built in clear accountabilities – with financial and due diligence assessment and technical assessment ensuring the right advice is in place to support decisions within our Operations and/or EPP Directorates. This decision making responsibility has been delegated to the team leader, manager or leadership team, as well as a defined role for the Head of Business so there are clear routes for escalation. This is a significant change to current practice in finance and the grants and partnership team. We are testing this new way of working through 7 pilots which is underlining the need to ensure that we follow the principles in the Grant Policy. This is slowing down the pace of delivery. Mitigation measures have been put in place to manage these issues and are set out in the next steps section.

We have prepared a Grant Strategy which was signed off by the Board in July and this will be launched in September/October. We are currently waiting for Ministerial approval for us to issue grants.

What are we doing next?

We are on target to deliver the shared outcomes request process during Q2 - a key meeting will be held on 5th & 6th August to roll out the grant policy and procedure and the specific Shared Outcome Request process. There will be a strong emphasis on roles and responsibilities of defined superusers in Operations, EPP and Enabling Services (ES) Directorates. We have done an initial assessment of the Strategic Allocated Funding process and road tested it with staff from EPP for the priorities identified in the corporate plan. This will be further developed in Q2 for completion in Q3. Through the summer we will be talking with third sector organisations about our grant strategy and the policy and procedures to build their feedback into the implementation.

Embedding the grant policy, procedure and strategy is heavily dependent on staff buy-in to the new ways of working across teams in Enabling Services, Operations and EPP. To manage these issues and ensure that we are on a pathway to green status we completed a review in August and identified the additional mitigation measures:

- Ownership of the Grant Policy and Procedure by one Director, Ceri Davies in EPP.

- Setting up the work on grants as a Transformation Programme, to include a sustained package to support the change in culture within teams with key roles and responsibilities in the process, as well as the wider business from the Board level to team members, to ensure everyone has a common understanding of the new ways of working. This will include training and personal support, communications to staff and ICT development.
- Review the roles and responsibilities related to financial and due diligence, to ensure clarity and separation between those who own the policy and define the process, and those who implement the process. This review will also need to ensure that there is a clear demarcation between the application of the principles in the NRW Grant Policy through NRW providing grants and the funding rules of organisations such as LIFE and Heritage Lottery Fund which apply to NRW securing monies from other funding bodies.
- A dedicated programme manager plus extra resource from within EPP has been released.

Embedding of the grant policy, procedure is an important step as the grant programme will support delivery across the business, and the success of other measures (such as delivery of Vital Nature) are dependent upon it.

What have we changed to embed SMNR? (...and were any barriers identified?)

The grant policy, procedure and strategy have been designed to support our new purpose and reflect the objective and principles of SMNR and will be used to provide grant funding to the priorities and opportunities emerging from Area Statements, SoNaRR and our well-being objectives.

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

Measure – Improve Wales’ future land management

Why is the activity related to this measure important?

Support Welsh Government on the development of the Future Land Management Scheme: the Welsh Government proposes as a replacement for the Common Agricultural Policy (CAP) post Brexit. Steering the Future Land Management programme to support the delivery of SMNR is critical to delivering our remit on privately owned and rented land in Wales.

Welsh Government propose to implement new regulations in relation to water: on 14 November 2018 the Cabinet Secretary for Energy, Planning and Rural Affairs issued a statement outlining a whole Wales approach to tackling agricultural pollution. This would include new regulations in 2020 and a combination of different changes all of which need to be supported by new ways of thinking. The main areas are: A robust regulatory regime; Developing a voluntary, farmer-led approach to nutrient management; Ensuring better advice and guidance is provided and can be taken up by farmers; Improving the range of investment opportunities; Identifying and promoting innovation.

Support delivery of call for action in relation to Climate Emergency declaration: on the 29 April the Welsh Government declared a ‘Climate Emergency’ in Wales, with the intention of prompting ‘a wave of action’. In response, a significant role for NRW has been identified that will require a programme of assessment of the potential actions and their feasibility covering a wide range of decarbonisation measures including in relation to land management and use of the NRW Estate.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Improve Wales’ future land management	Milestones	Green			
Support Welsh Government on the Development of Future Land Management Schemes	Milestones				
Continue technical support to Welsh Government in the development of the next consultation on taking forward the future land management schemes		Completed, (and now ongoing)	Consultation Due July 2019		

NRW staff across place and function are briefed on WG consultation before the 9 th July launch to aid work with policy and area statements		Completed			
NRW responded to consultation					
NRW staff and policy is embedded in the co-design process					
Integration of regulation deficiencies and opportunities presented WG ERA policy leads via WG regulation board					
Support implementation of New Water Regulations	Milestone				
Work across NRW functions and with stakeholders to deliver measures in relation for sustainable benefit in implementing new regulations by 2020		See text			
Work with the Wales Land Management Forum sub-group on agricultural pollution	Milestone				
Partnership funded programme on voluntary approaches completed		See text		Project report delivered	
Climate Emergency Declaration					
Complete scoping of potential actions in response to Climate Emergency declaration and their feasibility		See text		Complete by Dec 2019	
In liaison with WG, complete development of initial Climate Emergency work programme, including resourcing		See text			Complete by Mar 2020

Key: Green = target met. Amber = close to target (within a month). Red = Off target (beyond a month). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Ruth Jenkins and Martyn P Evans

Are we meeting the target/s?

Support Welsh Government on the Development of Future Land Management Schemes:

- We have provided substantial technical support to Welsh Government in the development of the next consultation on taking forward the future land management schemes. This included providing an embedded member of staff. Our efforts have ensured that NRW's key issues have been aired and many incorporated into the document. This was launched on time on 9th July.
- NRW staff across place and function have been kept abreast of the developing WG consultation, and many from across all areas of NRW's work have fed into the development of NRW's position. Briefings have been prepared for the Board and Senior Management and a paper on future land management approaches has been discussed at the Board. A Key Information Paper has been prepared to support staff in responding to the consultation ahead of the closing date of 30th October 2019.
- We have established a group to draw together the appropriate NRW functions to explore options and evidence to deliver measures in relation to sustainable benefit in implementing new regulations by 2020. We have also worked with stakeholders to explore their views and provide evidence to support appropriate positions.
- NRW has worked closely with the entire sector and with WG to facilitate a co-design approach. In doing so we have influenced products and outcomes to include SMNR principles and aligned outcomes to NRW's land management vision. We have ensured particularly close relationships with WG through embedding staff within their development team.
- NRW is engaging with WG to identify the regulation deficiencies and opportunities presented and this work will continue into the autumn.

Support implementation of New Water Regulations:

- We continue to work across all NRW functions and with stakeholders from the Land Management sector to deliver measures in relation for sustainable benefit in implementing new regulations by January 2020. The risks and opportunities of new regulations are being explored and reported to Executive Team.

Work with the Wales Land Management Forum sub-group on agricultural pollution:

- The sub-group continues to make substantial progress on a range of projects and through its wide stakeholder membership. The partnership funded programme on voluntary approaches is close to producing its interim report and progress has been reviewed by group members and through a series of sector workshops.

Climate Emergency Declaration

- Complete scoping of potential actions in response to Climate Emergency declaration and their feasibility.
- Information has been prepared on the potential and costs of expanding woodland cover in Wales.
- This work has been embedded in the programme of NRW measures agreed at the NRW Board meeting on 11 July in response to our support for the WG Climate Emergency declaration and will form part of discussions with WG in relation to a climate emergency work programme for Wales).

What are we doing next?

Support Welsh Government on the Development of Future Land Management Schemes:

- The KIP (Key Information Paper) on WG's "Sustainable Farming and Our Land" consultation will be shared with staff with the aim of helping them provide responses via the Sustainable Land Team. We will then provide a response ahead of the 30th October deadline. We are also engaging with partners to debate our respective positions to agree joint messages.

Support implementation of New Water Regulations:

- We will continue to work closely with NRW and WG colleagues to ensure the approaches being proposed are appropriate for Wales and that NRW is able to deliver them.

Work with the Wales Land Management Forum sub-group on agricultural pollution:

- We will ensure the proposals arising from the work delivered by the group dovetails with the new regulatory approaches suggested by WG. Additionally, the group will deliver its suite of projects to better understand the causes of pollution and take forward steps to reduce it.

Climate Emergency Declaration

- (see Measure - Reducing our carbon footprint and enabling Welsh public sector decarbonisation in support of the declaration of climate emergency)

What have we changed to embed SMNR? (...and were any barriers identified?)

SMNR principles and approaches had been built in from the offset.

How have we applied the 9 SMNR principles?...

We have ensured that all principles are built into our approaches and this then ensures they are considered and promoted in all that we do.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

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

Measure – Creating new woodland and replanting felled sites

Why is the activity related to this measure important?

- The activity is part of achieving the aims for woodland cover set out in the Welsh Government's Strategy for Woodlands and Trees (the Strategy). The importance is further strengthened by the Committee on Climate Change's (CCC) recommendations on the role of woodland creation in responding to the climate emergency. It supports delivery of the Climate Emergency Action Plan by creating and enabling the creation of more woodland cover.
- Better enabling landowners across Wales to choose to create woodland will result in the area of woodland in Wales increasing and an increase in the benefits that flow from woodland, such as storing carbon, giving space for wildlife to adapt to climate change, safeguarding clean water and managing flood risk, and supporting the rural economy.
- Maintaining the amount of woodland on the Welsh Government's Woodland Estate (WGWE) ensures that the publicly owned woodland of Wales continues to provide benefits as above.
- The measure tracks NRW's performance in its specific role in enabling woodland creation or maintaining the area of woodland on the WGWE. It does not measure directly progress on the targets for woodland creation in the Strategy or in the CCC's recommendations.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Creating new woodland and replanting felled sites	Hectares	Amber			
Restocking programme – Core	Hectares	218.6			1000
Restocking programme – <i>Phytophthora ramorum</i> coupes	Hectares	264.4			800
Develop a new long-term programme for woodland creation to form part of WGWE	Milestone		Approved programme		First tranche plans developed
Support, through joint funding, new woodland creation through working with others	Hectares		(T=30)		(T=100)
Plan replacement woodland as a result of our Energy Delivery programme	Hectares	(T=15)	(T=35)	(T=50)	(T=60)
Restrict the Land-bank to <5% by June 2019, in line with overall target to restrict the Land-bank to <4% by 21/22	Hectares	5456 (5.3%)			Between 5% & 4%

Key: Green = target met. Amber = close to target (within 30%). Red = Off target (30% or more). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Ruth Jenkins and Richard Nines

Are we meeting the target/s?

Restocking / Land Bank

- Yes. We are on target on restocking. We delivered 26% of the target for 2019/20 and have plans and resources in place to achieve the 1,800 ha total target. The land-bank is over the 5% interim target but the restocking programme will bring this down at an adequate rate to reach the required <4% target by 2021/22.

Develop a new long-term programme for woodland creation to form part of WGWE

- We have systems and a policy in place to enable us to acquire land for woodland creation and we are now in a planning phase for delivery.
- Liaison with Welsh Government is underway to link with the First Minister's National Forest Initiative and NRW's Carbon Positive programme. We are deploying some timber income to support work initially and are exploring the opportunity for further funding from the WG and others to enable this project to be scaled up as required.

Woodland creation through working with others

- NRW has set up the Woodland Creation Programme to encourage increased tree planting in Wales and address the barriers including issues regarding regulation, incentives and knowledge and skills. We have put a number of projects, and mechanisms in place to support how we work with others to increase tree cover in Wales. The

work has been on establishing resources, policy, partnership and mechanisms, including the work on grants. For example:

- PLANT! which supports others' woodland creation projects. There are current schemes in the pipeline which will allow us to meet our Q2 targets with 43 ha now under contract and another 17 ha in the pipeline
- The Centenary Trees is a project that will enable us to work with others to encourage, support and champion tree planting and woodland creation throughout Wales and will be flexible to respond at a community, organisational or landscape scale.

Plan Replacement woodland as a result of our Energy Delivery programme

- We have established the project with £10M funding. We are purchasing the 1st 15ha land parcel and are scoping 5 other sites totalling 210ha which should enable us to achieve the target to plan 160ha in total during the year.

What are we doing next?

Restocking / Land Bank

- We will continue as planned. We have framework contracts in place for land preparation and have ordered trees to enable restocking in quarter 2 (subject to the weather). The bulk of re-stocking will happen in winter 2019/20. We should be able to report some additional restocking in quarter 2.

Develop a new long-term programme for woodland creation to form part of WGWE.

- We will:
 - clarify the further funding available and our operating context, especially the appetite for risk in communicating our desire to acquire land,
 - further develop the pipeline of potential acquisitions under the processes already in place for "Plan Replacement woodland as a result of our Energy Delivery programme", and
 - to develop models for woodland creation on the WGWE using a wider range of types of "ownership" such as leasehold or management agreements.

Woodland Creation / Working with others

- The NRW Woodland Creation Programme will help to improve the levels of woodland creation in Wales. NRW is working with Welsh Government future post Brexit land management schemes which included increased levels of woodland creation.
- We are supporting working in partnership with others through several projects including PLANT! and Centenary Trees. We are on track to be green for this measure in Quarter 2 with several schemes in the pipeline for partnership funding.

Plan Replacement woodland as a result of our Energy Delivery programme

- We will continue as planned. We will continue to work with land agents to find potential acquisitions and buy suitable sites for woodland creation then plan and create the new woods in accordance with SMNR.

What have we changed to embed SMNR? (...and were any barriers identified?)

- We have 2 Glastir Woodland Creation case studies which demonstrate how woodland creation delivers SMNR principles and Well Being Goals. These case studies will continue to be written for GWC schemes in Rounds 5 and 6. There is more work to encourage Area Statement teams to identify potential woodland creation opportunities within their areas.

How have we applied the 9 SMNR principles?..

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

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

Measure – Implement river basin management plans

Why is the activity related to this measure important?

We are required to produce River Basin Management Plans (RBMP) under the Water Framework Directive on 6 year cycles. As part of this there are statutory consultations we must publish by specified timeframes. In the RBMPs published in 2015 we made national and local commitments to improve the quality of our waters. We undertake investigations to identify the reasons for not achieving good status which is one of the objectives under the Directive.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Implement river basin management plans	Y/N	Red			
All local measures made operational	% local measures	74%		Complete by Dec	
All national measures made operational	% national measures	86%		Complete by Dec	
All WFD investigations to be completed	% investigations			Complete by Dec	
Publish our Challenges and Choices statutory consultation		Published by June			

Key: Green = target met. Amber = close to target (within 30%). Red = Off target (30% or more). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Ruth Jenkins and Sian Williams

Are we meeting the target/s?

- Challenges and Choices consultation was published on the 21st June. We were the first administration in the UK to publish this statutory duty.
- RBMP target is red due to slower than anticipated progress with WFD investigations into the reasons why waterbodies are failing to reach good status. In Q3 and Q4 last year NRW undertook the task of WFD classification (e.g. Good, Moderate, Poor) for all water bodies in Wales for the first time on our own. This was previously led by EA.
- This was a new and complex exercise that put considerable pressure on staff who also work on the investigations programme. Investigations rely upon a diverse network of colleagues collaborating across operations and EPP along with 3rd parties such as Dŵr Cymru and the Coal Authority.
- To address the red status we have been prioritising our investigations programme since Q1 with increased frequency of co-ordinator meetings between Operational teams and the EPP Integrated Water Planning team. We're implementing a revised approach to investigations, making best available use of existing data and staff expertise to ensure rapid assessment of outstanding investigations and identifying 'quick wins'.
- The significant risk of failing to deliver WFD monitoring and investigations was captured and shared with Leadership Team and Executive Team through the OD process. To manage this risk, we submitted an internal funding bid for 4 x 1 year fixed term staff to work across the 6 new Environmental Assessment and Advice Teams to deliver WFD investigations and monitoring of waterbodies. Recruitment to these posts is ongoing.
- Due to the scale of outstanding investigations we forecast an **amber status for WFD investigations** by the next progress report deadline.
- To address the **amber status of local measures** we successfully secured funding from Welsh Government to support 7 additional staff across NRW operational Environment Teams till the end of March 2020. Local measures are linked to our **target water bodies**, which are the rivers, lakes and ground waters set as a priority in 2015 to reach good WFD status. Our new officers will focus on ensuring local measures for target water bodies are all in train by Dec 2019. These staff will also work on catchments that have deteriorated since 2015, or where we consider there to be risk of deterioration due to an increase in pollution incidents. Recruitment is ongoing with currently 5 officers in post. Continuation of these 7 officers into the new financial year would boost capacity to maintain our focus on the suite of target water bodies in Wales.
- In Wales artificial modifications are the principle reason waterbodies fail to achieve good WFD status. Our skills gap in hydrogeomorphology remains a challenge, but we secured funding from Welsh Government to

complete fully costed action plans to undertake mitigation and restoration works in ‘heavily modified water bodies’. These action plans will be ready by the end of Q4, and we plan to deliver on these actions next financial year.

- Our national measures are the set of actions required to improve the status of water bodies at the Wales wide scale. A number of these are ‘owned’ by 3rd parties such as Welsh Government or water companies. We are focusing our effort to determine progress with these, and in particular support those measures that are not yet operational. We expect to increase the % score to over 90 by next progress report deadline.

What are we doing next?

- Since Q4 last year we have revised our approach to catchment management with the creation of the ‘Opportunity Catchment’ selection framework. Driven by SMNR principles, WFD and Area Statement engagement, Opportunity Catchments represent water bodies best placed to deliver multiple benefits for the environment and well-being of communities. Our March 2020 Area Statements and the cycle 3 RBMPs will both include Opportunity Catchments as priorities, ensuring co-ordination between NRW Place Plans and RBMPs at the national level. We hope this will lead to targeted partnership collaboration via the new NRW grant funding programme to support the right organisations, communities and land owners in tackling persistent water and land management issues at a catchment scale.
- Work will begin in October to draft the measures for the cycle 3 RBMPs to ensure we include feedback from the current Challenges and Choices consultation where we expect new measures to be put forward for consideration.
- We recognise there is still significant risk to reaching our ambitious targets in year and we will bring back further details on planning for discussion with the Board in January.

What have we changed to embed SMNR? (...and were any barriers identified?)

The WFD was written with the ecosystem approach as a central principle, so incorporates many of the 9 SMNR principles. The SMNR water advisor role posted within the Water Group enabled the team to actively embed the principles of SMNR within the River Basin Planning process. The publication of the NRP has also led to a wider scope in the Challenges and Choices consultation than in previous river basin cycles to make direct links to Area Statement development, SoNaRR2 planning and our new initiative to identify and prioritise the critical evidence gaps for the sustainable management of water in Wales. In particular, we have developed an SMNR approach to the prioritisation of catchment management, called the Opportunity Catchment selection framework. This will lead to the promotion of initiatives in certain catchments across Wales with the best opportunity to deliver multiple benefits for the environment and well-being priorities. Both Area Statements and the cycle 3 RBMPs will include Opportunity Catchments as priorities ensuring co-ordination between the place-based approach and RBMPs at the national level.

How have we applied the 9 SMNR principles?...

SMNR principles	Progress 2019/20
Adaptive Management	In May 2019 we started a review of objectives set for water bodies. This process undertakes an assessment of the cycle 2 objectives in relation to progress, and provides an opportunity set new objectives for cycle 3.
Appropriate Spatial Scale	The opportunity catchment selection process moves us away from the cycle 2 target water bodies that mainly focused on individual waterbodies rather than adding up multiple rivers and tributaries into larger catchments. By the end of this reporting period (March 2020) we will have a new list of opportunity catchments informed by partner feedback and professional judgement received via Area Statement engagement combined with internal NRW expert judgement and evidence.
Collaboration & Engagement	The Area Statement engagement process is being utilised to engage on the priorities, opportunities and challenges in water bodies. The new NRW chaired Wales Water Management Forum is being used to engage on the NRW water group work programme.
Public participation	The WFD challenges and choices consultation is one of the significant steps in public participation this f/y.
Evidence	In June 2019 we released our list of water evidence needs in tandem with the WFD challenges & choices consultation, asking consultees to contribute to both. The preparation of a list of research proposals has been critical to the

	prioritisation of evidence gaps that we are required to fill in order to fulfil our requirements for SoNaRR2.
Multiple Benefits	The inclusion of well-being objectives, ecosystem resilience and natural resource management benefits beyond WFD objectives to the opportunity catchment selection process is a significant departure in Wales from previous RBMP cycles and a first for the UK.
Long Term Thinking	RBMPs require objective setting within the confines of 6-year cycles. With an expected EU exit there lies potential for water body restoration to be considered in ecological timeframes beyond the traditional WFD cycle. This presents an opportunity to consider alternative recovery timelines for catchments in Wales.
Preventative Action	The RBMP process seeks to address future natural resource management issues by improving overall status of water bodies and ensuring future interventions are minimised.
Building Resilience	Improved overall status of water bodies is fundamental to improved ecosystem resilience. The integrated water planning team are working with biodiversity colleagues to identify the potential to apply ecosystem resilience scoring to certain catchments in Wales. The scoring methodology is in development, but it is hoped that the Opportunity Catchment selection process will offer a platform for this method.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

The five ways of working (long term, preventative, integration, collaboration, involvement) are represented by the 9 principles of SMNR. Please refer to above section for details on how the integrated water planning team is addressing the ways of working. Integration of WFGA is also being undertaken via the opportunity catchment selection process in tandem with Area Statement development.

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

Measure – Ensure continued safe and responsible reservoir management

Why is the activity related to this measure important?

The purpose of the Reservoirs Act 1975 is to protect people from the uncontrolled release of water from large, raised reservoirs. NRW needs to ensure that the reservoirs on our land that fall under the Act are constructed, supervised, inspected, maintained, altered and removed under the guidance of qualified civil engineers. NRW manage and maintain circa 40 reservoirs under the Act and is delivering a programme of work to ensure that all these reservoirs become compliant with the Act. The measure is the % of NRW reservoirs that are compliant with the Reservoirs Act, with a target of 100% as all of reservoirs should be compliant with the statutory requirements. The two sub-measures aim to focus attention on core areas of work: 1) timebound statutory safety measures; and 2) record-keeping linked to monitoring, surveillance and other records management activities.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Ensure continued safe and responsible reservoir management	%	Red/Amber 82%	100%	100%	100%
NRW reservoirs compliant with Reservoirs Act*	%	82%	(T=100%)	(T=100%)	(T=100%)
Measures in the interests of safety completed within the prescribed timescales	%	91%	(T=100%)	(T=100%)	(T=100%)
Records management carried out as directed by statutory inspection report	%	90%	(T=100%)	(T=100%)	(T=100%)

Key: Green = On target (100%). Amber / Green = Nearly on target (>=95%). Amber = Nearly on target (>=90%). Red / Amber = Off target (>=70%). Red = Off target (<70% or more). * Overall measure position applies to first performance measure line only

Leadership contact/s: Jeremy Parr and Lyndsey Rawlinson

Are we meeting the target/s?

- Our long term target is 100% compliance and current performance is 82%, up from 74% in last quarter. Work is planned and being delivered to schedule, and we expect to reach our predicted 19/20 year-end position of 95% compliance. So at end of Q1 we are not meeting the targets; this was expected, as we know that there is work outstanding. This work is programmed but cannot be recorded as compliant until completed. Some of this work will be beyond this financial year.
- Overall compliance at 82% represents 7 of 39 reservoirs currently not compliant.
- 91% compliance with statutory safety measures means that 9 out of 99 are overdue (58 are complete and 32 are underway). The overdue work is programmed for delivery in remainder of 19/20 and early in 20/21. We continue to look to bring work forward where we can.
- At 4 of the 39 reservoirs (10%) the records management sub-measure is amber due to failing to visit at times of flood. Steps have been taken to rectify this which await Supervising Engineer confirmation of satisfaction, expected in Q3.

What are we doing next?

- We expect overall compliance to be over 90% in Q3 and 95% at year end. The shortfall is attributed to major works at Llyn Tegid, and work at Tynymynydd subject to contractor availability pressures (which we seeking to resolve).
- The scale of works at Llyn Tegid mean compliance is likely to remain at best at c.97% between 2020 – 2022.
- We know what we need to do to improve compliance and Operations Directorate have a clear and focussed work programme to address all measures. We have appointed experienced officers to help us drive this forward. Projects Delivery are involved for the more complex works.
- Many schemes on this programme will conclude during Q2, completing more of the measures, however the requirement for engineers' certification means improved compliance is more likely in Q3. Improvements to staff resources will also lower surveillance and Supervising Engineer confirmation will be sought at their next visits to rectify Records Management.
- The results of our recently completed 'High Level Risk Review' will help us further improve how we prioritise work to the greatest risks.
- We continue to bid for reservoir funds through our internal unfunded pressures routes for future years. Assistance from Welsh Government to baseline the revenue requirements and secure capital needs beyond one-year horizons would definitely help to optimise delivery.

- 49 additional non-statutory measures (not included in the 99 measures mentioned previously) are also underway to pre-empt future statutory liability i.e. we are being proactive to reduce risk of future non-compliance.

What have we changed to embed SMNR? (...and were any barriers identified?)

- We have arranged for a number of workshops to take place in August to explore the purpose and value of some of our reservoirs. NRW representatives will reflect on flood attenuation, conservation benefit, amenity, etc. to establish whether reservoirs should be maintained, removed or enhanced. This is a positive step away from a 'do minimum' approach which was in place at some sites historically.

How have we applied the 9 SMNR principles?...

- Our reservoirs serve different purposes and have differing heritage leading us to manage them using staff from the most appropriate work areas. Decisions are made using both catchment wide (flood impact, attenuation) and site specific (habitat, water resource) considerations, brought together through the adaptive management and public participation principles. We are building on our experience of including the public in our decision making through awareness and drop-in events to explain the work we are doing, e.g. at Bala and in the Gwydir forest developments. Our decisions are evidenced through a range of physical studies and professional opinion. Our "workshop" approach brings together this evidence when deciding whether to maintain, enhance or remove a reservoir, for example safety works which also improve water vole habitat at Bwlch Nant-yr-Arian.
- Our reservoirs realise multiple benefits through flood alleviation, amenity, fishing, conservation, water supply and recreation. A primary focus may exist but none remains a single-use reservoir as originally designed. Safety works at Bwlch Nant-yr-Arian have encompassed habitat improvement for Water Voles. Work has begun to establish the value of our reservoirs to others, initially for moorland/forest fire-fighting and cattle watering.
- The core priority of our work is to establish inspection and maintenance regimes that prevent deterioration. Reservoirs are a long-term investment. Without strategic investment deterioration is more marked. We have a work plan stretching over many years.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

- Reservoirs are long-term investments. We are reviewing the historical use of our reservoirs and adapting this to future needs. Our reservoirs are brought up to required standards to reduce the likelihood of failure to a scale relative to the consequence posed. We seek to ensure a very low overall likelihood of failure. Our reservoirs are often a part of the WGWE where our land use policy is adapting to meet the needs of the people of Wales. Beyond our duty to meet minimum legal standards we engage with staff across NRW to identify and work towards multiple goals for our reservoirs. Outside of NRW we collaborate with others who share mutual interests; e.g. Bala lakeside developments.

Well-being objective – Improve resilience and quality of ecosystems

Measure – Implement 'Vital nature' - restoring, creating and improving habitat and enhancing biodiversity

Why is the activity related to this measure important?

Everyone's wellbeing - economic, social, cultural and environmental - depends on healthy and resilient ecosystems, which in turn depends on biodiversity. Unless we can halt and reverse this decline and build the resilience of ecosystems, our well-being and the well-being of future generations will suffer.

SoNaRR has identified that currently no ecosystem in Wales has been assessed as having good resilience and many will not be adaptable enough to be deal with pressures including climate change and the impact of invasive non-native species (INNS). Biodiversity continues to decline. The extent of some habitats has declined significantly and connectivity between habitats has reduced. Ecosystem condition, based on designated site features, is mixed, but 55% of species and 75% habitat features on Natura 2000 sites have been found to be in unfavourable condition. Protected sites on land, inland waters and the sea are key for delivering SMNR and an essential mechanism for maintaining biodiversity and building ecosystem resilience. We want our protected sites to function as core areas of a

resilient ecological network, in which habitats and wildlife populations can thrive and expand, recolonising areas from which they have been lost, and contributing to ecosystem services well beyond the protected site boundaries.

A key aim of Vital nature is to deliver a step change in the way we work, to embed maintaining and enhancing biodiversity and building ecosystem resilience into all the functions of our organisation so they are considered at all stages of decision-making, planning and project delivery. The measures selected below are all linked and representative of a range of actions we are taking to help achieve ecosystems resilience in Wales.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Implement 'Vital nature'...	[units]	Amber			
Build ecosystem resilience by improving the conservation status of the features on protected sites. Annual work programme of site actions underway or complete	%	(T=20%)	(T=30%)	(T=50%)	(T=80%)
All planned NNR projects directly delivering habitats or species management benefits have been implemented		19/20 NNR work programme fully funded for all priority work and all identified as either planned, underway or complete	Staff and funding in place to deliver all planned projects	All planned projects have been implemented	All planned projects have completed annual reporting
NRW biosecurity policy and biosecurity good-practice have been implemented across the NRW		Funding secured for a dedicated biosecurity officer	Task and finish group established	Biosecurity risk assessments completed at key NRW sites	Biosecurity priority actions underway at key NRW sites
Assess the extent to which biodiversity and ecosystem resilience is considered across all NRW functions, take steps to improve it and report our delivery		Develop objectives and methods for Section 6 staff survey	Undertake voluntary staff survey	Report on delivery of our Section 6 duties	Begin next steps for improvement
Staff across NRW have been engaged on and understand about building ecosystem resilience and how to apply this to their role		Ecosystems resilience engagement presentation trialled with South Central Wales Area Statement practitioners	Ecosystem resilience communication plan developed	Initial guidance including connectivity mapping disseminated to support Area Statement development	In-depth ecosystem resilience guidance completed and disseminated across NRW

Key: Green = target met. Amber = close to target (within 30%). Red = Off target (30% or more). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Ruth Jenkins and Martyn P Evans

Are we meeting the target/s? (Explain what progress has been made, what affect has this had and why. Are our actions helping to deliver the outcomes we want?)

We are reporting Amber overall whilst we develop programmes of work and profiled resources and funding which delivers our targets and ambitions in Vital Nature in response to the impacts of climate change and the wider environmental emergency.

Q1 activities to note are -

- Funding for a biosecurity officer has been secured and we have undertaken some internal biosecurity promotion activities during the 2019 INNS Awareness Week including internal communications, distributing 'check – clean - dry' leaflets and 80 personal biosecurity packs within NRW.
- The SSSI consent and assents guidance webpages were revised to improve accessibility and clarity. The Digital Comms team monitoring the webpages noted a subsequent 20% reduction in Customer Contact Centre calls and emails and there has been no reported complaints about content since the revisions were made.

- We have completed a prioritised allocation exercise and confirmed allocations with project proposers for the £0.8m funding made available for 19/20 to support the delivery of *Vital Nature*.
- We have prepared a Grant Strategy which was signed off by the NRW Board in July and this will be launched in September/October (see WBO1). This is closely linked to the successful delivery of our programmes.
- Work is underway re-mapping the post organisational design changes to re-assigning protected sites actions to those officers now responsible for specific SSSIs.
- The 19/20 NNR work programme has now been fully funded for all priority and important work and all programmed work has been identified as either planned, underway or complete.
- We have completed a habitats network handbook for improving ecosystems resilience, supplied our open source data to the Centre for Ecology and Hydrology / Lancaster University project and presented our work at the 'Data Science of the Natural Environment' conference. We have also worked with the Living Wales evidence platform for tracking resilience long-term.
- The ecosystems resilience engagement presentation for South Central Area Statement practitioners was recorded and since been distributed to NRW staff via the intranet.

What are we doing next? (Including if we are not meeting target/s what are we doing about this. And if our actions are not working what are we doing to change things?)

- Led by the NRW Biodiversity and Resilient Ecosystems Board, develop a programme of work and profiled resources and funding which delivers our aspirations and commitments in *Vital Nature* and answers our targets and ambitions for both decarbonisation as well as adaptation to the impacts of climate change and the wider environmental emergency, particularly that of biodiversity loss.
- Finalise the 19-20 Protected Sites Actions work programme to ensure all post organisational design changes for officers now responsible for specific SSSIs actions are re-assigned and report on achievements against the target.
- Progress the NRW Biodiversity Audit will be planned for roll-out September alongside engagement sessions being developed with the EIA team for targeted teams across NRW.
- Develop an engagement plan jointly with Welsh Government for key stakeholders about the work to develop and finalise the draft criteria for identifying Section 7 habitats and species.
- Progress recruitment to appoint a Biosecurity advisor to develop an NRW biosecurity implementation plan.
- Develop and deliver an ecosystem resilience engagement programme for the Area Statement areas.

What have we changed to embed SMNR? (...and were any barriers identified?)

At the heart of Wales' new legal framework is the recognition that everyone's wellbeing - economic, social, cultural and environmental - depends on healthy and resilient ecosystems, which in turn depend on biodiversity. While past efforts have been vital in limiting the damage, the Wellbeing of Future Generations (Wales) Act 2015, and the Environment (Wales) Act 2016 give us both an opportunity and a legal imperative to shift the focus away from managing the symptoms to tackling root causes.

A key aim of *Vital nature* is to deliver a step change in the way we work, to embed maintaining and enhancing biodiversity and building ecosystem resilience into all the functions of our organisation so they are considered at all stages of decision-making, planning and project delivery.

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

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

How have we applied the 9 SMNR principles?...

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

Well-being objective – Improve resilience and quality of ecosystems

Measure – Monitor and address tree and plant health issues

Why is the activity related to this measure important?

P. ramorum is the most serious tree disease problem to have affected forests in Wales. Over the past few years it has spread very rapidly and is now causing large scale economic, social and environmental impacts ¹. *P. ramorum* management is therefore necessary to sustainably manage natural resources in Wales and achieve the objectives set out in the Environment (Wales) Act, 2016 and the Wellbeing and Future Generations (Wales) Act, 2015

P. ramorum is regulated under EU emergency measures (2002/757/EC), and implemented in Wales by the Plant Health (Forestry) Order 2005 and the Plant Health (Wales) Order 2018 which lists *P. ramorum* as a Schedule 1 organism (a tree pest which shall not be introduced into or spread within Wales). Such measures are achieved using statutory plant health notices (SPHNs) that require the destruction of infected trees by a specified date and/or restricting the movement of infected material.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Monitor and address tree and plant health issues	mixed	Green			
Target for all Wales - Issue 95% of Statutory Plant Health Notices (SPHNs) within 60 days of disease confirmation* (Issued during the reporting period)	%	100 (10 Issued)			
Target WGWE –90% of Sites Compliance with SPHN on WGWE* (as of the end of the current reporting period)	%	1 st report Q2			

Key: Green = target met. Amber = close to target (within 30%). Red = Off target (30% or more). Lowest reported target line position will be reflected as the overall measure position *Quarter only position shown – not cumulative

Leadership contact/s: Dominic Driver and Richard Ninnis

Are we meeting the target/s? There are currently 1058 SPHNs in Wales, covering 12,062 hectares, of which 698 SPHN and 8941 hectares are on the WGWE. We prioritise processing SPHNs and our own compliance on the Core Disease Zone 1 (North and East Wales), for which the SPHNs require action within 6 months. We aim to process SPHNs as quickly as practically possible for the Core Disease Zone1, but the need for Habitats Regulation Assessments on over half of the sites owing to associated SAC rivers and uplands can introduce delays.

We issued 10 SPHNs in the reporting period, of which 10 were within the target time. NRW's compliance survey is in progress and the results will be analysed and reported at Q2.

Note that we changed the first target from 90% of SPHNs issued within 30 days to 95% issued within 60 days, because we recognised that factors outside NRW's control prevent us from meeting the 30 day target. Those include the new requirement for Habitats Regulations Assessments and the difficulty in matching our resource to the unpredictable rate of spread of the disease. However, we still endeavour to issue SPHNs within 30 days in the Core Disease Zone1, where the timing impacts the speed at which action is taken on the ground. Within the Core Disease Zone 2, action is required within 3 years and the measure in the Disease Limitation Zone is control on movement of timber

Table 1 - Breakdown of SPHNs by Zones

Summary of Corp Target	Zones						
	CDZ	CDZ Total	CDZ2	CDZ2 Total	DLZ	DLZ Total	Grand Total
Target Met	Private		Private		Private		
Yes	1	1	4	4	5	5	10
Full			2	2	1	1	3
Movement	1	1					1
Movement on Request			2	2	4	4	6
Grand Total	1	1	4	4	5	5	10

What are we doing next?

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

We will continue to monitor for the disease and respond to reported outbreaks. We will monitor progress on WGWE and report progress from Q2.

What have we changed to embed SMNR? (...and were any barriers identified?)

Although issuing an SPHN is a statutory function we work with landowners to aim to ensure that the notice requirements can help them to deliver longer term benefits from their woodlands. The team now covers all forest regulations and tree health which means that we can consider SMNR wider when regulatory woodlands.

How have we applied the 9 SMNR principles?...

Mainly as described above rather than individually, with the ability to consider how we can support the landowner in wider benefits rather than deal with the disease as an individual issue.

On WGWE we are using the loss of larch as an opportunity to increase resilience when re-planting these sites.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

Well-being objective – Improve resilience and quality of ecosystems

Measure – Manage and implement our programmes for sustainable fisheries programme including measures to promote the recovery of (salmonid) populations through our river and habitat restoration plans

Why is the activity related to this measure important?

Fisheries Habitat Restoration Plans (FHRP) help to provide the evidence that we need to direct 'key interventions' on our river catchments. These are prioritised and costed and so form the basis of prioritised work programmes that are focused on delivering sustainable fish populations in the 23 Principal Salmon Rivers and other important rivers of Wales. Importantly this evidence will further support the overall priorities for river restoration and specifically delivery of the programme and initiatives for Sustainable Fisheries in Wales. Key external partners (Afonydd Cymru and the rivers trusts) will also use this evidence to direct their own work and it will form the basis of their funding applications and future work programmes to help us deliver aspects of our programme with others. Over time, as more FHRP's are completed on principal rivers, they will continue to help us target our programme for Sustainable Fisheries. Overall output figures below for fish passage (river connectivity) and habitat schemes represent the Programme for Sustainable Fisheries Programme 19/20 and are largely built on current evidence from the existing FHRPs.

The targets below present the wider fisheries work we deliver. Funding comes from different sources for this work. The fisheries 'Alternative Mitigation' fund enables both direct delivery and collaborative partnership delivery of habitat remediation with key fisheries stakeholders on specific river catchments. This partnership work will use a new funding mechanism from July this year: Byelaw and catch control measures will to be implemented to ensure salmonid stocks are not over exploited in Wales. An essential part of implementing these conservation measures is targeted stakeholder engagement which will include coordinated activity in Q3. Additionally, we will ensure that health and wellbeing and socio-economic benefits arising from our fisheries are promoted. We will grow and improve understanding and support for the value of ecologically resilient and sustainable populations of fish. Going forward we will work this year to improve the opportunities to integrate the opportunities for sustainable fisheries and will deliver this through more integrated plans and programmes for our rivers.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Manage and implement our programmes for sustainable fisheries programme...	mixed	Green (A=3, T=3)			
Delivery of a suite of Fisheries Habitat Restoration Plans and integrate into a programme for sustainable fisheries	Plans delivered	(T=2)	(T=2)		
Delivery of 'key fish passage improvement interventions'	Schemes Delivered	0	(T=5)	(T=5)	0
Delivery of 'Key Habitat Improvement Interventions' including adaptation to climate change	Schemes Delivered	0	(T=3)	(T=4)	(T=1)
Continue to develop/deliver fisheries 'alternative mitigation schemes' in partnership with key external stakeholders.	Scheme	0	0	(T=4)	0
Actions to support sustainable salmonid populations					
Continue to implement "All Wales" conservation measures via new bylaw proposals.	Proposal	0	(T=1)	0	0
Implement Cross border & Severn in Wales catch control measures	Proposal	0	(T=1)	(T=1)	0
Stakeholder Engagement – the Wales Fisheries Forum and 8 Local Fisheries Groups	Event	0	0	(T=9)	0
Work with partners to promote access to sustainably managed fisheries	Scheme	A=1 (T=Project start up)	(T=Project approval)		(T=Finalise plans to launch improvements to promotion of fisheries)
Work with the wider business in line with Vital Nature to integrate planning and action across other functional activity to support the sustainable management of the fisheries resource.	Plans				(T=Deliver integrated and prioritised River Restoration Plans)

Key: Green = target met. Amber = close to target (within a month). Red = Off target (beyond a month). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Ruth Jenkins and Sian Williams

Are we meeting the target/s?

- Actions in Q1 included final delivery of 2 Fisheries Habitat Restoration Plans (Teifi and Tywi) to add to 2 earlier plans (Mawddach and Clwyd) commissioned in 18/19. Another 2 plans (Eastern Cleddau and Seiont/Gwryfai/Lyfni) have been commissioned for delivery in Q2. Delivery targets are therefore being met.
- Work is ongoing on: planned delivery of fish passage improvements and habitat improvements (both on target); the annual programme for 'Alternative Mitigation' – mainly through a grant allocation to 3 rivers trusts via Afonydd Cymru (due to be completed in August) have been subject to:
 - delay in securing grant funding award to Afonydd Cymru in order to secure delivery of actions under the Alternative Mitigation programme
 - timescale of ministerial approval of NRW bylaw proposals (application was made in February 2018, approval in July 2019).

What are we doing next?

- New bylaw proposals were accepted in full by the Minister in July, for implementation in January 2020. Following this an application will be made to WG for approval of the cross-border (Wye and Dee) byelaws in Q2. Subject to Board approval we will make and implement Emergency Byelaws for the Severn in Wales during Q2.
- Following the Ministers' requirement, we will: accelerate our programme of Fisheries Habitat Restoration Plans by commissioning up to 8 further plans in 19/20; maintain effective stakeholder engagement with Wales Fisheries Forum and LFG meetings in Q3, and plan for further routes for effective stakeholder communication going forward; initiate work to produce an Action Plan for Salmon and Sea Trout in Wales, to include cross-functional initiatives and applying Vital Nature principles.

What have we changed to embed SMNR? (...and were any barriers identified?)

- SMNR is already intrinsic/fundamental to this measure.
- All of the work defined above contributes to the principle of SMNR. Improving rivers for fish also improves rivers for biodiversity more generally. Protecting spawning reserves of salmon and sea trout increases stock resilience and increases the probability of stock recovery to sustainable levels in future.

How have we applied the 9 SMNR principles?...

- Manage adaptively, by planning, monitoring, reviewing and, where appropriate, changing action.

We undertake annual salmon and sea trout stock assessments, using this evidence to derive management actions that vary according to risk.

- Consider the appropriate spatial scale for action

We think on the catchment scale, applying management prescriptions, as appropriate, to collections of catchments performing at the same level

- Promote and engage in collaboration and co-operation

We work extensively with Afonydd Cymru and the family of rivers trusts across the whole of Wales, and with other NGOs as appropriate. We maintain dialogues through representative stakeholder groups and at finer geographical scale as required.

- Make appropriate arrangements for public participation in decision-making

We maintain dialogue through regular liaison and informal consultation and – for legislative change such as byelaw proposals – undertake statutory consultations

- Take account of all relevant evidence and gather evidence in respect of uncertainties

- Take account of the benefits and intrinsic value of natural resources and ecosystems

We have commissioned work to understand socioeconomic value of the fisheries resource and plan more. We use this in discussions and planning with WG.

- Take account of the short, medium and long term consequences of actions;

- Take action to prevent significant damage to ecosystems;

Our fisheries regulations and fisheries habitat restoration are intended to moderate and eliminate harm to ecosystems and contribute to resource recovery

- Take account of the resilience of ecosystems, in particular the following aspects

(i)diversity between and within ecosystems;

Our fish stock management takes full account of genetic diversity and the unique nature of catchment-scale salmonid populations

(ii)the connections between and within ecosystems;

Our habitat restoration planning and interventions address connectivity through improvements to fish migration. We note the other flora and fauna benefits through improved river connectivity.

(iii)the scale of ecosystems;

Fundamentally, our fisheries management approach is on the catchment-scale.

(iv)the condition of ecosystems (including their structure and functioning);

Our fisheries work contributes, both directly, and in a supplementary way through broader SMNR outcomes, to ecosystem improvement.

(v)the adaptability of ecosystems.

Fish stock resilience maintains naturally acquired adaptations that ensure fish stocks are equipped with the potential for recovery and future sustainability.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

- Long term: we manage depleted and non-sustainable fish stocks through protective measures that extend to 2 full generations (typically 10 years), monitoring performance and adapting to stock status throughout.
- Prevention: we project past salmon and sea trout performance and stock trajectories into the future to provide early-warnings of risk enabling us to take timely remedial action to protect the resources.
- Collaboration: we routinely work with stakeholders – principally fisheries NGOs and local fisheries interests.
- Involvement: we maintain high levels of involvement of relevant stakeholders and bodies through routine liaison and communications but also through formal contracting and grant awards. This maintains sector interest, awareness and contributions to the overall management goals.
- Integration: we maintain full engagement with all sectors who share our management interests and aspirations.

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

Measure – Deliver an effective and efficient incident management response

Why is the activity related to this measure important?

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

Measure target/s	Units	2019/20			
		Q1*	>Q2*	>Q3*	>Q4*
Measure - Deliver an effective and efficient incident management response		Red			
Incident Assessment (within 1 hour)		98% T= 95%	T =95%	T =95%	T =95%
Response to 'High category' incidents (within 4 hours)		54% T= 95%	T =95%	T =95%	T =95%
Incident Closure (within 30 days)		61% T= 90%	T =90%	T =90%	T =90%

**Note: target and performance reflect quarter only performance, not year to date positions*

E.g. Key: Green = target met. Amber = close to target (within 30%). Red = Off target (30% or more). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall position for this measure

Leadership contact/s: Jeremy Parr and Lyndsey Rawlinson

Are we meeting the target/s?

- There is a massive improvement on 'assessment within one hour' indicator, which is now green for first time. This is because we have introduced our centralised 'triage' system which means incidents are categorised and logged more efficiently than previously.
- We are working closely with the operational teams to assess how effectively this new system is working for them and are addressing issues that are arising.
- Response to "High Category" incidents (within 4 hours) remains Red at 54%. There are issues with the recording system (WIRS) that contribute to this. We are working with ICT colleagues to try and address these system issues, as well as provide training and support for those entering data in to the system. A system upgrade is planned and we have identified manual workarounds to avoid future reporting errors. We were not able to correct the reported figures in time to inform this report, but recent scrutiny of the data suggests that the errors adversely skew the reported figures for this measure. This will be addressed before reporting Q2 performance.
- The measure for Incident Closure (within 30 days) is amber at 61%. Through the recent scrutiny exercise carried out in a number of geographical areas we have also identified that further work needs to be done to

ensure that staff understand the importance of these measures and that they are afforded a higher priority by all staff involved in incidence response. We are continuing discussions with relevant line managers and anticipate an improvement in our performance against these measures in future reports.

What are we doing next?

- We continue to be proactive in working with teams and management to push for and support improved performance. The experience with the first indicator shows that improvements in the recorded data can be achieved.
- Measures taken include training, support, additional scrutiny of data used in reports, reminders before thresholds hit, working directly with 'poor performers' and through management tiers, requests for ICT systems improvements, doing 'manual updates' for teams if evidence is there but records not completed.
- Additional (Brexit-related) Incident Management resource coming into Operations teams will help ensure that we are prepared for any increase in incidents due to Brexit.

What have we changed to embed SMNR? (...and were any barriers identified?)

- We continue to deliver against the principles of the Environment Act and the Well-being of Future Generations Act and are using them to improve and develop our approach to Incident Management.
- Within Incident Management we have introduced triaging for all calls received by the Incident Communication Centre (ICC), this change aims to free up operational staff to take **preventative action** to reduce the impact and severity of incidents that occur.
- We have further developed our working relationships with partners to ensure better **collaboration and engagement**, this includes being an active member of the Local Resilience Fora, developing and attending training/exercises with our partners, and seeking input and feedback to our consultations when developing new and/or changed approaches to incident management e.g. Incident Categorisation Guidance and our approach to Wales Environment Groups (EGs).
- We use the Wales Incident Recording System (WIRS) to capture and gather **evidence** of our response. The evidence obtained from WIRS also helps us to **adaptively manage** our response by allowing us to review and monitor the actions we have taken, which in turn, helps us develop better ways of working that can achieve **multiple benefits**. One of these benefits is the ability of NRW to recover costs, and we utilise WIRS to do this for potential or actual water pollution incidents (under the Water Resources Act 1991).
- We have further encouraged **public participation** and **engagement** with us to ensure we are made aware of potential incidents as they occur. Information and evidence received from the public via the ICC helps us to assess our response and target our resources more effectively, focussing initially on the incidents with the greatest potential impact to the environment.

How have we applied the 9 SMNR principles?...

We have applied the 9 SMNR principles by:

- **Adaptive Management** – Learning from incidents, planning our response based on evidence and information from across the business and what is captured in the Wales Incident Recording System.
- **Scale** – Ensuring we understand and take the appropriate actions to respond to the scale of each incident, considering the impacts to the people, environment and economy of Wales, as broadly as possible to ensure the right response and mitigation.
- **Collaboration and Engagement** – Continuing to work collaboratively with our partners e.g. Environment Agency and other category 1 responders (Civil Contingencies Act) and public service board partners, Following the JESIP (Joint Emergency Services Interoperability Principles) where appropriate, we have engaged across the organisation to ensure that our approach has specialist technical input and cross directorate support. Managing internal collaboration and engagement through task and finish groups and via the appropriate Business Boards.
- **Public Participation** – Increasing our social media presence, informing communities on what NRW's response is to an incident. We continue to encourage, public participation in reporting information and intelligence of incidents to us and in consultation of proposed new approaches and changes to our approach that have potential external impacts.
- **Evidence** – Using information and data we gather to inform our approach and to evidence the resource requirements and basis for responses we take to incidents.
- **Multiple Benefits** – Responding efficiently and effectively to incidents, NRW reduces the impact of incidents on the people, the environment and the economy of Wales, taking decisions that have the best possible outcome for all.

- **Preventative Action** –Continuing to analyse the numbers and types of incidents in areas in which to focus specific preventative programs and look to introduce new technology to increase our evidence base. This will continue to reduce the likelihood of incidents occurring and support working with others to influence change in practices that reduce the impacts of incidents.
- **Long-term** – Designing procedures, processes and response structures that meet our ability to maintain an effective incident response service for the future.
- **Building Resilience** – Working with partners and others to ensure mitigations we put in place contribute to protection of and improvements in diversity, adaptability and connection between and within ecosystems.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

- We continue to **work collaboratively** to respond to incidents by liaising with partners, following the Joint Emergency Services Interoperability Principles (JESIP). We work with them to mitigate or reduce the likelihood of incidents occurring, using evidence to inform both our ways of working and those of others e.g. DCWW. This approach ensures we take steps to **prevent** environmental damage (or reduce the severity of any environmental incident that does occur) by taking timely action, mitigating and reducing the impact through learning and improving our response. We have worked with partners like the Fire and Rescue Service to ensure they have appropriate equipment to deal with potential environmental incidents when they respond to i.e. road traffic accidents, chemical spills and waste fires, whilst carrying out their duties. This **integration** with others ensures that they also contribute to well-being goals for a healthier and more resilient Wales.
- **Involvement** - We have Welsh speaking ICC operatives to ensure people can choose their preferred language to report incidents, in a way that reflects the diversity of Wales. This is particularly important for communities in North and South West Wales, where Welsh is often first language for those in rural areas.
- The introduction of triage and the Incident Categorisation Guidance lays the foundation for us to focus our resource more effectively and plan for how we will deliver our service in the **long-term**, ensuring we can be as effective as possible within our financial constraints and be prepared to respond to potentially more severe incidents resulting from climate change.

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

Measure – Maintain NRW flood risk management assets in high risk locations in target operating condition

Why is the activity related to this measure important?

The impacts of flooding can be severe and varied. As well as the immediate risk to life, the health impacts of those affected can be serious and long lasting. The impacts on the economy of Wales can also be considerable and far reaching. NRW owns and maintains over 3900 flood risk assets providing a set standard of protection to 73,000 properties in Wales. As well as reducing the risk to life and providing protection to property and vital infrastructure, they also provide protection to several nationally and internationally designated sites such as SSSIs, SACs and SPAs. It is vitally important that these assets are maintained and perform to their required condition.

Measure target/s	Units	2019/20			
		Q1	Q2	Q3	Q4
Measure - Maintain NRW flood risk management assets in high risk locations in target operating condition	%	Amber 97.8%	99%	99%	99%

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

Leadership contact/s: Jeremy Parr and John Hogg

Are we meeting the target/s?

- 99% target means that at any one time we can have up to 34 assets of the 3,490 in high flood risk systems not meeting their target condition.
- There is a programme of continuous asset inspections and failures are identified through these routine inspections. As such the position is dynamic.
- At the start of 19/20, we needed to do 41 fixes to meet the target. Due to more failures as a result of inspections, and a comparable lower number of fixes in the period, at the end of this quarter we now need to do 43 fixes to meet the target.
- Current performance is therefore at 97.8% (Amber).
- Many fixes pertaining to revenue maintenance (minor structure maintenance, grass cutting and so forth) have been carried out this quarter but a number of failures remain due to significant vegetation growth during the warmer weather in the first quarter.

What are we doing next?

- At the start of Q2, 43 fixes are needed to reach the target, and there are 77 failing assets in total.
- An estimated 66 of these require capital investment and we are programming this work, however some of it will not be completed this financial year.
- Operational teams continue to address failing assets on a prioritised basis by reviewing reports monthly.
- We know what fixes we need to do and have plans to do them. However, our revenue maintenance funding is not sufficient to do all identified (preventative) maintenance needs and so this means that the risk of more assets assessed as failing (after inspection) is increased.
- Typically in Q1, when the growth season starts, resources are stretched for grass cutting in particular. Not all fixes required cause an increased flood risk, sometimes it is just that the asset inspection is not able to be completed until vegetation is cleared.
- Meeting this target is challenging but it is important we strive for high levels of performance in high risk assets and systems. This is made more challenging at present due to vacancies in key teams. There is a recruitment plan in place to address this.
- These factors mean it does look unlikely that we will achieve 99% target this financial year, but we will work hard to get as close as we can.
- A project to improve the quality of routine maintenance data on our asset management system (AMX) will deliver a more comprehensive and streamlined delivery of the maintenance programme. This will help us better understand risks associated with failing assets and help us direct and optimise our response.
- We are exploring all options to keep performance at the very high levels we target, and we will undertake an internal 'deep dive' in Q2/3 to assess the options and make improvements where possible.
- There are some vacancies in key teams and this will have had some impact on performance. We are undertaking recruitment to fill the vacancies.

What have we changed to embed SMNR? (...and were any barriers identified?)

- The way we manage our asset stock has changed in recent years with SMNR principles being reflected in these developments.
- The development of our asset management IT system AMX, allows greater integration and collaboration between the various teams in NRW involved in maintaining our asset stock. This has provided benefits in the consultation process to ensure that multiple benefits are at the heart of the routine works programmes.
- We are also developing a long-term view in managing assets where we can no longer afford, or economically justify maintaining them. The development of this approach has been carried out in close collaboration with a range to teams who have a stake in the way our assets are managed in the future. The decision to withdraw maintenance from some flood defences will be based on the best available evidence.

How have we applied the 9 SMNR principles?...

- We have adopted the 9 SMNR principles in managing our flood risk assets. The **prevention** of the harmful effects of flooding by maintaining our assets and watercourses is at the heart of asset management. We gain **evidence** on the condition of the asset stock every month by interrogating our asset management system AMX. Where required we developed contingency plans for our critical assets such as pumping stations so that we are **resilient** and prepared as possible should a failure take place.
- We take a whole-life cycle, **long-term** approach to managing our assets in making sure that the right balance is made between routine and capital investment through the lifespan of the asset. We are able to monitor asset performance on a range of **scales** by providing an all Wales strategic perspective through to providing

information on failing assets on an operational level. Having our flood risk assets performing at their required level provides **multiple benefits**. This means that not only people and property are protected but also sites of national and international importance avoid the harmful effects of flooding.

- We **engage and collaborate** widely with our external stakeholders both in constructing and maintaining our assets and we look for opportunities for environmental improvements wherever we can.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

- The purpose of flood risk management work is the **prevention** of the damaging effects of flooding to the people, economy and environment of Wales. Our routine and capital maintenance works are delivered so that the required standard of protection is maintained in the **long term** while keeping whole life costs to a minimum.
- We have recently been working in **collaboration** with the 22 Local Authorities in creating a central national asset database for Wales. This has meant key asset information from all Risk Management Authorities in Wales is stored in a consistent way.
- We now **collaborate** more closely with other asset owners, such as Network Rail, in delivering flood risk maintenance work and asset fixes. Our asset maintenance programmes are delivered in close conjunction with colleagues in other NRW functions. The recently development of the asset database, AMX, has meant that asset defect scheduling will be carried out more efficiently in the future.
- We are continuing to address locations where we can no longer economically justify continuing maintaining assets. As part of this process we **involve** the internal and external stakeholders affected in communicating the reasons for withdrawing maintenance.

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

Measure – Tackle the impact of industry and waste sites

Why is the activity related to this measure important?

Poor performance at permitted sites has the potential for impacts on the environment, communities, reputation of a sector and legitimate business. Poor performers are resource intensive in terms of our regulatory effort and are considered to pose a greater risk of incidents that can also consume a large amount of our resources. COMAH (Control of Major Accident Hazards) sites present the biggest risk to delivery of SMNR; any major accidents at these sites will have catastrophic consequences for the wellbeing of people and the protection of the environment.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Tackle the impact of industry and waste sites	mixed	Green			
Permitted sites should not be persistent poor performers (i.e. categories D, E & F for more than three years) unless an agreed improvement plan is in place or an appropriate enforcement response is in progress. <i>(Target <15% Q4 2019/20 reducing to 0% for 2020/21)</i>	%	0.8%		(T<=15%)	(T<=15%)
Operational sites rated as poor performers (categories D,E & F) <i>(measure only no target)</i>	%	2.4%	%		%
All category 1 and 2 compliance breaches have an appropriate regulatory response determined within 6 months.	%	*	(T=100%)		(T=100%)
All sites with issues requiring long-term resolution have agreed improvement plans which are signed off and kept under review by line management.	%	*	(T=100%)		(T=100%)
All high fire risk sites should have Fire Prevention and Mitigation plans in place.	%	68%	(T=100%)		(T=100%)
All COMAH sites are categorised for flood risk by end of Q4	%	N/A	(T=100%)		(T=100%)

Key: Green = target met. Amber = close to target (within 30%). Red = Off target (30% or more). Operational sites line not performance assessed in this measure. Lowest reported target line position will be reflected as overall measure position. These targets will be reviewed in future years when we have a better baseline

Leadership contact/s: Isobel Moore and Martin Cox

Are we meeting the target/s?

- We are currently on track to meet the targets. The first formal reporting quarter is Q2. Q1 is a progress report. The measure this year has been changed to show how we are responding to poor compliance and that we are taking all appropriate actions, rather than simply measuring something that is not wholly within our control.
- Compliance is measured in calendar years, so the figures reported here are from January to June 2019. There are currently 2 sites in band F – both are landfill sites with significant long-term problems that are being addressed by enforcement action and required improvements.
- Performance measures marked * are to be reported at the end of Q2. There has been one Category 1 non-compliance recorded for a discharge of leachate to a SAC from a landfill and an appropriate enforcement response is being developed.
- At present there are two sites with long-term issues, both have improvement plans to tackle the major problems that require significant time and investment to resolve. These plans have been agreed with HoP.

What are we doing next?

- The new regulatory teams will be planning their regulatory work for the rest of the year following the changes brought about by Organisational Design. Most teams are currently carrying vacancies, and many sites are being handed over to new regulatory officers in a managed transition. The focus for the rest of this year will be on developing skills to rebuild the regulatory capacity of teams. Resources will be focussed on high risk sites and meeting the performance targets.
- 68% of high fire risk sites currently have plans in place, the RBB waste subgroup will review performance and report to the main Regulatory BB in August.

What have we changed to embed SMNR? (...and were any barriers identified?)

- Our approach to site-based regulation is based on the NRW regulatory delivery model. The model has been designed to ensure that our activities conform to our regulatory principles. Our regulatory principles guide our regulatory approach to SMNR and delivering Wellbeing outcomes. Permits for industrial sites aim to achieve integrated pollution prevention and control and have the underlying principles of using the best available techniques to minimise potential impact. They include requirements to audit and minimise energy and water use, and to use materials which have the least environmental impact. Permits for waste activities must ensure that the relevant objectives of the Waste Framework Directive (i.e. that waste management is carried out without endangering human health or harming the environment and, in particular: without risk to water, air, soil, plants or animals; without causing nuisance through noise or odours; and, that the waste hierarchy is followed).
- We are developing a project to look at how we can further embed SMNR into Industry and Waste regulation. The main project objective will focus on bridging the gap between minimising impact and promoting sustainable business.

How have we applied the 9 SMNR principles?...

- Our regulatory approach is guided by our regulatory delivery model. The model has been designed to ensure that our activities conform to our regulatory principles. Our regulatory principles guide our regulatory approach to SMNR and delivering Wellbeing outcomes.
- We are carrying out a permit review of large combustion processes across Wales (**Scale**). The review will cover all media and use **Evidence** of the best available techniques to ensure a reduction in emissions (**Prevention**). The review is part of a cycle of reviews that will occur approximately every eight years (**Long Term**) driving continuous improvement. The review of the permits will also involve a **public participation** exercise on temporary derogations from the set limits. The derogations are a way of ensuring the appropriate investment is carried out along with other demands (**Adaptive**).
- We are inputting into the South Wales Industry Cluster project looking at the decarbonisation of large industry across South Wales. This work will have **multiple benefits** in reducing a variety of emissions and requires **collaboration** between a wide range of industry sectors, Government and NRW as the regulator.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

- **Long term** – We use evidence to inform the most effective interventions on permitted sites to achieve long term, sustained compliance at regulated sites and reduce the number of persistent poor performers. We produce detailed annual compliance reports which we use to review the consistency of our approach across Wales, identify issues and good practise and feed that into training and guidance.
- **Prevention** – We ensure that we understand the potential risks at permitted facilities, and that our regulatory approach enables operators to be proactive in managing them, for example requiring operators to produce a fire prevention & mitigation plan, understanding the flood risk at COMAH sites.
- **Collaboration** – We work closely and collaborate with other regulators to deliver effective regulatory interventions for example, we work with HSE to minimise risk from COMAH sites and we have benefited from seconding officers from the Fire & Rescue services to help develop and embed our approach to Fire Prevention and Mitigation Management.
- **Integration** – By working closely with other regulators and industry groups we ensure that the goals we set enhance the objectives of public bodies, such as health improvements by reducing emissions, or encouraging industrial site to provide land for biodiversity increase or recreational activities.
- **Involvement** – The Regulatory Business Board has effective Waste and Industry Technical Sub-Groups all teams working together to identify priorities in the Regulatory Service plan, report progress and risks. We also work extensively with industry trade bodies to identify common goals.

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

Measure – Deliver our flood risk management capital programme

Why is the activity related to this measure important?

In Wales there are over 200,000 properties at risk of flooding from rivers or the sea, with 73,000 properties currently benefiting from defences. These properties are protected by over 500km of flood defences made up of 4000 NRW owned assets. Prioritised on a risk basis the FRM Capital Programme has typically invested around £12m-£20m per year to maintain and improve our existing flood risk. FRM are also committed to investigating solutions to reduce the risk of flooding to properties still at risk through the construction of new defences. Our target is typically 500 properties per year, but due to complex nature of construction projects, delivery will vary from year to year. At the start of this year we are anticipating a lower than typical number of construction projects completing, with a target of 136 properties.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Deliver our flood risk management capital programme		Red			
Reduce flood risk to properties through the construction of flood alleviation schemes (Target = 136 properties)	# properties	0	92	92	92

Key: Green = target met. Amber = close to target (within 30%). Red = Off target (30% or more). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Jeremy Parr and John Hogg

Are we meeting the target/s?

- We are currently expecting to miss our headline in-year target (of 136 properties with reduced level of risk) for this financial year due to two construction projects experiencing delays - Crynant (Neath area) and Parc yr Onnen (Aberystwyth). We anticipate that we will achieve improved protection for 92 properties this year.
- Crynant has not progressed as originally anticipated and will not be completed this year. The development work is ongoing and the scheme is scheduled to be completed next year. The Parc yr Onnen scheme has also faced delays this year, with the majority of these resulting from the level of stakeholder engagement involved with the flood storage scheme including Network Rail, Utility Companies and the Local Authority. The design element is now nearing completion, but the construction element has been delayed into next financial year.

- In 20/21, our plan is that we will achieve protection for 1200 properties as current and new schemes are completed.
- For additional context, if we take the last 3 years (19/20, 18/19, 17/18), then our average performance per year is 657 which exceeds the average target of 500 per year. If we take next year into account (20/21, 19/20, 18/19) then the predicted performance is 633 per year, again exceeding the target.
- This target is the measure of delivery on the capital programme. It needs to be noted that other capital funded work is progressing. Appraisal and design work supporting future construction schemes such as Llyn Tegid (Bala) and Stephenson Street (Newport) are continuing. We are progressing the work above in conjunction with over 200 other projects undertaking maintenance repairs and refurbishment of flood defence assets; mapping & modelling studies; natural flood management implementation; and improving the resilience our flood warning network.
- Included in this other capital work are projects that sustain the level of property protection (ie capital maintenance work that maintains the current level of protection). This work will cover 800 properties this year.

What are we doing next?

- By continually reviewing the highest risk locations throughout Wales and the standard of protection that we provide, FRM continue to develop and update our Medium-Term Plan. This outlines our future needs and where we will need to invest. Large scale schemes take significant planning, and the development of future projects are already underway to ensure we meet future year targets through schemes such as Porthmadog, Llyn Tegid (Bala), Ammanford and Treforest.
- There are challenges in maintaining delivery on our capital programme. Short term there are vacancies in key posts in operational teams, which will impact delivery and potentially ability to invest all of capital funds. We are working to fill vacancies as soon as practically possible, but it will take time for new staff to be fully utilised.
- There are challenges in having sufficient baseline (revenue) resource to feed a fluctuating capital programme. Our revenue baseline has reduced by 11% in real terms, whilst our capital workload has increased (from £9.5m to £19.9m over the last 10 years for example). We are working with Welsh Government on whether there are options to improve this revenue baseline.
- Recent significant improvements to our FRM modelling system and asset database will help us improve our planning and delivery. We are starting an improvement project to bring this evidence together.
- It is recognised that the number of properties with increased levels of protection is one indicator of performance. We will provide other indicators of overall performance in the quarterly reports through the remainder of this year, to reflect other aspects of performance.

What have we changed to embed SMNR? (...and were any barriers identified?)

We continue to deliver against the principles of the well-being act and are embedding SMNR into our work. We are now meeting our goals through:

- looking at the long term: our Medium-Term Plan covers the next ten years, allowing the business to plan risk management and investment decisions.
- taking an integrated approach and working collaboratively: projects within the programme are delivered through an integrated model, where teams across the business plan, scrutinise and deliver key FRM activities.
- Natural Flood Risk Management is now at the forefront of our optioneering work, collaborating with internal teams to scope potential flood reducing options whilst also identifying the potential multiple benefits of our work.

How have we applied the 9 SMNR principles?...

- We have **collaborated** and **engaged** with organisations such as Cadw and the Woodland Trust on some of our major construction schemes, whilst we are also continually **collaborating** with WG and Local Authorities on the use of the Communities at Risk Register to prioritise flood defence work consistently throughout Wales.
- All decision making is based on the **evidence** gained through our detailed appraisal and modelling work. This evidence is then used to better understand flood risk across Wales enabling us to identify what **preventative action** can be taken to reduce flood risk and to increase the **resilience** of at risk communities.
- Our strategic work programmes look to address the short, medium and **long-term** risks that we face, and through **adaptive management** we are looking at ways to ensure that our current defences will be of a suitable standard to deal with future conditions.
- The use of WG's new Business Case Appraisal Guidance will also ensure that all of our capital schemes will deliver **multiple benefits** and that our project teams will fully **engage** with the public and key stakeholders.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

- The purpose of flood risk management work is the **prevention** of the damaging effects of flooding to the people, economy and environment of Wales. Our capital projects are delivered so that the required standard of protection is maintained in the long term whilst ensuring value for money.
- We regularly work in **collaboration** with LA’s, utility companies, Network Rail and others, to deliver efficiencies during the construction of capital projects, whilst also collaborate closely with various internal teams such as Fisheries, Water Resources and NRM Teams.
- As encouraged through Welsh Governments new Appraisal Guidance we **involve** internal and external stakeholders in all our decision making.

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

Measure – Tackle the impact of air pollution

Why is the activity related to this measure important?

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

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Tackle the impact of air pollution	mixed	Green			
Ensure that <i>all</i> non-conformances relating to impact on Air Quality (CCS Category 1, 2 and 3) have the appropriate follow up corrective Regulatory action within 2 months in line with our policy	percentage	100%	(T=100%)		(T=100%)
Continue to gather evidence on the impact of ammonia from agriculture in Wales to inform and support future policy decisions.	Report progress	Y			x
We will prevent any increase in the number of AQMZs in Wales as a result of emissions from the industry we regulate and aim for a reduction long term.	number	Y			x
Continue to work to integrate with partners in PSBs and the WAQF <ul style="list-style-type: none"> • Develop specific progress targets for the all Wales Air Quality in Schools initiative. • Further develop the Air Quality improvements identified within Newport PSB and Neath Port Talbot PSB Wellbeing Plan. 	Report progress	50%			x

Key: Green = target met. Amber = close to target (within 30%). Red = Off target (30% or more). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Isobel Moore and Martin Cox

Are we meeting the target/s?

- South East: No significant (Cat 1 or 2) air quality breaches logged in Q1. Appropriate follow up has been taken at the 5 sites in the area where minor non-conformance was recorded.
- South West: No significant air quality breaches logged from installations in South West Wales in Q1. Ongoing emission breaches from Tata Steel Works ongoing and under continued review as part of compliance work and the Short Term Action Plan.
- North and Mid: No significant (Cat 1 or 2) air quality breaches logged in Q1. Only one site with a minor non-conformance and appropriate follow up has been taken.
- We have completed a project looking at ammonia emissions from pig, poultry and dairy farming in Wales which can now be used to help inform policy decisions about regulating these sectors. The results are being analysed, the analysis will be fed back to the WLMF and the policy teams will engage with WG to drive legislative change where the evidence identifies a need.

- All CCS breaches have corrective actions identified, where these are CCS there will not always be a specific corrective action as breaches often occur due to normal operational issues, this will only be the case where compliance has been re-established.
- The number of AQMZ in which industrial emissions plays a significant part remains constant at 1. The number of exceedance days in 2019 is currently 11 which is comparable to previous years. Providing weather and operational conditions remain favourable 2019 is unlikely to result in a failure of the standard.
- Further analysis of the PSB outputs for Newport and Neath Port Talbot is required to identify appropriate interventions that NRW can initiate.

What are we doing next?

- Regulatory approaches Industry and Waste will develop an internal auditing regime to ensure the objectives are being recorded and actions checked. The aim of the audit regime will be to facilitate consistency and identify training and improvements to recording methodology and systems.
- We are taking an options paper to the NRW board in September that will look for a steer has to the extent of our work in the field of air quality. We will seek extra funding from Welsh Government if we need to expand our role.
- Welsh Government will be consulting on a Clean Air Plan for Wales in Autumn 2019. NRW has been feeding into the plan in terms of what regulated industry is likely to be able to achieve and what impact that will have on improving air quality. NRW will be required to comment in the consultation and help deliver the plan, the extent of our involvement will be subject to the outcome of the board discussion.

What have we changed to embed SMNR? (...and were any barriers identified?)

- Air Quality is one of Welsh Government's key priorities and there has been a significant increase in public and political focus on the impact of Air Quality on human health. The major impacts on air quality arise from issues other than sites regulated by NRW, but we have always had a key part to play in ensuring that Air Quality is not compromised as a result of the activities that we do regulate. As a result of the Environment Act and Wellbeing of Future Generations Act we now have added responsibilities to work with other public organisations to improve air quality in specified areas as a member of the Public Service Boards. This has given us opportunities to achieve more in the long term through a collaborative approach.
- The objectives set reflect our traditional regulatory role as well as the wider collaborative role that we now have under the requirements of the new legislation.

How have we applied the 9 SMNR principles?...

- Our regulatory approach is guided by our regulatory delivery model. The model has been designed to ensure that our activities conform to our regulatory principles. Our regulatory principles guide our regulatory approach to SMNR and delivering Wellbeing outcomes.
- We use a collaborative approach to improving AQ around our regulated sites, working with the operator, local authority, public health wales and representatives of the community.
- **Looking at the long term:** We are contributing to long term air quality plan, input into decarbonisation programme and helps increase biodiversity.
- **Taking an integrated approach:** We work across sectors and the industry regulatory regime helps reduce emissions by taking a holistic approach across all media. Our work in air quality results in multiple benefits for example: Reducing emissions by fuel changing (Oil to Natural gas) helps reduce NOx and particulates.
- **Multiple Benefits:** Improvements in air quality improvements produces benefits across a range of different communities including those living and working in an urban and industrialised areas as well as rural communities that are impacted by agricultural emissions.
- **Working in a collaborative way:** As our statutory role in air quality is quite small further benefits require working with other UK regulators, local authorities, and NGO's working towards a common goal using commonly agreed interventions. This is mainly done through the Welsh Air Quality Forum and Public service boards
- **Preventing issues from occurring:** Reducing bad air quality will have a knock-on effect halting biodiversity decline in some areas and increasing the ability of some local populations to be more active, thus preventing illness and further biodiversity loss (**Building Resilience**).
- **Evidence:** We gather evidence from industrial emissions and require industry to report this to UK and European data sets. This data helps target further interventions and helps drive change.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

- Through engagement with the PSBs we can look at long term objectives.
- Our audit work at regulated sites aims to prevent air pollution through ensuring best practice at sites and encouraging continual improvement to prevent or minimise harmful emissions
- We are actively involved with the PSBs and work collaboratively with other organisations, sharing our expertise and learning from others to enable greater overall environmental improvements to be made.

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

Measure – Deliver the Wales Coast Path and National Trails programmes

Why is the activity related to this measure important?

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

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Deliver the Wales Coast Path and National Trails programmes	milestones	Green			
Deliver funding to partner including timely offers and payments	milestone		Offers made and all final 2018/19 payments		All 2019/20 interim payments made
Carry out and report on path condition	milestone			survey carried out	condition survey reports completed
Work with managing partners to produce trail/path management plans	milestone			Draft plans	Final Plans
Promote the Wales Coast through implementation of the action plan including RTEF programme of projects	milestone			4 projects initiated	2 projects completed
Improve the promotion of the National Trails in Wales by producing a new Promotion Strategy and Action Plan	milestone			Contract started	Finalised strategy and Action Plan

Key: Green = target met. Amber = close to target (within a month). Red = Off target (beyond a month). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Ruth Jenkins and Martyn P Evans

Are we meeting the target/s?

Wales Coast Path and National Trail Grant Funding

- All NRW main grants to partners have been processed and issued to WCP and NT partners
- Welsh Government *additional* funding provided for the WCP programme in 2019/20 has been offered to local authority partners. The WG additional grants for NTs are mostly issued – one was delayed following land holder issues and will instead be offered in Q2

WCP and NT Surveys and Management Plans

- Preparation for the path condition survey of WCP and NTs are in hand. Some capacity issues due to staffing matters may delay the start and finalising of the surveys on the WCP (south) and the Glyndwr's Way NT – hence amber in Q1.
- The first ever round of the plans are in hand to be finalised in Q3. There may be a knock on from the path condition survey for the development work this year of the 2020/21 update of the management plans, but still green as this year's plans still expected to be completed

Wales Coast Path (WCP) Promotion update.

We are meeting our targets as set on in the Wales Coast Path Promotion Strategy 2018-2021 and per the successful Regional Tourist Engagement Fund (RTEF) funding bid to Visit Wales to promote the Wales Coast Path.

Progress made:

- **Two successful campaigns delivered:** Health and well-being in 2019 and WCP Walking Festival held in May 2019
- **WCP Walking Festival** supported by Ramblers Cymru was held to celebrate 7 years since the official launch of the path. A wide and varied walking programme (the majority of it was free of charge to participate) was put on at 7 well known key locations on the WCP – also attended by relevant Assembly Members
- A **brand new sculpture** to mark the official half way point of the WCP at New Quay in Ceredigion was unveiled at launch in June 2019
- **Brand new Wales Coast Path app** has been launched and will be promoted during the summer. More information is on the website: <https://www.walescoastpath.gov.uk/plan-your-visit/wales-coast-path-app/?lang=en>. The app is targeted at our family market to inspire and encourage them to walk the WCP with the app, using innovative technology such as of Augmented Reality, 3D films and games. Certain features of the app will work at 7 key locations on the WCP. The app brings together 3 key themes showcasing the sheer diversity of the path: myths and legends, wildlife and history.
- **Short and Long walk ideas** – First set of walk ideas called “Family walks with a difference” are on the Wales Coast Path website: <https://www.walescoastpath.gov.uk/plan-your-visit/days-out/family-walks-with-a-difference/?lang=en>. These walks are designed to complement the new app and to encourage families to walk the path for a digital experience unique on the Wales Coast Path.

National Trail (NT) Promotion:

- **New National Trails Wales Promotion Strategy & Action Plan** – contract brief finalised and invitations to tender have been issued. Contract issued to successful contractor with initial meeting for August 2019. Action Plan will be produced for promotion work in 2020/21
- **Improvements to National Trail website** – improvements to NT family website [functionality and addition of itineraries] being taken forward in partnership led by Walk Unlimited [promotion partner] with others including Natural England

What are we doing next?

Wales Coast Path (WCP) Promotion update.

- User generated itineraries – work in progress. These are in production and the first tranche aimed at families will be promoted this summer.
- Further itineraries will be launched in Autumn – in production
- Looking into the feasibility of WCP merchandise – the appetite for such products, key target markets and outlets will be discussed.
- National Participation – encouraging every school child to walk the WCP akin to a visit to the Senedd or the Wales Millennium Centre with an aim to raise the WCP profile as an iconic and “must do thing to do” in Wales.

What have we changed to embed SMNR? (...and were any barriers identified?)

The trail plans will consider and incorporate management to better deliver SMNR working within the programmes.

How have we applied the 9 SMNR principles?...

They will be considered and incorporated into the trail plans which will determine the way the management of the WCP and National Trails will be implemented.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

Both the WCP and NT programmes take a *long-term view* in terms of working as evidenced by the trail/path plans. Delivery seeks *integrated outcomes*, *involves* a range of partners and local stakeholders working *collaboratively*. Through actively monitoring and evaluating the path annually and the outcomes delivered by the programme every few years (such as assessing economic and health benefits and surveying the views of the public) we seek to address issues proactively, improving management and outcomes continuously wherever possible, *preventing* and reducing risks.

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

Measure – Develop our joint working agreement with Public Health Wales and Sports Wales to address physical inactivity in Wales

Why is the activity related to this measure important?

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

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Develop our joint working agreement with Public Health Wales and Sports Wales	milestones	Green			
Road-mapping long-term physical activity vision	milestone		x		
Long-term WPAP delivery plan available	milestone			x	
Scoping paper on Wales Physical Activity Observatory	milestone	x			
Communications and insight project outcomes	milestone			x	
Educational Settings logic model available	milestone		x		
NRW physical activity plan available	milestone				x

Key: Green = target met. Amber = close to target (within a month). Red = Off target (beyond a month). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Ruth Jenkins and Martyn P Evans

Are we meeting the target/s?

- The WPAP continues to develop through Q1 of 2019-2020. The four priority areas (Communications; PA Observatory; Educational Settings; and Healthy and Active Fund) have been carried over from last year's initial development.
- The scoping paper on the Wales Physical Activity Observatory has been completed and is to be considered by the Management Group in late July 2019.

What are we doing next?

- The Educational Settings Logic Model is in draft and will be considered by the Management Group in late July 2019. The Educational settings group is already working on inputs and activities from this model.

- A communications insights workshop is due to be held in late July 2019.
- Development of the visioning workshop continues and is due to be delivered in late Q2.

What have we changed to embed SMNR? (...and were any barriers identified?)

- As a partnership project we keen to embed the principles of SMNR as part of our role on the group. We have membership on all of the priority area groups and seek to have consistent messaging across the groups to embed the importance of SMNR at the heart of planning. Our aim is that physical activity planning and delivery demonstrate SMNR.

How have we applied the 9 SMNR principles?...

- We are using **adaptive management** as the partnership and planning is developing, adapting structures, plans and delivery to work most effectively.
- To date we have primarily been working at a national policy level but we will be working at various **scales** as the partnership and delivery develops – Wales wide for our core message but illustrating this with regional and local initiatives.
- At the heart of this partnership is **collaboration** – the three organisations are seeking to improve systems working across our organisations and other stakeholders. We will also be **engaging** widely with broader stakeholders to ensure we develop the right message and put it across in the right way to drive positive behaviour change and involved others as partners where we can.
- As the partnership policy and delivery develops, the **public will be able to take part** in developing the work within the priority areas, e.g. communications insights work will ask the public about their opinions in relation to physical activity messaging.
- We have used the latest **evidence** in social science on physical activity, in developing the approach to and content of our priority area plans. The work on the Wales Physical Activity Observatory will look to strengthen work on evidence requirements.
- The partnerships plan for increasing physical activity will yield **multiple benefits** – intelligent and insightful planning across multiple agendas (e.g. transport, education, environment economy, etc.) can lead to meeting multiple agendas, e.g. air quality, climate change, health, education, etc.
- The partnership plan for physical activity is focussed on the **long term** – positive changes we make now will affect future generations. Changes in levels of physical activity will not happen overnight and must be a long-term commitment.
- The development of a system wide approach to tackling levels of physical inactivity is a health **preventative** approach to help people maintain healthy and fulfilled lives and aid healthy life expectancy. Embedding SMNR into physical activity policy and delivery and the benefits it provides in relation to physical activity will raise awareness and encourage **preventative** action – with the public thinking of the effects of not only their own behaviour, but the wider population.
- Making SMNR and the natural environment a primary consideration as a matter of course within health policy development will help ensure **ecosystem resilience** is taken account of in future plans.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

- As you can see from above, in developing the project we have not only used the SMNR principles, we have also adopted the five ways of working.
- We have **involved** others and will continue to do so, including other physical activity stakeholders and the public.
- The principle of the WPAP is to **integrate** our work with that the strength of our organisations can be utilised and focussed on systems thinking, putting across a shared message.
- At the heart of the WPAP plan is **collaboration** across the three national organisations that have a vital part to play in influencing levels of physical activity and to collaborate with our broader stakeholders to ensure consistency.
- The WPAP is focussed on **long-term** development to elicit positive long-term behaviour change
- We are focussed on the health **preventative** approach to help people maintain healthy and fulfilled lives and aid healthy life expectancy

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

Measure – Prepare a green infrastructure strategy and programme

Why is the activity related to this measure important?

The term `Green Infrastructure` has been around since the early 1990`s. Green Infrastructure is a key mechanism to deliver nature based solutions providing multiple environmental, social, economic and cultural benefits. It was developed to help provide a more strategic, planned, approach to managing natural resources similar to how grey infrastructure, such as roads and housing, is planned and managed. Over time the term has taken on a range of different meanings and has been used to describe activities ranging from small scale schemes to strategically planned networks. Recent changes in Welsh Government legislation and policy is increasingly mainstreaming Green Infrastructure within the policy and decision making framework in Wales, for example the Natural Resources Policy, the National Development Framework, the Wales National Marine Plan (Blue Infrastructure), Brexit and Our Land and PSB Well Being Plans. NRW, at a strategic level, is informing the emerging WG framework for Green Infrastructure and pursuing SMNR through our work on Area Statements and SoNaRR 2 together with embedding delivery across NRW functional work areas and in Place. This will require an NRW strategy on Green Infrastructure and the establishment of a Green Infrastructure Programme to support place-making in line with the Natural Resources Policy recognising that there is already a significant amount of work being undertaken nationally and in place to deliver Green Infrastructure.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Prepare a green infrastructure strategy and programme	milestones	Green			
Prepare a green infrastructure strategy	milestone		Initial position statement developed	Draft Green Infrastructure Strategy	Finalise and Publish NRW Green Infrastructure Strategy
Establishing an integrated green infrastructure programme which aligns with our place-based priorities and functional opportunities	milestone			Establish GI programme	Establish programme monitoring framework aligned with Area Statements
Finalising the NRW Green Infrastructure Strategy, forward work programme and mechanisms for managing implementation	milestone			Draft GI forward work programme 20/21	Finalise GI forward work programme 20/21

Key: Green = target met. Amber = close to target (within a month). Red = Off target (beyond a month). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Ruth Jenkins and Martyn P Evans

Are we meeting the target/s?

There are no specific targets to report on during this quarter however, work has commenced on the preparation of an initial NRW position statement on Green Infrastructure. This will help inform the work required to develop an initial NRW position statement and green infrastructure programme together with the governance framework required to coordinate across relevant NRW business boards and service and place plans.

What are we doing next?

Preparation of a draft Interim GI Position Statement and draft governance framework integrating EPP and Operational Activity informed by discussion with Welsh Government.

What have we changed to embed SMNR? (...and were any barriers identified?)

To follow after interim statement

How have we applied the 9 SMNR principles?...

These will inform the process leading up to the preparation and finalisation of the GI strategy and programme.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

As above

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

Measure – Bring sustainably managed timber to market

Why is the activity related to this measure important?

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

- Deliver the sustainable management of natural resources, in accordance with the requirements of the Environment (Wales) Act, and in doing so contribute to the delivery of well-being goals in accordance with the Wellbeing of Future Generations Act.
- Provide an income source for NRW.
- Support the timber industry supply chain and associated businesses and employment.
- Meet the requirements of the UK Forest Standard (UKFS) and UK Woodland Assurance Standard (UKWAS) in order to retain our FSC / PEFC certification

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Bring sustainably managed timber to market	1,000 M3	Green, 88	268	469	700
Plan and market timber	1,000 M3	213			
Retain independent forest certification of our sustainable management	Risk/not at risk		x		

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

Leadership contact/s: Sasha Wyn Davies (from 1st July) and Richard Ninnnes

Are we meeting the target/s?

Plan & market timber.

- Following the published timber sales marketing plan 2017-2022, we have identified 700,000m3 for open competition via our e-sales timber sales package, from a published overall measure of 850,000m3 to be offered to the market.
- We have endured a slow start to the reporting year, and this will have an effect on performance, in particular financial profiles of production and income during the Q2 and Q3. We have responded positively by preparing the offer of 180,000m3 to the next open market sale in September.
- The outstanding volume measure of 150,000m3 originally identified as Standing Sales + contract offers, have been removed from our timber marketing events.

- However, we have recognised we currently hold a significant amount of outstanding contractual commitments with customers and will utilise the 150,000m³ of available timber products to fulfil those contracts.
- In parallel with offering timber to market, 189,000m³ of timber was dispatched from the Welsh Government Woodland Estate in Q1.

Retain independent forest certification of our sustainable management.

- We are undertaking a 5 year certification audit with new auditors this year, in July.
- The newly appointed auditors are the Soil Association.
- Work has commenced early in the year in our preparation of the audit week, and our forthcoming actions will be hosting staff events to raise awareness of the certification process and the value of such accolade for both NRW and the industry, and preparation of our response to previous corrective actions from previous audits
- The audit findings will be published during the 2nd Quarter.

What are we doing next?

- We will revise the Timber Marketing Strategy to incorporate the changes to we are making in response to the Timber Sales Governance Project.
- We are starting a strategic project on staff development for the land management and forest operations workforce. We will also initiate strategic workforce planning to manage the risks around staff knowledge and resource provision for programme planning and delivery.
- A new Timber Marketing team will give us greater capacity for managing timber sales. However, we will have a challenge to maintain the operations contribution to contract management in the months following the restructure.

What have we changed to embed SMNR? (...and were any barriers identified?)

- As the main focus of timber production has been to establish robust sales and contract management procedures, we have made less new recent progress on embedding SMNR. However, we are still applying all the requirements of sustainable forest management to retain UKWAS accreditation, which covers a large part of SMNR principles.
- The integration of harvesting, restocking and land management into place is nearly complete and will significantly advance our ability to further embed SMNR.

How have we applied the 9 SMNR principles?...

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

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

Measure – Deliver our renewable energy programme

Why is the activity related to this measure important?

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

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

NRWs Remit Letter 2019/20 states that NRW should continue to support the renewable energy targets set by the Minister.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Deliver our renewable energy programme	MW	Green, 346			
Programmes:					
Wind (cumulative actual from FY2016/17 v target)	MW	344	344	344	440
Small-scale hydro (cumulative actual from FY17/18 v target)	MW	1.5	1.5	1.5	1.7

Key: Green = target met. Amber = close to target (within a month). Red = Off target (beyond a month). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Sasha Wyn Davies (from 1st July) and Richard Nines

Are we meeting the target/s?

Measure targets are on track to be met. Q1 - Q3 target is cumulative figure carried over from previous FYs. FY19/20 target is listed in Q4 as Developer timelines can be subject to slippage during FY dependent on factors outside NRW control e.g. planning consent.

Wind (onshore) 344MW = Cefn Croes 58.5 + Pen y Cymoedd 228 + Brechfa Forest 57.4. Target of 440MW will be reached when Clocaenog Forest 96MW goes operational in FY19/20.

Small-scale hydro 1.5MW consists of 19 schemes operational to date. Target of 1.7MW should be met as circa 0.1 - 0.2MW of hydro schemes under construction in FY19/20.

What are we doing next?

We are monitoring Developer timelines on renewable energy projects to ensure measure target reporting is accurate.

What have we changed to embed SMNR? (...and were any barriers identified?)

Collaboration and working closely with energy developers on the NRW Managed Estate (ref onshore wind, hydro, Energy Parks et al) has always and continues to be a key part of our approach to NRW's Enterprise Plan 2017 - 2022 Energy Development portfolio. We continue to develop new commercial relationships with developers.

As part of the Energy Development portfolio Programme and Project governance, the Project Initiation Documents (PIDs) embed SMNR principles and Well-being goals into all energy projects.

For example, large scale onshore wind farms meet all 7 well-being goals: *Prosperous Wales* = jobs / *Resilient Wales* = clean energy / *Healthy Wales* = improved air quality / *More Equal Wales* = employment and supply chain benefits / *Cohesive Communities* = community trust funds / *Vibrant culture* = community trust funds / *Globally Responsible Wales* = impact climate change and deliver SMNR benefits.

How have we applied the 9 SMNR principles?...

See above.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

See above.

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

Measure – Deliver our tackling waste crime action plan

Why is the activity related to this measure important?

Tackling illegal waste activity is an organisational priority for 2019/20. Waste Crime can cause immediate and lasting damage that can impact the opportunities available to current and future generations. Examples include non-compliant permitted sites, large and small scale flytipping, illegal waste sites and abandoned sites. Tackling this issue ensures a level playing field for legitimate operators, supporting jobs and the economy as well as protecting our natural environment for the future.

We are developing a tackling waste crime action plan setting out new ways of tackling the threat waste crime poses to the people, businesses, and the natural resources of Wales.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Deliver our tackling waste crime action plan	milestones	Green			
We will undertake a review of the available evidence to help us understand where activities should be targeted.	milestone	X			
We will engage across directorates, including internal and external projects, partners and Welsh Government during the development of the plan.	milestone	X			
We will present our plan to the Regulatory Business Board for approval	milestone		X		
We will report progress on the action plan and an evaluation of its impact to Welsh Government annually	milestone				X

Key: Green = target met. Amber = close to target (within a month). Red = Off target (beyond a month). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Isobel Moore and Martin Cox

Are we meeting the target/s?

- We have completed the activities outlined for Q1 and have developed a draft action plan. We remain on course to present this to RBB in Q2.
- We also gave a presentation on our proposed approach to tackling waste crime to the July Board meeting as planned.
- Delays in the transition of staff to the new tackling waste crime roles is anticipated to result in a potential underspend of £48,100. We have developed and evaluated a range of additional proposals that we anticipate will be valuable in helping us to develop the necessary capabilities to achieve the overall objectives of the funding. We are currently awaiting a response from Welsh Government on our proposals.

What are we doing next?

- Once our plan has received approval we will update this document with deliverables for Q3 and Q4. Pending Welsh Government approval,

- we also plan to invest the forecast underspend in Officer training and the development of communications by the end of Q4.
- We will provide a progress update to the Board in 6 months.

What have we changed to embed SMNR? (...and were any barriers identified?)

The plan and associated activities will be developed using the regulatory delivery model. The model has been designed to ensure that our activities conform to our regulatory principles. Our regulatory principles guide our regulatory approach to SMNR and delivering Wellbeing outcomes.

The overarching goal of the action plan will be to develop new ways of tackling the threat waste crime poses to the people, businesses, and the natural resources of Wales. Our regulatory delivery cycle will guide the development of our interventions making sure we:

- Identify and prioritise the outcomes we are seeking,
- Develop the most appropriate interventions,
- Manage the resources required for delivery,
- Monitor the success of our interventions,
- Capture learning to apply to future activities

How have we applied the 9 SMNR principles?...

The creation of the action plan has drawn on a range of evidence sources. Once the plan is approved and we move towards implementation will continue to develop and maximise the use of these data sources to ensure work is appropriately targeted. We have also proposed a dedicated workstream that will look at ways that we can develop a more comprehensive evidence base (e.g. improving WIRS data, increasing intelligence submissions). Our aim is to be agile in our approach, being able adapt to new threats and priorities.

There will be a drive towards innovation, creating space to test new approaches at an appropriate scale, to learn and to disseminate to others. It will be important partnerships are established that enable us to bring together the skills and expertise that deliver more effective ways to tackle waste crime. There will be a strong focus on disrupting and preventing waste crime, where we will look at upstream intervention points and where we can act early to prevent or limit harm. We will seek to communicate and help others to take action to help prevent themselves from becoming victims of waste crime.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

The Action Plan and the activities will apply the sustainable management principle by conforming to the regulatory delivery model.

- Long term – the plan will seek to make a difference to the threat of waste crime over the long term by developing capabilities, being innovative and championing effective approaches will see effective measures adopted more widely. The new approaches will take place and complement traditional regulatory activities. In the short term a key goal will be to obtain a better understanding of the scale of waste crime in Wales.
- Prevention – By improving our understanding of waste crime we expect to reveal better intervention points to act. Where possible we will look to close loopholes and prevent criminals operating in the industry. We aim to raise awareness and provide tools to others so that they can do the right thing more easily and/or prevent themselves becoming victims of waste crime.
- Collaboration – Waste crime is complex and crosses National and International boundaries. Acting in collaboration will be an essential objective of the action plan as we look to act together with partner organisations such as the Welsh Revenue Authority, Local Authorities, other Law Enforcement Agencies and Stakeholder Groups.
- *Involvement* – We have involved people from across NRW and Welsh Government in developing the action plan, sharing knowledge and experience of best practise and identifying the priorities.
- Integration – Waste crime damages local environment quality, it undermines legitimate businesses and avoids tax duties, it can damage the environment of developing nations who have less regulatory controls and

resources to deal with the problems illegal activity creates. Our aims of tackling the problem align with the objectives of other public bodies

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

Measure – Continue to progress organisation development

Why is the activity related to this measure important?

To deliver our statutory purpose through a more integrated policy and place-based delivery, working even more closely with partners and communities, we need to progress our organisation development and ensure we optimise the contribution of everyone in our organisation.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Continue to progress organisation development	milestones	Green			
Implementation of new structures	milestone		by 1/7/19		
Conclude organisation design internal recruitment	milestone		by 30/09/19		
Conclude Organisation Design Programme and move to business as usual recruitment and change	milestone			from 1/11/19	
Identify current workforce numbers & skills / capability needs (including numbers, location, grade), identify gaps using data to inform training and development plans	milestone			by 30/10/19	
Use analysis of workforce gaps and data to inform succession, talent management and career development processes as part of Strategic Workforce Plan	milestone				by 31/01/20
Improve our current Performance Management processes and link individual objectives to the Corporate and Business Plans	milestone				by 31/03/20
Continue to deliver Leadership and Management programmes	update	Deliver MT/LT/ET programme	Deliver MT/LT/ET programme	Deliver LT only & ET only programme	Deliver MT/LT/ET programme

Key: Green = target met. Amber = close to target (within a month). Red = Off target (beyond a month). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Leadership contact/s: Su Turney

Are we meeting the target/s?

- Restructuring all management tiers complete by the end of Q1. Work will continue over the summer to place remaining members of staff within the new Organisational Design structure.
- Work has been ongoing to support managers and all staff to understand our responsibilities as public servants following the Grant Thornton report. We are currently piloting content and approach to delivering a development programme to support all managers and staff to work safely.
- We have held a further well-attended leadership event for MT/LT/ET in June 2019 which was timed to coincide with launching the revised structure.
- We are currently recruiting to both the People Management and Organisational Development teams to ensure this work programme is delivered.

What are we doing next?

- Managing issues arising from staff members entering the R&R (Redeployment and Redundancy) Pool.
- Undertaking work to prepare for the formal closure of the Organisational Design Programme.

- Piloting our 'Working for NRW' workshop for all managers and all staff to ensure we are all working safely and recognise our responsibilities for good governance and compliance – both content and delivery options.
- Develop 'People Management' in NRW' workshop for all managers to augment 'Working for NRW' development events.
- Recruit and induct staff to fill People Management and Organisational Development teams.
- Progress the development of our Strategic Workforce plan by agreeing its scope and structure, gathering data and agreeing priorities for initial workstreams to come from this work.
- Continue to recruit to all vacant posts, minimising the number of people adversely affected by the change programme, whilst also supporting people in their new roles.
- Continue to develop the leadership development programme, with an MT/LT/ET event in September.

What have we changed to embed SMNR? (...and were any barriers identified?)

We are working to develop our leadership capacity across Management, Leadership and Executive team levels to ensure we are fit for the future. We are developing ways to ensure our staff across NRW are working safely with a focus on governance and our responsibilities as public servants.

How have we applied the 9 SMNR principles?...

- **Adaptive management** (planning, monitoring, reviewing and revising) – we have planned the work needed; are going to pilot initiatives, particularly our development work, and will monitor their effectiveness and impact to ensure we are working safely
- **Promote and engage in collaboration and co-operation** – managers and staff have been involved at all stages of organisational design in consultation exercises both face to face and on line. Our Third People Survey has also informed our leadership development agenda
- **Make appropriate arrangements for public participation in decision-making** – Not applicable at this stage
- **Take account of all relevant evidence** – Organisational design when complete, will position us to better engage with evidence across our organisation, including through work on PSBs and Area statements. The SMNR training, rolled out across the entire organisation and incorporated into the Induction programme, will further embed the principles and affirms we are an evidence-based organisation.
- **Take account of the benefits and intrinsic value of natural resources and ecosystems** – Thinking about our own organisation as an eco-system – we are working to develop and sustain the health of our organisation, including through all of the above work. Further, our new structure, working with SMNR, and our revised values, all ensure we take account of the benefits and intrinsic value of natural resources in Wales
- **Take account of the short, medium and long term** consequences of actions – We are soon to agree our approach to our strategic workforce plan, after which we will begin developing a clear picture of what we need for the future, having completed organisational design which gives us a clear picture of what we need now and in the medium term. We can then develop the tools and processes to ensure we have proper career pathways and opportunities for our people for the longer term

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

- We are considering the **long-term** in all the above work areas – We are developing our strategic workforce plan to ensure we are sustainable as an organisation, to deliver on our objectives, the Well-being goals and other statutory duties. Organisational design has looked at the whole organisation and the new ways of working across all of NRW help us to be fit for the future.
- All the above will support us to avoid problems for the future – **prevention** through proper training, for example induction, SMNR training, leadership and management development training and other development events as well as the customer service programme. Our structure, now more closely aligned with our purpose has also been designed to ensure sustainability of work and contribution.
- We have worked with others across NRW to ensure we meet the needs of the business, **collaborating** and **involving** managers and others as appropriate. Working collaboratively has enabled us to deliver the above workstreams which could not have been developed or delivered in isolation

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

Measure – Implement the recommendations for governance of our timber sales

Why is the activity related to this measure important?

To ensure that NRW adhere to the WAO recommendations and deliver on the Grant Thornton Report Implementation Plan to introduce, review, manage and monitor governance around our timber sales, ensuring that good governance prevails.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Implement the recommendations for governance of our timber sales	milestones	Amber			
Complete Grant Thornton external validation	milestone	x			
Renegotiation of standing sales contracts	milestone		x		
Implement new sales contracts, terms and conditions	milestone		x		
Implement TMP system – Phase 3 changes	milestone		x		
Complete governance training	milestone			x	
Implement TMP system – Phase 4 changes	milestone				x
Complete and embed all new ways of working	milestone				x

Key: Green = target met. Amber = close to target (within a month). Red = Off target (beyond a month). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall position for this measure

Leadership contact/s: Sasha Wyn Davies (from 1st July)

Are we meeting the target/s?

- **Complete Grant Thornton external validation:** This was completed early July and progress continues at pace on the project to ensure the Grant Thornton recommendations and wider issues are being addressed to ensure compliance and reputational risks are further mitigated and reduced.
- **Renegotiation of standing sales contracts:** Good progress on this is being made as of July. The target for completion of the negotiations is the end of September 2019.
- **Implement new sales contracts, terms and conditions:** Considerable consultation both with staff and the trade has taken place whilst developing the new Terms and Conditions. They are being implemented in the September sale for the first time.
- **Implement TMP system:** Work continues on the implementation of the TMP changes.
- **Complete governance training:** The Governance training is being developed by the Wider Organisation workstream and Su Turney and team.
- **Implement TMP system – Phase 4 changes:** To be completed in Q3 & Q4.
- **Complete and embed all new ways of working:** Changes are being made to policies and process and engagement with the BAU teams continues.

What are we doing next?

- **Complete Grant Thornton external validation:** This has been completed and the letter to the Chief Executive stated that good progress is being made. Some risks were identified which are now being managed through the project risk register and issues log.
- **Renegotiation of standing sales contracts:** Standing Sales plus negotiations will continue during July, August and September with the aim of extracting NRW from all of these arrangements. The objective is to ensure that the contamination of the accounts because of the SS+ contracts doesn't stretch into the FY20/21 accounts.
- **Implement new sales contracts, terms and conditions:** Work still needs to be done to refine the third set of schedules for the November sale. The project team and the forestry standards team are working collaboratively to ensure that we have an interim and longer-term plan for resolution of some of the key issues. These will ensure more robust contractual relationships between NRW and our Timber Customers and, through consistent management of expectations and application of the rules improve relationships between NRW and its customers.

- **Implement TMP system:** Work continues on the implementation of the TMP changes. Tranche 2 will be completed in August with the introduction of the FSOD changes and Tranche 3 is due for implementation in September. This will ensure that more robust governance arrangements are built into our systems to enable us to remove the manual interventions put in place as a stop gap.
- **Complete governance training:** The Governance training is being piloted on 7th August. Lessons learned will ensure continuous improvement and the wider organisation training is being rolled out from September, initially to managers. This will ensure consistent understanding across the organisation of each and every member of staff's responsibility as a public-sector employee and reinforce the requirements for good governance in everything we do.
- **Implement TMP system – Phase 4 changes:** To be completed in Q3 & Q4
- **Complete and embed all new ways of working:** A compliance programme is being launched as of July 2019 with full time resource supporting the Timber Sales team until the end of December and the Forestry Standards team, headed up by Andy Best delivering the policy changes and compliance work within the ops and place-based teams. This will ensure that all the new policies and procedures are being implemented appropriately and will provide assurance that there are the expected improvements in this area as a result of the project.

What have we changed to embed SMNR? (...and were any barriers identified?)

By ensuring compliance with the Timber Sales team, we are helping to ensure NRW retains its UKWAS accreditation.

How have we applied the 9 SMNR principles?...

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

- **Long term:** The TSGP (Timber Sales Governance Project) is balancing the short terms needs of immediately solving the recommendations from the Grant Thornton report with the need to ensure sustainable ways of compliant ways of working within a strong governance framework. We are doing this by ensuring the policies and process workstream has prioritised the immediate issues arising but also by process mapping the end to end process to see where continuous improvement benefits can be derived and disseminated across the wider organisation.
- **Prevention:** The TSGP team is working closely with the rest of the Commercial Management team within NRW to identify and solve issues and to ensure that we are also meeting our wider corporate objectives (i.e. UKWAS) and not just solving the immediate issues of the Grant Thornton report.
- **Integration:** Working across the organisation, in particular with the Timber Sales BAU team, Place based teams, forestry standards teams and the Land Management day one readiness team we are ensuring that we are taking account of the wider considerations of the organisation to develop and consistent and transparent approach.
- **Collaboration:** We are ensuring that we are working in a collaborative way across the organisation and the timber trade to ensure that we are able to make a positive impact on the wellbeing goals for Wales that allow encouragement of a prosperous, resilient and globally responsible Wales.
- **Involvement:** We are ensuring that we involve a wide range of stakeholders that have an interest in Timber Sales internally and externally to ensure that NRW serves the interest of those stakeholders and is able to facilitate the achievement of the wider wellbeing objectives.

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

Measure – Customer Satisfaction (with their NRW interactions)

Why is the activity related to this measure important?

We want our customers to trust NRW to deliver now and for future generations, we will build this trust by providing excellent customer service internally and externally in the following ways:

1. Timely, accessible & easy to use services built to meet customer needs and expectations.
2. Considerate, helpful and knowledgeable staff that live the NRW values and behaviours and thrive on their ability to deliver excellent service.

3. All customer channels designed seamlessly to respond effectively at first point of contact to any customer, wherever possible.
4. A strong explicit commitment to customer and standards of service to which we hold ourselves to account and do what we say we will.
5. A proactive NRW mindset that encourages staff to 'walk in the shoes of customers' so values getting things right first time and understands the difference excellent service can make - even when dealing with difficult matters.

There are considerable benefits to be gained both in terms of financial savings and capacity, all of which we will return to frontline services.

Measure target/s	Units	2019/20			
		Q1	>Q2	>Q3	>Q4
Measure - Customer Satisfaction (with their NRW interactions)	milestones	Green			
Development of Dashboard to include Insights reporting	milestone		x	x	x
Business Benchmarking (Pulse and external surveys)	milestone			x	x
Establishment of Customer Involvement Forum	milestone				x
Development of 3 year Transformational Plan	milestone				x
Increased Customer Involvement – developing and testing	measure			x	
Actions and activities to ensure right first time	measure				x
Increased Satisfaction (experience)	measure				x

Key: Green = target met. Amber = close to target (within a month). Red = Off target (beyond a month). Reporting each quarter will relate to completion/continuation of milestones in that quarter. Lowest reported target line position will be reflected as the overall measure position

Contact: Ceri Davies

Are we meeting the target/s?

- Delivery is currently on track against the milestones and targets outlined above. A specialist monitoring and evaluation task and finish group was commissioned by the Customer Programme Board to develop the programme evaluation framework and ensure that good quality sustainable mechanisms to capture, analyse and report insights across the business are established.
- The group includes membership from the Institute of Customer Service, Corporate Governance, Evidence and ODPM and a key focus of their next meeting in September will be to develop the content and design of the staff pulse surveys which will run in Q3. These surveys will provide baseline information and quality data to assess progress against the actions. Specifically, the activities to ensure right first time target progress can be tracked and used to inform business planning prioritisation of resources.
- By the end of September, the Customer Dashboard will include key web performance metrics and 'right first time' and 'increased satisfaction'.
- Basic standards have been published and are being rolled out across the business. Tone of voice training workshops have been delivered through 17 sessions to over 182 staff.
- First draft of documents required to support the Customer Involvement Forum have been consulted upon internally. These cover GDPR and privacy statements. Recruitment to a new specialist engagement officer will take place in Q3 who will be responsible for establishing the Customer Involvement Forum by end March 2020 utilising existing networks forums and listening groups from across the business, as well as drafting a long term engagement framework proposal for consideration by the business. This proposal will be developed through extensive consultation to ensure integration across business areas where stakeholder and engagement plays a vital role (e.g. Grant Thornton, Area Statements, Commercial and wider Ops activities such as environmental management and flood risk etc).
- However, in order to deliver the strategy's aspirations, and demonstrate improvements to customer satisfaction at the scale required, all of the 13 projects in the programme need to be delivered.
- A key risk for the programme has been the capacity from the business to take on ownership required to embed the programme and projects.
- At their July meeting the Customer Programme Board discussed this risk and agreed;
 - to focus efforts on the 6 projects required to establish the basics (these cover web improvements, service standards, ICT Infrastructure and customer hub transformation).
 - to extend the programme timeframe (detail of which will be presented through the proposed 3 year transformational plan due in Q4)
 - to an unfunded pressures bid which will provide additional programme resources which would be deployed based on identified need across the business. These include specialist web user needs analysis, web design and content management, engagement, project management and business

analysts. They would provide interim support in key areas to progress the projects whilst the new teams and departments are being established under OD.

- However, long term commitment to own and embed the programme and projects against competing organisational priorities remains a significant risk.

What are we doing next?

- Recruitment is our next priority as the programme resources will be essential in ensuring that the projects maintain pace and can deliver during Org Development and where possible for the next phase of Brexit.
- Recruitment to specialist communications posts will enable us to increase awareness of the programme and benefits and target more at middle management level which will ensure that the programme and projects are driving change at the right levels of the organisation, increasing quality of interactions in a way that will be sustainable and become business as usual. For example, we are developing training and accreditation opportunities in conjunction with leads for org development, business support and corporate planning.
- We will continue to promote, support and challenge ourselves internally to increase customer involvement at the earliest point of service, product and process design, to ensure that all of our work is being based on current user led evidenced needs.
- We will establish customer champions and accreditation opportunities for staff to ensure that the values and behaviours set out in the customer strategy are aligned and integrated with #teamNRW day and rewards and recognition work to assist in establishing the #team NRW culture.
- We will step up our work with external organisations and specialists to ensure that we are learning adapting and improving our approaches from their best practice, insights and experience.

What have we changed to embed SMNR? (...and were any barriers identified?)

The programme is new so will not be a change, but it will emphasise early investment of time to secure meaningful involvement and engagement with stakeholders. Investing this time at this early stage of the programme and getting the basics right will ensure that others become advocates for our work, enabling us to deliver more through others, increasing and embedding SMNR across Wales.

Communicating the programme and benefits to internal and external customers is always challenging and sometimes a barrier to success. To counteract this, we use insights we gather from a whole range of customers, along with the evidence we have on what works will allow us to tackle this challenge and continually improve our messages, communications and ultimately engagement practice.

How have we applied the 9 SMNR principles?...

See above and below.

...and in doing so, how have we applied the sustainable development principle (five ways of working)?

- Delivering the programme and 13 projects will increase quality of service and build relationships with customers. This is **preventative** as smarter use of customer insights will assist in earlier identification and mitigation of complaints and reputational issues.
- The programme is focussing on establishing the basics – taking time to ensure that standards and quality of future delivery and interactions are consistently high. The Programme Board's decision to approve short term resources and a longer term transformational proposal allows us time to deliver, but also to pilot, assess and design sustainable interventions for the **long term** without the pressure to deliver a set of projects that may deliver 'quick wins' but are not sustainable or demonstrate impact as part of business as usual.
- The programme will increase awareness and appreciation across NRW of who our customers are. Specific customer journey mapping training will help identify interactions with them will increase **involvement**.
- **Integrated** joint training opportunities which focus on customer improvements (the public in Wales) will foster closer working relationships with other public bodies who are one of our key customer groups. Our customer

charter will be developed in conjunction with these groups. This will result in greater awareness of our roles and responsibilities and others becoming advocates who help deliver our SMNR messages.

- Better engagement (internally and externally) and awareness across the business of how to achieve genuine customer representation from all of our customer groups will increase involvement and establish greater **collaboration** trust and long term relationships. The Customer Involvement Forum will play a key role in this.



Board Paper

Paper Title:	Marine policy drivers: Update on the strategic context for NRW's marine and coastal delivery
Paper Reference:	Paper 19-09-B16
Paper Sponsored By:	Ceri Davies
Paper Presented By:	Mary Lewis

Purpose of Paper:	Discussion
Recommendation:	<p>Board is asked to:</p> <ul style="list-style-type: none"> • Note the breadth of key policy context for NRW's work and the pace of development and change. • Note the active work to integrate delivery across the multiple drivers to create one coherent programme of marine work for NRW, within the WG legislative and policy framework. • Note the marine area statement has a significant part to play to support sustainable marine development opportunities. • Note the need to address decarbonisation of energy generation and the implications of delivering this work, including the need for significant investment, and the work underway within NRW to address these challenges. • Advise on NRW's discussions with WG relating to the future investment strategy for marine work, especially in relation to delivery of the decarbonisation and ecosystem resilience agendas. • Advise on any areas of progress the Board wishes to be kept informed of, across the work areas discussed.

Impact:	<p>Looking at the <u>long term</u>: the key policy drivers set out in the paper are designed to address long-term, sustainable management of the marine environment in Wales.</p> <p>Taking an <u>integrated approach</u>: the paper sets out how key areas of NRW's work are integrated to create one integrated delivery programme to address SMNR at sea and across the coastal interface.</p> <p>Involving a <u>diversity of the population</u>: the breadth of marine work addressed interfaces with a diverse range of marine users (commercial, recreational and interest groups) and coastal communities.</p>
----------------	--

	<p>Working in a collaborative way: collaborative working is at the heart of all the work areas addressed and a focus for the Area Statement which is bringing together all the key challenges and opportunities.</p> <p>Preventing issues from occurring: all work areas are a mix of reactive and preventative action, and all involve long-term planning to prevent issues occurring.</p>
--	---

Issue

1. The purpose of this paper is to provide the Board with an overview of the range of key drivers, and significant developments in the policy context, for NRW's work in relation to the sustainable management of the marine environment.
2. In particular, the paper seeks to draw the Boards attention to opportunities and challenges associated with the delivery of large scale offshore renewables development that is required to meet Welsh and UK Government's decarbonisation priorities.

Background

3. The marine environment makes up 43% of the territory of Wales, out to the 12 nautical mile territorial boundary (see Annex 1). Welsh Government also have jurisdiction for planning, fisheries and nature conservation in the offshore area beyond 12 nautical miles to the midline with neighbouring administrations, and NRW have some specific regulatory functions in this offshore area.
4. The purpose of NRW and our main statutory functions apply equally to NRW in the marine environment as they do on land. The broad range of NRW's functions in relation to the marine environment span, for example: advice, evidence, regulation, incident response and direct management. Further details are provided in Annex 2. We govern our marine work in NRW through a single integrated Marine Programme Board and associated work programme, now expressed in a joint Marine Service and Place Plan. Through organisation design marine delivery has been consolidated, with the single marine programme continuing to integrate the work of the re-designed EPP marine functions and new Operations Marine Service.
5. There is a unique policy and legislative framework governing the planning and management of the marine environment including marine-specific EU-derived and domestic legislation. The relationship between marine, terrestrial and all-Wales planning and management regimes is illustrated in Annex 3.
6. The marine environment has been impacted over centuries by human activity. Despite the current challenges this presents, Welsh seas remain a highly diverse and dynamic environment with resources that can offer further sustainable benefits to society to help address critical issues such as climate change and biodiversity loss.

7. The assessment below addresses some of the most significant drivers and changes in relation to the sustainable planning and management of the marine environment and how we, NRW, are responding.
8. In particular, the need to address the threat of climate change and progress to low carbon economy, has resulted in ambitious Government decarbonisation programmes. Wales natural resources offer great potential for the generation of energy from the marine environment given the extent of wave, tidal and wind resource in Wales. The First Minister has voiced strong support for offshore renewables, especially marine energy (wave and tidal), and significant funding from the Welsh European Funding Office (WEFO) is being provided to marine energy developers. There is therefore a high level of policy interest in offshore renewable energy development within Welsh and UK Governments, who are keen to increase deployment of offshore windfarms, wave and tidal stream and tidal range energy converter technologies. The combination of regulatory and advisory functions places NRW at the forefront of delivering Welsh governments decarbonisation agenda whilst, at the same time, ensuring the sustainable management of Wales' natural resources, combatting ecosystem impacts.

Assessment

A Planning Framework for Welsh Seas

9. The most significant development in our ability to sustainably manage the marine environment is the introduction of a strategic marine planning regime. The Welsh National Marine Plan (WNMP) is being produced in accordance with the UK Marine and Coastal Access Act 2009 (MaCAA). The statutory purpose of the WNMP is to guide the sustainable development of Wales' marine area. It covers both Welsh inshore waters (from mean high water springs to 12 nautical miles) and offshore waters (beyond 12 nautical miles).
10. The WNMP supports sustainable use by setting out how proposals relating to the Welsh marine area should be considered by public authority decision-makers. As such, the policies in the plan, once adopted, will be a statutory consideration in NRW's decision making and advice and in particular will provide the policy framework for marine casework advice and NRW's marine licence decisions.

Integration between the Environment Act, WCFG Act, and marine planning

11. In supporting an ecosystem-based approach to the sustainable development of the marine environment, the WNMP seeks to integrate the principles of the Wellbeing of Future Generations (Wales) Act (2015) and the Environment Act (Wales) (2016).
12. The Natural Resources Policy (NRP) confirms that the WNMP is a key mechanism to take forward relevant priorities set out within the NRP for the marine and coastal area. Policies in the WNMP support the delivery of the priorities within the current NRP include, for example, policy in relation to taking a place-based approach, increasing renewable energy; optimising benefits for coastal communities and supporting integrated management over the land-sea interface.

13. The marine area statement will also support delivery of the WNMP by providing evidence to support advice and decision making, so that WNMP policies for sustainable development can be better implemented. The WNMP, marine area statement and National Development Framework are also key opportunities to enhance integration with land use planning and land management systems.

Implementing marine plan policy

14. Adoption of the Plan is anticipated this autumn. There are a number of work streams embedded across NRW's marine programme that ensure we are ready to implement the plan and make the most of the strategic opportunities it provides. A key tool for implementation will be an appropriate body of guidance to support NRW staff in interpretation and application of plan policy in our advisory and regulatory processes, and to inform and advise our partners and customer.
15. We are already working on relevant guidance. A key theme of the plan, which has also been highlighted in the 2019-20 Remit Letter and recent discussions with Welsh ministers in relation to marine renewable energy, is proportionality. In response, NRW has established a project – the Marine Advice Framework – this is developing a package of principles, processes and governance arrangements to support proportionate and consistent advice across our new structures, together with guidance and training for relevant marine staff.
16. A first task under the Marine Advice Framework has been to develop marine advice principles in order to communicate the way marine advice will be delivered (see Annex 4). The principles have been adopted by the Marine Programme Board and shared with other relevant parts of NRW (including regulation, development planning and NRM Policy). The principles are broken down in a way that will help us develop more detailed supporting guidance, training, governance and processes as required to ensure we can apply the principles to our work.

Offshore renewable energy

17. An area where the application of WNMP policies is particularly relevant, including in relation to proportionate advice and decision making, and where there is real potential for sustainable growth, is offshore renewable energy.
18. Offshore renewable energy – wind, wave and tidal - is increasingly an area of high political, public and policy interest in Wales. Ambitious decarbonisation goals, a move towards a low carbon economy and declaration of a “Climate Emergency” are all drivers. Welsh Government are therefore keen to increase deployment of offshore renewable energy and have asked NRW, via our remit letter for 2019-20, to explore opportunities for marine renewable energy consenting to support the achievement of WG energy targets.
19. There are clearly opportunities for NRW to enhance our role in sustainably managing natural resources whilst actively supporting decarbonisation goals. This has the multiple benefits of supporting well-being goals through cleaner energy production, and the wider economic potential that expansion of these sectors will bring.

20. NRW already provides significant support to Government and industry to further the deployment of offshore renewable energy infrastructure:
 - By engaging at an early stage in the planning of renewable energy development, through for instance, strategic assessments of the Crown Estate plans for offshore renewables, NRW is able to help guide development to those areas where environmental and consenting risk is lowest.
 - At the project level, consenting processes that developers have to navigate are complex and often resource intensive. NRW is therefore working to ensure that consenting and assessment procedures are as efficient and well-supported as possible. For example, NRW has recently created a Marine Service designed to provide coordinated and efficient support to both developers and decision-makers and we are strengthening our Marine Licensing functions to accommodate the increase in project applications we expect to receive.
 - There are significant gaps in the evidence base for marine renewable energy, leading to uncertainty which can seriously impede effective decision-making. NRW is engaged in strategic evidence initiatives that seek to fill the key evidence gaps by supporting major evidence programme such as the Offshore Renewables Joint Industry Programme and The Crown Estate's Enabling Actions programme.
21. Nevertheless, offshore renewable deployment remains challenging from a consenting perspective, and NRW continues to explore ways of enhancing the level of service we are able to provide. The introduction of service level enhancements have, in part, been informed by learning from experience elsewhere, most notably in Scotland. Scotland has had a long-term forward-looking strategy for marine investment and this has enabled significant and timely enhancement of delivery. The result has been an array of additional support mechanisms for offshore renewable energy development including, for example, bespoke licensing procedures, ambitious evidence and research programmes and guidance that support developers through the complexities of consenting and assessment procedure.
22. NRW has explored these opportunities and challenges in detail recently with Welsh Government, Ministers and sector representatives and, as a result, we are developing an ambitious programme to enhance our capability in this work area.
23. The Scottish experience shows that an investment strategy will be critical to the success of this programme and NRW has made a significant bid for resources to increase the capacity we have to dedicate to this area of work.
24. Discussions with Welsh Government about the bid are ongoing but the additional resources, if approved, will be used to strengthen all of NRW's functions that have an involvement this work. This will result in additional capacity for the planning, licensing and technical advisory teams who advise on plans and applications. It will increase capacity for strategic evidence and guidance work and a programme manager who will facilitate Business Board scrutiny of the work and coordinate communication and liaison with Government, developers and other stakeholders.

The marine area statement

25. One of the seven area statements being developed by NRW is a marine area statement (AS). This AS covers the area from high tide to the 12 nm territorial limit. The overall area statement process is also a means of addressing land-based issues impacting on the marine environment and hence we are seeking integration between all area statements, across the coast, and in addressing catchment to sea issues.
26. The marine area statement is a key opportunity for NRW to integrate our consideration, with partners, of all the risks and opportunities for sustainable management of marine natural resources variously addressed across the breadth of the existing marine policy and legislative framework. We have identified three themes to address as follows:
 - Building the resilience of marine ecosystems
 - Supporting implementation of marine planning, including renewable energy policies (see above)
 - Nature based solutions and adaptation in the coastal zone
27. A significant amount of relevant work under these themes is already underway. A key focus for the marine area statement will therefore be *how* we work. We are aiming to arrive at a common understanding of issues, joint ownership of solutions, and to build trusting and collaborative working relationships to address the jointly-agreed solutions.

Building the resilience of marine ecosystems

28. Through this marine area statement theme, we want to explore how we can develop resilient ecological networks and improve the condition of marine ecosystems. In Wales we have an extensive network of over 130 individual MPAs covering 69% of territorial seas and 50% out to the midline (see Annex 5). Effectively managed, the network of MPAs in Wales provides a substantive contribution to building resilience of the marine environment as a whole.
29. There are various legislative requirements, and associated government policy commitments, to create an ecologically coherent and well-managed network of MPAs that in turn are significant drivers for NRW's work. There is also considerable stakeholder and National Assembly for Wales (NAW) scrutiny in relation to management of MPAs. For example, in June this year the NAW CCERA Committee revisited their 2017 MPA management inquiry recommendations. NRW provided written and oral evidence. We currently await their report.
30. A focus for MPA management improvement is the Wales MPA Network Management Framework and accompanying annual Action Plan. This was developed by the Wales MPA Network Management Steering group – a group chaired by WG consisting of representatives of the main statutory MPA management authorities in Wales, including NRW. NRW is taking a key role in delivering actions. We are focussing on understanding and addressing key pressures across the MPA network in order to address resilience in the marine environment, recognising the need to take a whole-system approach rather than focusing on issues site by site.

Nature based solutions and adaptation in the coastal zone

31. The coastal interface is a particular challenge. This is the area where multiple planning and regulatory regimes meet. It is also an area where the impacts of climate change are felt acutely due to sea-level rise and associated coastal squeeze where habitats that can provide natural defences are lost to sea-level rise in front of fixed defended shorelines. There is much potential for nature-based solutions to adaptation at the coast and managed retreat of defences. As a result, this theme is a priority in both the NRP and the marine area statement, where we recognise the critical need to work with coastal communities and land and asset owners.
32. NRW's Standing Coastal Working Group brings together various advisory, flood risk strategy and regulatory functions to address coastal adaptation in an integrated way.

Brexit and Our Seas

33. Looking ahead, Brexit presents multiple risks in relation to the management and sustainable use of the marine environment. Key issues related to marine fisheries management and replacing the Common Fisheries Policy framework.
34. Welsh Government recently issued their "Brexit and Our Seas" consultation, which is intended to shape the future of Welsh seas and marine fisheries post Brexit.
35. Headline points in NRW's consultation response note that:
 - The domestic marine planning framework provided by the first Welsh National Marine Plan is fundamental to ensuring the sustainable use of our seas, particularly in a post-EU Exit context.
 - The existing marine legislative and governance framework and environmental standards are fundamental to achieving the vision of clean, healthy, safe, productive and biologically diverse seas
 - There are also opportunities to create a more flexible, sustainable, ecosystem-based marine fisheries management system in Wales, but that this is partly dependent on securing the necessary legislative for Welsh Government.
36. As the specific implications of Brexit emerge, we will continue to work in an advisory capacity to support Welsh Government in securing a sustainable post-EU exit framework.

Wales Marine Evidence Strategy

37. The need for evidence to support our marine advisory and regulatory functions cuts across all the work areas and drivers above. In July this year, NRW's Marine Programme Board approved the Welsh Marine Evidence Strategy. This strategy has been developed jointly by Welsh Government and NRW. The document sets out the strategic, priority evidence needs to support the delivery of Government policy objectives for Wales' marine area, including all the key drivers addressed in this paper.
38. The Strategy will now be used to guide the development and delivery of NRW's marine evidence programme - both the work we deliver ourselves and the work we deliver in partnership with others.

Recommendations

39. It is recommended that the Board:
- Notes the breadth of key policy context for NRW's work and the pace of development and change.
 - Notes the active work to integrate delivery across the multiple drivers to create one coherent programme of marine work for NRW, within the WG legislative and policy framework.
 - Notes the marine area statement has a significant part to play to support sustainable marine development opportunities.
 - Notes the need to address decarbonisation of energy generation and the implications of delivering this work, including the need for significant investment, and the work underway within NRW to address these challenges.
 - Advises on NRW's discussions with WG relating to the future investment strategy for marine work, especially in relation to delivery of the decarbonisation and ecosystem resilience agendas.
 - Advises on any areas of progress the Board wishes to be kept informed of, across the work areas discussed.

Key Risks

40. Risks across the programme of work are identified, assessed and managed by NRW's Marine Programme Board. Some general risks associated with delivering against the key drivers are as follows:
- Our ability to integrate marine plan policy into our advice and decision making in a timely and effective manner once the WNMP is adopted
 - Raised expectations around increased pace of support for development of offshore renewables and the need for significant investment to meet the scale and pace required to meet Wales' aspirations
 - Ongoing scrutiny over a number of work areas deflecting effort from delivery
 - The need to arrive at a common understanding with partners around the appropriate response to pressures on the sustainable management of marine natural resources

Next steps

41. NRW will continue to manage the strategic programme of marine work in an integrated manner through the Marine Programme Board and associated work programme, now articulated in the single Marine Service and Place Plan.
42. Key milestones, successes and issues in delivery of the strategic marine planning and management framework can be brought to the attention of the Board, as requested.
43. Discussions with Welsh Government about the bid for resources to enhance delivery of our offshore renewable energy work will continue.

Financial Implications

44. The work outlined in the paper summaries the policy context for our marine work. This indicates financial implications for us and wider investment requirements to support

the ambitions from the marine resources and the pace of change required to meet the aspiration.

45. There are capacity issues with some of the work areas, particularly the availability of evidence, and our own capability and capacity to supporting our role in offshore renewable energy development as well as other areas. These requirements are currently being addressed in a funding bid to Welsh Government. Discussions with WG are ongoing.

Equality impact assessment (EqIA)

46. No EqIA was required.

Index of Annexes

Annex 1: Welsh Inshore and Offshore Marine Area

Annex 2: NRW's Marine Remit

Annex 3: The relationship between planning and management regimes across Wales

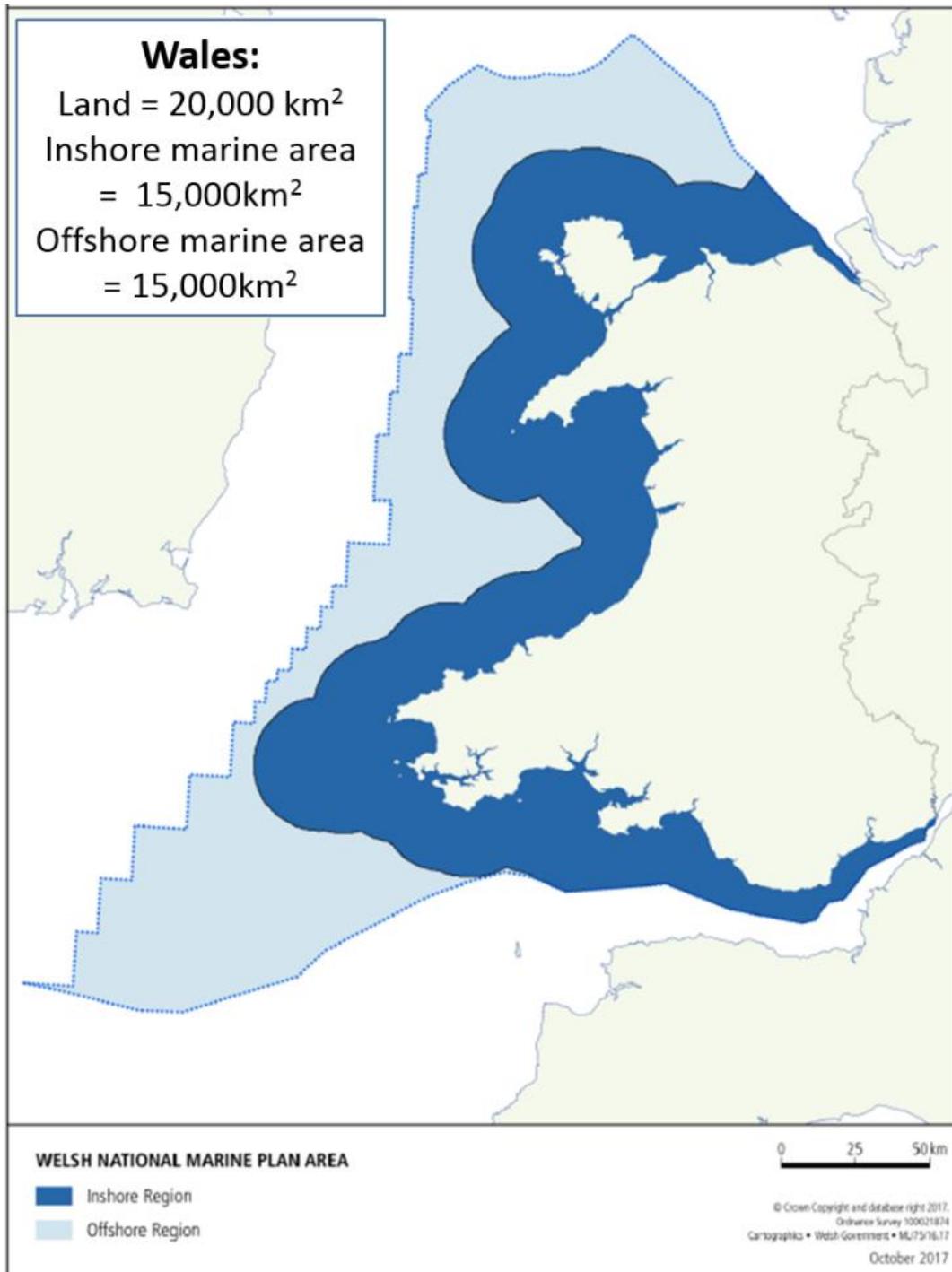
Annex 4: NRW Marine Advice Principles

Annex 5: Marine protected areas in Wales

Annex 1: Welsh Inshore and Offshore Marine Area

The inshore region in the map equates to the Welsh territorial waters, out to 12 nautical miles.

The offshore region represents the Welsh offshore zone out to the mid-line with neighbouring administrations. In this area, Welsh Government has jurisdiction for nature conservation, fisheries management, marine planning and some regulatory functions, with some of those regulatory functions being carried out by NRW.



Annex 2: NRW's Marine Remit

NRW has an extensive statutory marine remit covering territorial seas to 12 nm. Elements of marine work are embedded within all of NRW's functional areas, the most significant ones being advice, evidence and regulation. Further details are provided in the table below.

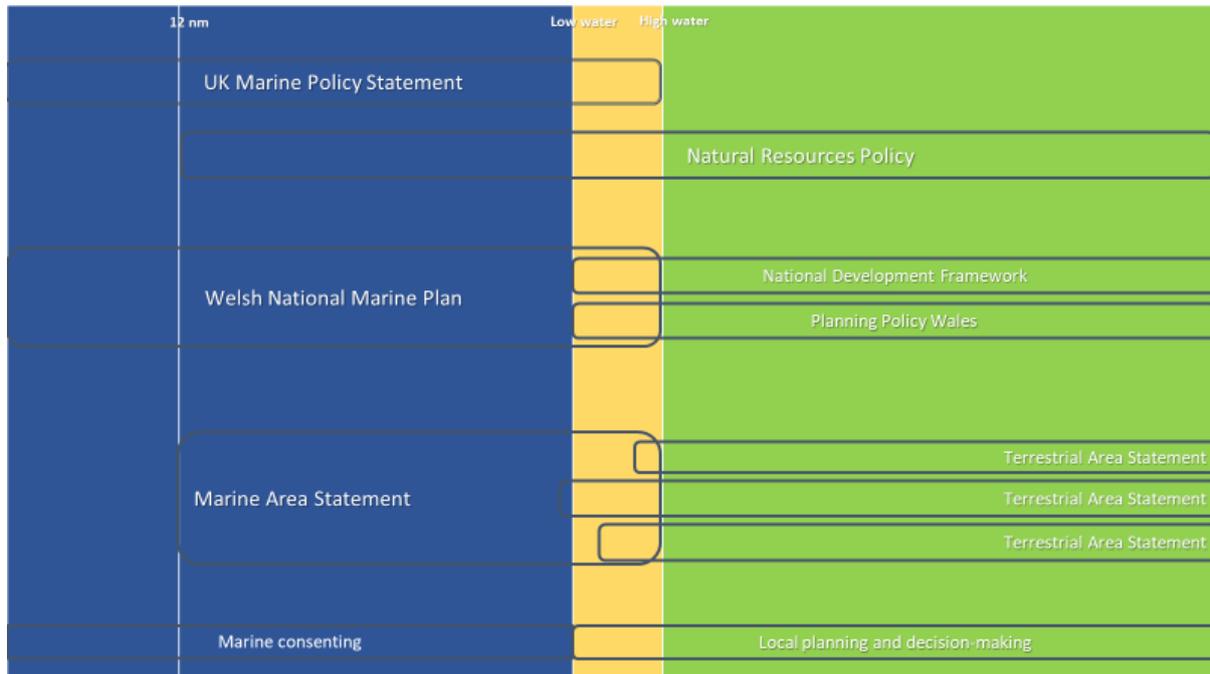
Within these broad functions, NRW also has a significant number of specific statutory functions that only apply in the marine environment. a few examples include: regulatory body for marine licensing (the broad equivalent of planning permission at sea); advice on designation and management of European marine sites and Marine Conservation Zones; delivery of key elements of the Marine Strategy Framework Directive; and advice on dispersant use in marine pollution incidences.

Key: **Dark grey shaded** activities have a direct statutory basis;
Light grey shaded activities are *in support* of delivery of statutory functions.

Categories of Activity	Examples of specific statutory functions (Note: this column is illustrative only, it is not an exhaustive list)
1. Technical and statutory advice to Welsh and UK Government, and EU on all marine legislation, plans, programme, strategies and assessments as they relate to Wales	<ul style="list-style-type: none"> e.g. Statutory nature conservation advisor to Govt out to 12 nautical miles
2. Technical advice to others (not Govt) on marine plans, programme, strategies and assessments	<ul style="list-style-type: none"> e.g. Advice to management authorities on conservation objectives and operations/activities for European marine sites and Marine Conservation Zones (MCZs)
3. Statutory consultee for planning, permits and nationally significant infrastructure projects; cradle to grave service	As activity. Includes consultee on some marine-specific authorisations.
4. Environmental planning - internal and external	<ul style="list-style-type: none"> Production of River Basin Management Plans
5. Internal advice and guidance on 1-4 above.	
6. Marine licence determination and compliance	As activity
7. Other licences/permits (e.g. Sites of Special Scientific Interest (SSSI), protected species licence, Environmental Permitting Regulations etc.)	<ul style="list-style-type: none"> European Protected Species licence (numerous marine EPS) Radioactive materials/ship breaking out to 12nm Regulating land-based discharges and pollution incidents out to 3nm
8. Direct fisheries management	<ul style="list-style-type: none"> Regulating authority for Dee Estuary and Burry Inlet cockle fishery regulating order Regulation of migratory fisheries out to 6nm
9. Harbour, navigation and lighthouse authority	<ul style="list-style-type: none"> Dee conservancy function
10. Designation of, consents and assent for SSSI	As activity
11. Sample, measure, monitor and survey	<ul style="list-style-type: none"> Water Framework Directive (WFD) monitoring Bathing Waters monitoring
12. Data interpretation, assessment and modelling	
13. Statutory reporting – both NRW's, and in support of Government	<ul style="list-style-type: none"> Marine input to SoNaRR Habitats Directive Article 17 reporting in support of Govt duty WFD

Categories of Activity	Examples of specific statutory functions (Note: this column is illustrative only, it is not an exhaustive list)
	<ul style="list-style-type: none"> • Marine Strategy Framework Directive reporting in support of Govt duty
14. Develop the evidence base to support Government and NRW programme delivery, alone and in partnership	
15. Data management	
16. Coastal flood risk planning and management	<ul style="list-style-type: none"> • Provision/maintenance of some sea defences
17. Respond to and advise on marine pollution incidences, and forward plan response	<ul style="list-style-type: none"> • Statutory advisor on the use of chemical dispersants in marine pollution incidents
18. Marine Conservation Zone direct management	
19. Work in partnership with stakeholders; develop relationships and partnerships; enabling others	
20. External funding and grants	

Annex 3: The relationship between planning and management regimes across Wales



The Natural Resources Policy extends across Wales out to 12nm and informs the content of the Welsh National Marine Plan. The NRP confirms the marine plan as a key mechanism to deliver the national priorities in the NRP in the marine area. The marine plan contains many high-level policies relating to the sustainable management of marine natural resources, in addition to some spatial policies for certain sectors/marine resources.

Similarly, on land the NRP informs the National Development Framework and Planning Policy Wales. The terrestrial planning framework extends to low water, whilst the marine planning framework extends to high water. This overlap in planning regimes encourages integrated planning and decision-making, as does the coverage of the NRP across the terrestrial and marine area.

Area Statements must facilitate the implementation of the NRP in the local context. For the marine area, a single marine area statement can support implementation of SMNR through the marine planning process, with a focus on developing an appropriate evidence base to embed SMNR and support decision-making under the plan.

Six terrestrial Area Statements share a coastal boundary with the marine Area Statement. This offers an additional mechanism for engaging with stakeholders on more local coastal and marine issues. Through working collaboratively to develop a suite of Area Statements, NRW can avoid duplication of effort and enable activity at the appropriate scale/ operational location to address issues.

Planning decisions on land are driven by Local Development Plans informed by the NDF/PPW. One role for terrestrial Area Statements is to provide additional information to inform the development of local planning and decision-making. At sea,

where the WNMP guides all decision-making, the development of a marine area statement is an important opportunity to provide further evidence to support implementation of marine plan policies through regulatory processes that govern decision-making for the marine area.

Annex 4: NRW Marine Advice Principles

The aim of the principles is to provide clarity and consistency in our approach to marine advice, and support implementation of WNMP policies. The principles reflect and consolidate the good work we already do, alongside sign-posting things we want and need to do differently to deliver new ways of working. They are intended to align with:

- any existing principles within NRW (e.g. SMNR principles, strategic planning principles and the refreshed regulatory principles);
- our specific duties and powers;
- our vision purpose and values; and
- our well-being objectives.

It is not so much the principles that need to be marine specific, it's how they are applied in the marine context that we need to gain a common understanding of, and provide the necessary guidance, processes and tools for, under the Marine Advice Framework. It is important, therefore, to emphasise that the principles are not an end in themselves but rather the first step in achieving the objectives of the Marine Advice Framework.

The principles are set out below and include one overarching and five specific principles.

Overarching principle:

We aim to provide marine that will **positively influence** policy, planning, development, and decision making; to ensure that the marine environment and natural resources of Wales are sustainably maintained, enhanced and used, now and for the future.

The 5 principles below are intended to set how we go about formulating advice that has a “positive influence”.

Our marine advice will be:

1. ...proactive and targeted on enabling consideration of key environmental issues and opportunities at an early stage
2. ...clear, concise and mindful of the intended audience
3. ...constructive, timely and consistent
4. ...based on sound science and the best available evidence
5. ...proportionate to the risk of a plan, development or activity

There are a variety of tasks that are now being planned to support practical application of the principles, including, for example: advice and guidance, staff training, decision tools, standard positions and standard responses.

Annex 5: Marine protected areas in Wales

