

Title of meeting: NRW Board Meeting – Public Session
The Parkway Hotel, Cwmbran and Microsoft
Teams

Date of meeting: 18 May 2023

Present Board Members: Sir David Henshaw, Chair
Clare Pillman, Chief Executive
Prof Steve Ormerod, Deputy Chair
Julia Cherrett (items 1-8)
Geraint Davies
Prof Peter Fox
Prof Rhys Jones
Mark McKenna
Kathleen Palmer
Helen Pittaway
Dr Rosie Plummer
Prof Peter Rigby

Present Executive Team Members: Rachael Cunningham, Executive Director of
Finance and Corporate Services
Ceri Davies, Executive Director of Evidence,
Policy and Permitting
Prys Davies, Executive Director of Corporate
Strategy and Development
Catrin Hornung, Head of Communications and
Digital, deputising for Sarah Jennings, Executive
Director of Communications, Customer and
Commercial
Gareth O’Shea, Executive Director of Operations

Additional Attendees Present: Victoria Painter, Interim Head of Governance &
Board Secretary (All items)
Rob Bell, Head of Finance (Item 6) Teams
Clare Jones, Lead Specialist Advisor,
Governance (Item 8) Teams

Item 9 (in person)

Peter Perry, CEO, Dŵr Cymru
James Jesic, Managing Director, Hafren Dyfrdwy
Steve Wilson, Managing Director – Wastewater
Service, Business Customers & Energy, Dŵr
Cymru
Stephanie Pullen, Environmental Regulations and
Permits Lead, Hafren Dyfrdwy

Eifiona Williams, Head of Water Branch, Welsh Government
Sian Williams, Head of Operations North West Wales
Ruth Jenkins, Head of Natural Resource Management Policy
Natalie Hall, Sustainable Water Manager (Teams)
Charlotte Morgan, Wellbeing, Health and Safety Manager (Item 10) In person

NRW Observers:

Jon Goldsworthy, Acting Head of Operations South East Wales
Kate Evans, Manager, Public Affairs / Private Secretary to CEO
Danielle Phillips, Chwarae Teg

Declarations:

Rosie Plummer – Board Member of the Pembrokeshire Coast National Park and Plantlife Trustee, both NRW grant recipients

Prof Steve Ormerod – Member of two Welsh Wildlife Trusts (no influence on policy); Vice President of RSPB (no influence on policy); NT (no influence on policy); Fellow of Chartered Institute of Ecology and Environmental Management (no influence on policy); Scientific research interest in water quality through Cardiff University; Wife is a member of Dŵr Cymru Independent Environment Advisory Panel; Wife is Director of the Cardiff University Water Research Institute which manages a strategic partnership with Dŵr Cymru.

Geraint Davies –Member of an advisory group working on the future direction of the Efyrynwy/Lake Vyrnwy Estate that has land in a SSSI

Apologies:

Prof Calvin Jones
Sarah Jennings, Executive Director of Communications, Customer and Commercial

Secretariat:

Natalie Williams
Sian Johnston
Owen Williams

Confirmed Minutes

Item 1. Open Meeting

1. The Chair opened the meeting and welcomed everyone. Declarations of interest were noted as above and apologies were noted from Prof Calvin Jones and the Executive Director of Communications, Customer and Commercial.

Item 2. Review Minutes and Action Log

2A. Review Minutes from 23 March Public Meeting

2. The minutes from the public Board meeting on 23 March were reviewed and agreed.

2B. Review Action Log

3. The action log was reviewed and noted.

Item 3. Update from the Chair

4. The Chair updated the Board on discussions on a wide variety of issues with Ministers, that the budget had been settled with Welsh Government (WG) and that another water quality summit would be held at the Royal Welsh Agricultural Show (RWAS) in 2023.

Item 4. Report from the Chief Executive

5. The Chief Executive gave an update on items in addition to the written report. A meeting had been held with staff and stakeholders in the Hafod Estate for a formal event to mark the handover of historic landscape from NRW to the National Trust. This would enable a single management for the land and buildings previously owned by Richard Broyde OBE. The current Chair and the Chief Executive, and the previous Chair and the Chief Executive of the National Trust had also attended.
6. The Chief Executive and the Sustainable Land Manager had held an introductory meeting with the new Chair of Country Land and Business Association (CLA) Cymru. The relationship had lapsed due to Covid, however this was an effective meeting and good discussions had been held.
7. NRW had successfully enforced against Taylor Wimpey, who had been found guilty of a charge relation to breaches for environmental permitting regulations at Cwmbran Magistrates Court. There had been multiple pollution incidents, which had resulted in a £480,000 fine and Taylor Wimpey had also been ordered to pay NRW's costs. The Executive Director of Operations would follow up with Taylor Wimpey to take part in a lessons learnt.
8. It was clarified that these fines would be paid to His Majesty's Treasury (HMT) and that the only money NRW would receive would be the costs, as ordered in this case. The Chair suggested representations could be made to WG, so that money from these fines could be used to help the environment. It was noted that when

finances were issued under the Proceeds of Crime Act (2002), this money does return to the system where damage had occurred.

9. A second successful enforcement case was an incident of illegal waste activity in Wrexham, which had resulted in one defendant given a 14 month custodial sentence, suspended for 18 months, and two other defendants given suspended custodial sentences. Costs were ordered and there were a small amount of fines. This case was subject to the Proceeds of Crime Act (2002) and NRW would keep an eye on it.
10. The Minister had confirmed that there would be a further delay on Technical Advice Note (TAN15) as WG were reconsulting. The endorsement of robustness of the model on which TAN was based was excellent. The information provided by NRW to the local authorities brought to the fore the issues of needing to adapt for climate change, not just mitigate for it.
11. There had been reports of mass mortalities of black headed gull colonies due to avian flu, which had started in England but had since hit protected sites in Wales. As the flu was affecting a red listed species in Wales, this had resulted in a different response from WG and NRW would be in a category one response. NRW would coordinate with the Animal and Plant Health Agency (APHA) and WG.
12. The Deputy Chair highlighted a piece from the BBC News, which had reported that the 1.5°C global warming threshold would be passed in the next few years.
13. Prof Pete Fox as Chair of the Flood Risk Management Committee (FRMC) updated the Board on the meeting held on 18th April. The paper was taken as read. There had been a focus on spend and approvals, lessons learned and Capital Programme for the future. The overspend on Capital and the Ammanford Scheme would be revisited with ARAC.

ACTION: Secretariat to add overspend on Flood Capital and Ammanford Scheme to the ARAC Forward Look.

14. Geraint Davies, deputising for Prof Calvin Jones as the Chair of the Land Estate Committee (LEC) updated the Board on the meeting held on 5th May. LEC had received updates regarding land stewardship and the development of a framework, the Recreation Strategy, Timber Industrial Strategy and a presentation from the Commercial team on how to proceed to the future of the management of the woodland estate. They had also had a site visit to Welcome to our Woods following the meeting.
15. Dr Rosie Plummer as the Chair of the Protected Areas Committee (PrAC) noted that a site visit was held on 4th May to a Freshwater Pearl Mussel site, which had illustrated the complexities in the cultural environment that NRW were working in with some of their long term biodiversity restoration plans.
16. Prof Rhys Jones as Chair of the Wales Land Management Forum (WLMF) updated the Board. The paper was taken as read. Zoe Henderson was thanked for her work as the previous Chair of the WLMF. The sub-group regarding agricultural pollution had met a couple of times, to discuss how to develop its work.

17. Prof Steve Ormerod as Chair of the Wales Fisheries Forum (WFF) and Wales Water Management Forum (WWMF) gave an update. There had been a combined site visit for both forums to see work on river restoration in the Conwy district. No meeting had been held for the WFF. The WWMF paper was taken as read, and it was highlighted that they had received a presentation from WG at their meeting to discuss the risk in the water environment developing from pharmaceuticals, and the future management of the water.
18. Geraint Davies as Chair of the National Access Forum for Wales (NAFW) updated the Board. The paper was taken as read. Although a good meeting had been held with the Minister Lesley Griffiths MS, the Forum would be meeting in the future with the Minister Julie James MS as the ministerial portfolios had changed.

Item 6. Finance Performance Report

Presenter: Rob Bell, Head of Finance

19. The Head of Finance introduced the item and provided highlights from the paper provided. The end of year position had previously been scrutinised by FC and the Executive Team (ET). The forecast had been increased, as the pensions had been paid by WG. There was a deficit of £1.4m, which was a result of Land Stewardship and Flood Capital Programme overspend. A lessons learnt would be completed on both these overspends and the Chief Executive had written an apology letter to the Minister. It had also been highlighted to the Minister that local authorities had underspent on their flood budget, and therefore the overall WG flood budget was balanced.
20. There had been an underspend on external funding from WG grants but the income would be carried forward to the next financial year. The underspend looked significant, but much progress had been made to all the external funding schemes. Some programmes had been executed well this year such as the Programme for Land Acquisitions. The style of finance reporting would change for future meetings. This would be shared with FC in June.
21. It was queried whether there was a choreography of spend across the whole WG flood budget to ensure that there would be more certainty over delivery. It was noted that this was completed at WG, however, they were reliant on NRW's and the local authorities information. NRW had previously offered to help and would offer again, as well as sharing information from their lessons learnt exercise with WG. It was also agreed to talk to the Welsh Local Government Association (WLGA) about flood capital projects.

Item 7. UK Board Apprenticeship Programme

Presenter: Natalie Williams, Team Leader & Deputy Board Secretary, Board Secretariat

22. The Chair introduced the item. The Team Leader & Deputy Board Secretary, Board Secretariat provided an overview from the paper. Highlights included that NRW would have no role in the recruitment of an apprentice, however, it would be up to NRW to complete the due diligence checks. Although a potential apprentice had

approached NRW, there would be no guarantee that they would be placed with NRW.

23. The Programme was welcomed as there was currently a lack of diversity in public appointments. However, it was noted that this scheme may not be long enough to have a sufficient impact. It was a UK Government and not a WG scheme, a wider rollout of the scheme across Wales would be beneficial. An effective mentoring scheme and succession planning was needed for NRW. It was suggested to consider continuing to recruit Welsh language speakers for the Board, and possibly create an apprenticeship for this.
24. It would be interesting to see the benefit of this Programme rather than NRW conducting its own programme. It would be better for NRW to be involved directly in the recruitment. Taking part in the Programme would help NRW to learn and see if they could conduct the scheme themselves in future. WG were supportive and would also want to learn from the Programme. It was agreed that the apprentice should only attend the public meeting should be rejected, as it would not be of much value to the apprentice.
25. Much work had been done with the previous Head of Governance and Board Secretary, however it had been paused whilst recruitment was ongoing for this role. This had included meetings with people who had participated in similar schemes to hear their perspectives. Kath Palmer had established a similar scheme before with housing associations, and would share these details with Mark McKenna as the Chair of the PCC.
26. Discussion took place around the lack of apprenticeship schemes across Wales at a more graduate level and that younger people needed to be involved. This was something NRW could look at, and Mark McKenna was asked to pick this up. However, the work would continue following the permanent recruitment of a Head of Governance and Board Secretary.
27. A mentor was needed from the NRW Board from the scheme. The Chair asked any interested Board members to contact the Team Leader & Deputy Board Secretary, Board Secretariat.

ACTION: Team Leader & Deputy Board Secretary, Board Secretariat to contact Board members regarding a mentor for the Board apprentice.

28. The Board approved the proposal to sign up to the UK Government Apprenticeship Programme.

APPROVED: The proposal to sign up to the UK Government Apprenticeship Programme

Item 8. Proposed Changes to the Statutory and Legal Scheme (SaLS)

Presenter: Clare Jones, Lead Specialist Advisor, Governance

29. The Lead Specialist Advisor, Governance presented the item to the Board. The Regulatory Business Board had identified two areas which were not covered, and the Board were asked to approve the additions to the SaLS Master Document.

30. The Board approved the changes to SaLS.

APPROVED: The Regulatory Business Board (REGBB) additions to the SaLS

Item 9. Discussion with Dŵr Cymru/Welsh Water and Hafren Dyfrdwy

Presenters: Peter Perry, CEO, Dŵr Cymru; James Jestic, Managing Director, Hafren Dyfrdwy

External Attendees: Steve Wilson, Managing Director – Wastewater Service, Business Customers & Energy, Dŵr Cymru; Stephanie Pullen, Environmental Regulations and Permits Lead, Hafren Dyfrdwy; Eifiona Williams, Head of Water Branch, Welsh Government

NRW Attendees: Sian Williams, Head of Operations North West Wales; Ruth Jenkins, Head of Natural Resource Management Policy; Natalie Hall, Sustainable Water Manager

31. The Chief Executive introduced the item. As Wales' Environmental Regulator, NRW had a strong interest and a critical role to play in the Price Review (PR24). Both water companies would be able to contribute significantly to how Wales responded to the nature and climate emergencies. NRW had responded with their thoughts, questions and concerns following the water companies' presentations to the Board in November 2022. Work had since been undertaken with NRW, Ofwat and WG.

32. James Jestic, Managing Director of Hafren Dyfrdwy (HD) provided an overview of their presentation to the Board. The size of HD was highlighted, and a balance would be needed to improve the environment and keeping customer bills affordable. Highlights included their improvements in green commitments from 50% to almost 80%, a good reduction in Combined Sewer Overflows (CSO's) activations and a net zero ambition. As part of their net zero ambition, electric vehicles had been included, although there was an infrastructure challenge in the areas HD served for this. HD had been cognisant of the Well-being of Future Generations (Wales) Act 2015 whilst listening to customers. Their 'Your Water, Your Say' session would take place on 23 May. HD were conscious to support their customers, and therefore an additional 27p per day was proposed for customer bills. This would allow £41m to be invested for environmental commitments.

33. A question and answer session took place between the Board and representatives of HD.

34. HD were asked how they could do more to help counter the nature and climate emergencies for the people in Wales. HD referred to the presentation provided and also noted that HD had distinct performance meetings solely focused on environmental improvement. HD's Executive Committee and Board had also reviewed this issue. Stephanie Pullen, Environmental Regulations and Permits Lead at HD, noted that the River Dee was only abstracted from and was not discharged into from their sewerage assets, they were also looking at catchment management working with other water companies in the area. Leak reduction and smart meters were also other aspects that were being reviewed.

35. HD were asked to clarify what actions could not be addressed in the PR24 and the commitments that they had made subsequent to the PR24. HD emphasised that

there was much to do after 2030 and that they would continue to strive to reduce the risk from pollutions. A collective view was needed on broader catchment management in the long term including how to review catchments from a water company, industry and an agricultural perspective.

36. In response to a query regarding how NRW could do more for the partnership working, HD noted that infrastructure for electric vehicles needed to be improved and suggested that NRW could bring people together. This would allow for knowledge and expertise exchange between stakeholders. The broader catchment piece was also noted as something that partnership working could strive towards.
37. It was queried how HD would be maximising value for money, in terms of working with others and innovation. HD highlighted that they work with local suppliers so that it was cheaper and quicker, and were open to working in partnership. They were exploring a trial with dark fibres, which allowed using fibre optics not used in the network to help with leaks. HD operated in a performance culture, and could deliver more effectively and quickly. As HD was part of Severn Trent PLC, it allowed HD to pull on specialist resources from Severn Trent if needed.
38. In response to a query regarding how biodiversity enhancement in the Vyrnwy area could deliver for the environment and the people in the area, HD noted that they were working with RSPB Cymru in this area. Partnership funding had also allowed HD to issue £50,000 to local charities, and the Well-being of Future Generations (Wales) Act 2015 guided HD on where to donate. HD's National Environment Plan (NEP) looked at how to fast track investment quickly for CSO's. It also considered what could be done for wetlands in the future and how to get people engaged.
39. HD confirmed that their current benchmarking was against Ofwat's performance tables, but they were keen to see how they could benchmark outside of this. There were two challenges for improvement which included that materials used in pipework/assets in the 1970s were subject to breakage under changes in climatic conditions. There was also not much flexibility in the network in rural areas such as Powys, and how to improve resilience in this area would need to be reviewed.
40. The Chair thanked HD for their presentation and invited Dŵr Cymru Welsh Water (DCWW) to provide their presentation.
41. Peter Perry, CEO of DCWW provided an overview of their presentation, which would address the issues that NRW had challenged following the last presentation to the Board. Highlights included that the combined NEP and Capital Maintenance for PR24 was £1.4bn, public engagement sessions had been held, meetings held with politicians and a commitment to a net zero ambition. Deliverability plans were taken to their Board regularly. DCWW acknowledged that this five year plan would not address the scale of the environmental issues they faced. They emphasised that they needed to do more with CSOs and were committed to moving to a high performing company.
42. Steve Wilson, Managing Director – Wastewater Service, Business Customers & Energy of DCWW noted that the management of the long term legacy for tackling phosphorous and CSO's, would mean looking at nature based solutions as the preferred solution rather than the exception. If conventional phosphorous removal

methods were used in the next five year period, the operating costs could increase by £35m. However, if nature based solutions were used, operating costs could come down. DCWW noted that they had much work to do but a small number of households compared to the number of CSO's meant that bills had to be increased, and would likely need to be in future too.

43. A question and answer session took place between the Board and representatives of DCWW.
44. The extent of DCWW's proposed expenditure to meet environmental compliance was queried. The number of current environmental compliance actions was raised and NRW sought assurance that DCWW were doing as much as they could to be compliant.
45. DCWW noted that they were more optimistic about the long term if they could deliver nature based solutions such as building wetlands, as this would be good for cost, biodiversity and carbon. They emphasised that building solutions to remove phosphorous was carbon intensive. DCWW would be driving innovation in the next five to ten years, which would deliver long term benefits, as well as technology improvement and partnership working. They were out more than ever before investigating incidents and were working hard to improve environmental compliance.
46. It was noted that there was less evidence that nature based solutions (NBS) would deliver in the way expected compared to traditional assests, and better evidence was therefore needed. DCWW had already built a nature based solution in Llanelli and a nature based CSO plant near Pontypool, so the evidence base and confidence in NBS was growing.
47. DCWW were asked to clarify how their investment proposals would work to help the environment, as their company had dropped in environmental performance. DCWW noted that the challenge was the maintenance of their existing base, and that the maintenance spend would always be more than what the Price Review would fund. A major pollution problem was not only due to asset failures but first time blockages such as wet wipes. It was challenging to find the blockages before they became a problem and then caused pollution. NRW were asked for support to lobby for a wet wipe ban. DCWW highlighted that they had the best pollution record in the industry when looking across England and Wales. They also emphasised that the assets were old, and were dealing with conditions that they had not been designed for with respect to the changes in climate impacts.
48. The Chair reiterated that despite these reasons, their environmental performance was declining which was a concern and again queried how they would improve their performance. DCWW noted that they had an operating improvement plan, which included smart technology in the sewers. There were two issues which were getting to problems quicker and performance of assets. DCWW's quality and safety committee meet for a quarterly performance review with their Board, specifically on their failures. They noted their disappointment at effort being made to improve the performance but without result. Predictions also needed to improve, to ensure failures did not occur. A greater amount of network intelligence in terms of sensors were needed, and this was being rolled out. The number of customers affected by

sewer flooding were the lowest that they had seen, which was a result of sensors and actions taken. The Chair emphasised again that their environmental performance was getting worse despite this.

49. It was queried whether their customers had been made aware of the steps taken with DCWW's investment to get customer support for investment challenges they faced. They were asked whether they had explored every option for raising money to help pay for the investment, and whether they were confident that they were getting value for money. The Board challenged whether they had built enough partnerships for catchment issues and whether they had learnt best practice.
50. DCWW noted that they were engaging with customers to understand what they saw as a priority. They had used the Wellbeing of Future Generations Act (2015) to direct the customer research they undertook. In a survey, 20% of customers had responded that they were concerned about the bill. Their ambition was to look ahead two years with the Capital programme, to allow for bulk buying of materials which would be cheaper. DCWW had an obligation to ensure everything was for the benefit of the customers and for the environment.
51. Partnership working was discussed, it was noted it was a difficult process to get going and that they needed to work smarter for value for money. Other partnerships were suggested to improve water quality such as working with farmers, and DCWW were working with Cardiff University to help change people's behaviours.
52. DCWW were asked about the Brecon Beacons mega catchment and whether there was evidence of benefits to the drinking or surface water quality. They explained that they had worked on the restoration of peatland. Much mapping was being completed to understand what was being fed into DCWW's rivers and reservoirs to provide a more accurate picture. Real time monitoring was being completed in Glascoed, North Wales and other catchments for any changes to the water. There were emerging contaminants which included microplastics, although not many Per- and polyfluoroalkyl substances (PFAS) so far.
53. DCWW were asked about their current operating model, and how effective, efficient and transparent it was. They advised that they had recently reviewed how to take £90m out of operating costs to drive efficiency and meet their financial targets, but emphasised that they needed more resources to meet the environmental challenges. It was highlighted that many others in the sector highlighted they needed more resources. Information was provided to customers who queried their bills, but DCWW would try to increase transparency.
54. It was highlighted that money going back to the business had not resulted in outcomes as their performance was decreasing. In response to a query whether their projects were delivering outcomes from business cases, they noted an example of investment in IT systems which provided tangible asset improvement and better customer service.
55. DCWW were questioned whether the scale of investment that would happen in England when applied to their model, would result in the same level of outcome. They noted that as HD they benchmarked themselves against companies across the industry, as well as global benchmarking. In response to a challenge as to

whether they were being ambitious despite the benchmarking, they highlighted that their Board and Executive press for continuous improvement.

56. DCWW were pressed for clear commitments for the future beyond the PR24, looking at 2050 and further. They confirmed that they had revised their long term plan and updated it with global expertise. Their quality and safety committee were horizon scanning and looking at emerging environmental risks including PFAS. It was agreed that they would share with NRW and amplify the detail in the long term plans to ensure their environmental commitments and compliance were clear.

57. The Chair thanked DCWW for their presentation. He suggested that they review whether their operating model was fit for purpose as their environmental performance was declining, and more collaborative dialogues were needed on this to better understand.

Item 10. Wellbeing Health & Safety Annual Report 2022-23

Presenter: Charlotte Morgan, Wellbeing Health & Safety Manager

58. The Wellbeing Health & Safety (WH&S) Manager provided an overview of the paper. Highlights included that the ISO 45001: 2018 registration and the Silver Corporate Health Standard Award had been re-attained. NRW had been informed that they could apply for the Gold Award next time. Eight Serious Incident Reviews (SIRs) had been assessed although some were pending police, the Health and Safety Executive (HSE) and Coroner enquiries. These had happened in 2022-23 but there was a delay in feedback due to a delay with the Coroner. The 2021-22 report was currently being worked on.

59. It was confirmed that all SIRs had occurred on the forestry estate. It was noted that the SIRs were members of the public visiting the estate for recreation and contractors, and sadly there had been fatalities. Forestry was the most dangerous part of agriculture and NRW had been working with the HSE, the Forest Industry Safety Accord (FISA) and the industry to drive improvements. NRW always completed a SIR and it was then put on hold pending police, HSE and Coroner enquiries.

60. An independent assessor was reviewing NRW's signage where there had been a fatality. The report would be issued to NRW soon, and actions would be implemented. NRW were also working with the two relevant local authorities and the Bannau Brycheiniog National Park Authority to investigate. This would also help the police, HSE and the Coroner.

61. Concerns were raised about the number of cancellations in training courses, particularly with cost. Cancellation information was manually provided to the Operations Leadership Team (LT), and they were asked to pass the information down to line managers, to ensure courses were attended. A Learning Management System (LMS) would be in place by January which would automate course reports. It would also be beneficial to see a quality rating assessment by attendees of training courses. The LMS would provide this opportunity for employees, and would show whether employees were competent to do their jobs. A review of funding for learning and development would be needed over the next twelve months.

62. It was queried what would inform the next steps for WH&S following the Ein Llais Staff Survey. The LMS would address the systems and processes issue that had arisen. It was highlighted that tablets and phones could be taken out on site, making accident reporting easier.

Item 11. Board Forward Look

Presenter: Natalie Williams, Team Leader & Deputy Board Secretary, Board Secretariat

63. The Team Leader & Deputy Board Secretary, Board Secretariat presented the Forward Look for the July Board and amendments were made.

64. The Chief Executive noted that the July Board was only one day, Wednesday 19th July, and encouraged Board members to join NRW at RWAS.

ACTION: Secretariat to send a note to the Board regarding arrangements for the September Board meeting.

Item 12: AOB

65. It was noted that webinars would be held in June for the Board members, to show the findings from the citizens assembly panels conducted for Nature and Us.

66. A query was raised regarding protecting red listed ground nesting bird eggs. The Executive Director of Evidence, Policy and Permitting (EPP) would discuss with Geraint Davies away from the Board meeting.

- Meeting closed -

Item. Public Q&A

1. The Chair invited questions from the public but emphasised that some may not be able to be replied to immediately but a follow up answer would be provided.
2. The Board took two questions from Mr Kim Waters, regarding an update on the urgent NRW salmon plan, and whether there were metrics that NRW could demand of DCWW as their regulator. The Executive Director of EPP noted that three or four radical actions would be developed for the salmon, and these would be brought back to the Board. A full written answer would be provided to Mr Kim Waters on both questions.

- Public Meeting closed -