

Ref.	Date	Document and detail
001	25.01.2022	<p>NRW Sponsorship Committee Meeting Notes</p> <p><u>Delivery:</u></p> <ol style="list-style-type: none"> 1. (Redacted Person information) presented a review of NRW performance and a discussion of hot issues on Q2 performance report followed. 2. (Redacted Person information) highlighted the proportion of green/amber/red ratings has improved. <ul style="list-style-type: none"> ▪ The prediction is that the flood review will go to green before the end of the year. ▪ Flood assets remain amber, but may get to green. ▪ Red ratings given due to payment of invoices, although these are predicted to go Green/Amber. ▪ Red rating given for water investigations and river basin management. A deep dive has been conducted and NRW are considering the use of metrics and looking holistically to develop a new metric for 2022-23. In the short term NRW will not hit the number of investigations they had anticipated doing at the start of year. They are now looking at the balance of activity. This also leads into the Baseline review and Ministerial priority for water quality. ▪ Glastir is being managed well. ▪ Metal mines should probably move to an amber rating by the end of the year. ▪ (Redacted Person information) does not anticipate moving to a green rating for staffing issues as she feels this would not be an accurate reflection of reality and reiterated that clarity on 3 year funding would be especially beneficial here. <p><i>ACTION: (Redacted Person information) has asked NRW to identify areas on the performance report where the 3 year settlement will be particularly useful.</i></p>
002	29.04.2022	<p>NRW Sponsorship Committee Meeting Notes</p> <p>Delivery: Performance Report (Q3 Dashboard)</p> <ol style="list-style-type: none"> 11. (Redacted Person information) gave an overview of Q3 Performance Report. NRW Board have recently agreed 11 measures, with a new measure on Natur a Ni added. 12. River Basins Management will remain red. 13. Metal Mines are currently red but is expected to move to amber later in the year. NRW expect the number of red and amber markers to reduce over the next year. 14. The discussion moved to the 5 Priority Areas and a question was raised as to how the work will be dove-tailed? The Water and Biodiversity deep dives were used as a good example of this.

		<p>15. (Redacted Person information) advised that this will be a “Transition year” for NRW. They will be adapting measures according to Ministerial priorities (eg) Biodiversity and Water Quality, Marine Consenting, Management of Woodland Estate for 2022/23. NRW are happy to share with WG. There will be a whole suite of measures with outputs/outcomes that align with new NRW Corporate Plan.</p> <p>16. (Redacted Person information) raised a question regarding the current red and amber markers – is there a route to getting to green? What are the steps and/or remedial actions to take? Are there milestones, what are the next pinch points? Are there documents behind the dashboard? (Redacted Person information) commented that he would expect NRW Board and ET to want this level of scrutiny.</p> <p>17. (Redacted Person information) advised that the NRW Performance Report will become an overview of “where we are” and “where do we want to be and how do we get there?”</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> - Agreement that WG and NRW will work together re: different strands to shape the transition. - WG policy teams to be more involved and have sight of the Performance Report Dashboards – to have the opportunity to comment and have input (Redacted Person information) and (Redacted Person information) to co-ordinate). - Improving / developing measures and outcome indicators for an annual cycle. - WG to share Delivery Board MI with NRW / Delivery of PfG Commitments
003	08.07.2022	<p>NRW Sponsorship Committee Meeting Notes</p> <p><u>Performance Reports:</u> Review of performance (discussion of hot issues on Q4 performance report)</p> <p>PD External report:</p> <ul style="list-style-type: none"> ▪ since Q3, three measures have moved from amber to green ▪ Red – management plans & customer strategy (delays in procurement of external company) ▪ Green ongoing – flood review / timber planting ▪ Peat restoration, maintaining flood risk register green, response to high category incidents, work on protected sites – all gone green <p>PD Internal:</p> <ul style="list-style-type: none"> ▪ Red – requests for action from Environ Management System audits and remedial measures to take ▪ Amber – enforcement, absence ▪ (Redacted Person information) Glastir Woodland Creation – need for agreement, shared targets ▪ WG targets (policy) and NRW performance measures currently at variance ▪ Action needed to establish metrics and agree Glastir indicators and targets. WG see high risk from a policy

		<p>perspective, whereas NRW see performance measure as Green.</p> <ul style="list-style-type: none"> ▪ (Redacted Person information) – evidence is used to score. This will change in new Corporate Performance Report. SLA on tree-planting, woodland verification targets. ▪ (Redacted Person information) – SLA component is funding. Performance component is reaching target. <p>ACTIONS: <i>Ensure NRW performance measures reflect WG policy goals. (Redacted Person information) to work with (Redacted Person information) to craft an accurate action to take forward.</i></p>
004	10.11.2022	<p>NRW Sponsorship Committee Meeting Notes</p> <p>Delivery</p> <ul style="list-style-type: none"> • Review of performance (discussion of hot issues on Q1 performance report) - (Redacted Person information) talked through the results of the external report: Q1 Dashboard. The NRW Board will be presented with the Q2 report next week. This also includes the Year end position. <ul style="list-style-type: none"> ▪ 23 green, 6 amber, 1 red, 1 n/a ▪ 17 green, 12 amber, 2 red (Q2) ▪ Year end 6 amber, 1 red anticipated - (Redacted Person information) advised that the root cause of the amber and red scores is often recruitment issues, mainly of individuals (amber) as there is little contingency. NRW have recruitment plans in place so they anticipate a move to green before year end. - NRW also anticipate that freshwater quality monitoring will be red by year end. - In the last performance report this was scored as amber, but they are unable to complete all elements of the project and therefore this will change the scoring to red. - (Redacted Person information) asked what actions NRW are taking re: workforce planning? NRW currently have a 11% vacancy rate. - (Redacted Person information) provided an update on recent audit actions. NRW have brought in a strategic partner (Redacted Person information) for a maturity assessment on workforce planning. (Redacted Person information) are helping NRW identify gaps and to build in effective resourcing needs. - Recruitment will be focussed on finding staff with the required technical skills and in niche areas. They will look at what the alternative options are (i.e) training and upskilling of existing staff and graduate schemes. This is especially relevant in flood areas. NRW continue to have difficulties recruiting for existing vacancies, without new objectives and priorities.

		<p>They are carrying a large number of vacancies and future growth and demand will impact this further.</p> <ul style="list-style-type: none"> - (Redacted Person information) advised that NRW budgeted level of vacancies is 6% (not 11%) which has enabled the pay award this year. - (Redacted Person information) asked a question re: Audit Wales action for WG re: workforce planning. - (Redacted Person information) agreed the conclusion was that WG workforce planning model is in need of review. WG are currently looking at their Vision for the next 10-15 years. (Redacted Person information) advised that in order to map this out strategically, going forward, it is essential that WG and NRW work closely. <ul style="list-style-type: none"> • internal measures <ul style="list-style-type: none"> ○ Q1 - 5 green, 5 amber, 1 red ○ Q2 7 green, 3 amber (payments, enforcement, performance management), 1 red (active monitoring)
005	02.02.2023	<p>NRW Sponsorship Committee Meeting Notes</p> <p><i>Review of performance</i> (discussion of hot issues on Q2 performance report)</p> <ol style="list-style-type: none"> 1.1. (Redacted Person information): external Business Plan dashboard and paper summarising internal report 1.2. (Redacted Person information): External two red – species decline and re-design of freshwater monitoring. (Redacted Person information) provided brief update on amber RAG statuses and reported: <ul style="list-style-type: none"> • Species decline (red): were looking for individual to recruit, now done, projected EOY RAG green. • Freshwater monitoring re-design (red): redesign strategy behind schedule, delay re recruitment 1.3. (Redacted Person information): Internal Performance Report: <ul style="list-style-type: none"> • 1 red, 3 amber, 7 green (Q2 shows improvement vs Q1) • Projected EOY 0 red, 3 amber • Red – active monitoring re well-being, health, safety – work being done to move in right direction • Ambers statuses: making progress re payments and performance management – project EOY green for both 1.4. (Redacted Person information) and (Redacted Person information): discussed issue of RAG rating focussing on outcomes, with (Redacted Person information) noting future ratings will track milestones / indicators and become more strategic. 1.5. (Redacted Person information): re Water: raise issue of business performance vs strategic outcomes along with potential issues re status and characterisation of work needed to achieve outcome. Would benefit from conversations between WG policy teams and NRW.

		<p>1.6. (Redacted Person information) question of what RAG status signifies, need be realistic but also distinguish funding/delivery and broader picture of outcome.</p>
006	24.05.2023	<p>NRW Sponsorship Committee Meeting Notes</p> <p>Review of performance (discussion of hot issues on Q3 performance report) NRW talked through their Q3 performance report and highlighted key themes and RAG ratings, which they wanted to bring to the Sponsorship Committee's attention. The Sponsorship Committee were invited to ask questions or raise concerns with any of the information provided in the report.</p> <p>A general discussion took place on the information provided, which included discussion around the mitigation NRW were putting in place to improve RAG ratings; and the thresholds for when RAG ratings change (i.e., amber to red).</p> <p>A further discussion took place regarding some of the challenges NRW were facing particularly in relation to skill gaps. The Sponsorship Committee agreed that NRW should provide reports at future committee meetings on their workforce planning which includes areas of risk and strategies they are using to respond to these risks.</p> <p><i>Action: NRW to provide all future Sponsorship Committee meetings with a report on their workforce planning which includes areas of risk and the strategies NRW are deploying to respond to these risks that is longer term in nature.</i></p> <p>Welsh Government colleagues recognised the challenges NRW were facing in terms of skills gaps and suggested working together to explore workforce challenges and opportunities to work across the public service sector to allow for joint working and sharing of resources, and to perhaps start with flood / drainage / engineers.</p> <p><i>Action: NRW and Welsh Government colleagues to meet separately and work together on exploring workforce challenges and opportunities to work across the public service sector for joint working and sharing of resources.</i></p> <p>The Sponsorship Team asked whether NRW have any information relating to the impact of their performance, and the impact of the delivery of their Corporate Plan. NRW explained that work had begun, drawing on the expertise of some of its Board Members to set strategic indicators and targets which NRW would maintain the integrity of until 2030 that are intended to be more focussed on this.</p> <p><i>Action: The Head of Vision 2050 and Planning would return to a future Sponsorship Committee Meeting to discuss this further, with</i></p>

		<i>the possibility of the establishment of a separate working group, focussing on joint outcomes.</i>
007	18.09.2023	<p>NRW Sponsorship Committee Meeting Notes</p> <p><i>Review of performance</i> (discussion of hot issues on Q4 2022-23 and Q1 2023-24 performance reports)</p> <p>NRW talked through their Q4 2022-23 performance report and highlighted the key themes and RAG ratings, which they wanted to bring to the Sponsorship Committee's attention.</p> <p>NRW also discussed their Q1 2023-24 performance report and highlighted the key themes and RAG ratings, which they wanted to bring to the Sponsorship Committee's attention, noting most of which were Green. NRW also drew the Sponsorship Committee's attention to those areas that may not be green by the end of the year - tree planting and flood review recommendations.</p> <p>The Sponsorship Committee were invited to ask questions or raise concerns with any of the information provided in the report.</p> <p>The Welsh Government share their concerns with regards to NRW's overprogramming which had turned into overbudgeting on flood – required funding being a third of NRW's annual allocation for flood. A general discussion took place around NRW's overprogramming and the need to actively managing large scales projects, with NRW noting that this was not where we wanted to be particularly given the lessons learned from 2022-23 overspends.</p> <p>The Welsh Government also questioned whether the overprogramming on flood projects would mean a reduction in spend in future years. NRW confirmed that this would be the case.</p> <p>Welsh Government noted that they would welcome proactive conversation around budgets being held in one place and removing the ringfencing of such budgets like flood going forward.</p> <p>A further discussion took place regrading additional funding to support NRW's reservoirs work, with NRW providing the Sponsorship Committee with an overview of what they have achieved in the past few years. Confirming that they are within touching distance of reaching increased standards of compliance with their reservoirs.</p> <p>The Welsh Government expressed concerns around the overspend figures not being raised at the right level, noting that this need to be reviewed. The Welsh Government made clear that any funding pressures needed to be considered and balanced in the round, with the Welsh Government needing to making tough strategic choices.</p>

		<p>A general discussion took place on tree planting and whether there were any practical steps that could be taken to assist with the performance on tree planting. It was noted that this was a wider issue which encompasses the whole process, with NRW acknowledging that they have options and choice, but all have consequences i.e., where to deploy teams to best effect – moving staff away from harvesting activities would have a significant financial impact.</p> <p>Welsh Government noted that tree-planting is a big commitment which attracts considerable Ministerial interest, acknowledging that it would be beneficial to understand NRW's strategic decision making as well as the difficulties and challenges they face.</p> <p><i>Action:</i> <i>NRW to send Sponsorship Team a paper detailing the performance in relation to tree planting and any associated challenges.</i></p> <p>A further discussion took place regarding NRW's licencing. The Welsh Government reported that they had been approached by a number of companies complaining about the length of time for their licence or permit to be issued and asked if anything can be done to assist NRW</p> <p>NRW noted that the implementation of the recent Strategic Review of Charges (SROC) would stand them in good stead moving forward, but acknowledged that some licencing areas did take longer than others to progress, and that the conscious decision had been made to prioritise water permitting as a result of PR24, P-SAC and CSO consenting.</p> <p>NRW also outlined difficulties in retaining staff to this part of the business, noting that the teams are running with significant vacancy levels, and confirmed that they are working to resolve this.</p> <p>The Sponsorship Committee briefly discuss decarbonisation and the challenges it will bring particularly where there is a lag from when NRW will be able to charge for these schemes.</p> <p>The Welsh Government suggested holding a strategic discussion about that prioritisation allowing for all work departments to develop the same understanding and share intelligence.</p> <p><i>Action:</i> <i>A strategic discussion to be scheduled between NRW and Welsh Government colleagues in relation to the alignment of permitting and licencing and Welsh Government priorities.</i></p>
008	08.12.2023	NRW Sponsorship Committee Meeting Notes

		<p><i>Review of performance</i> (discussion of hot issues on Q2 2023-24 performance reports)</p> <p>NRW provided a brief overview of their Q2 performance report and highlighted the key themes and RAG ratings, which they wanted to bring to the Sponsorship Committee's attention. NRW noted that of the 22 measures, seven were being reported as being Amber and 15 as being Green at the end of the Q2 period.</p> <p>NRW explained that of the seven measures, that are RAG rated as Amber, six are expected to be Green by end of the financial year. The one measure expected to remain at Amber by the end of the financial year related to their development of a low emission fleet and to deliver a low emission and climate adapted built estate.</p> <p>NRW noted they are performing better than expected given the funding and resources pressures they are experiencing. The Welsh Government asked if there were other indicators to help understand where pressures are, to help further predict pinch points. NRW explained that there are performance measures which can be used, which included absence and well-being data, and confirmed that these were being monitored.</p> <p>NRW added that anecdotally, they always see a spike in sickness after incidents, and noted that there are usual seasonal issues. They explained that they were expecting a difficult festive period ahead and have ensuring rotas are staffed but acknowledged that this remains challenging.</p>
009	18.04.2024	<p>NRW Sponsorship Committee Meeting Notes</p> <p><i>Review of performance</i> (discussion of hot issues on Q3 2023-24 performance reports)</p> <p>NRW provided a brief overview of their Q3 performance report and highlighted the key themes and RAG ratings, which they wanted to bring to the Sponsorship Committee's attention. NRW noted that of the 22 measures, eight were being reported as being Amber and 14 as being Green at the end of the Q3 period.</p> <p>NRW stated they were performing better than expected given the funding and resources pressures they were experiencing. However, NRW clarified that they were expecting an increase in their Amber RAG ratings by the end of the financial year as a result of the recruitment freeze from August 2023. NRW explained to the Committee how the recruitment freeze was affecting some parts of the organisation more than others. NRW informed the Committee that the recruitment freeze is expected to remain in place until at least Autumn 2024.</p>

		<p>An open forum followed where the Committee discussed NRW's risks, assumptions and challenges, and how these were built into NRW's risk register. The Committee also discussed its priorities in relation to NRW's work on Water Quality and Flood Risk Management. NRW confirmed that they were planning to invest more into these work areas.</p>
010	24.07.2024	<p>NRW Sponsorship Committee Meeting Notes</p> <p><u>Review of performance (discussion of hot issues on Q4 2023-24 performance reports)</u></p> <ol style="list-style-type: none"> 1. NRW discussed its overview of their Q4 performance report highlighting key themes and RAG ratings. NRW noted that of the 22 measures, one reported Red, six Amber and 15 Green at the end of the Q4 period. 2. Welsh Government queried the green RAG ratings on measures such as timber income and peatlands where potential issues regarding delivery were known. NRW clarified that the ratings related to each quarter of 2023-24 i.e. historic as opposed to forward predictions of 2024-25 performance. NRW agreed to clarify reporting periods for future reports. 3. Welsh Government queried whether finance metrics could be expanded to include outturn against budget. NRW agreed to work with Welsh Government to achieve this. 4. NRW is iteratively improving its performance reporting e.g. with baselined metrics, targets achieved, trends etc. in order to present a more holistic and integrated depiction of its delivery and the challenges experienced by the organisation. This will be presented at the next Sponsorship Committee meeting in the Autumn i.e. Q1 for financial year 2024-25. <p>Action 3: NRW to amend presentation of performance reports, forward look, heatmap and ratings regarding delivery as well as financial reporting to clearly identify reporting periods.</p> <ol style="list-style-type: none"> 5. NRW advised that impacts resulting from resourcing constraints and the recruitment freeze were beginning to impact on delivery e.g. enforcement etc. Given numerous, recent correspondences re enforcement Welsh Government suggested a joined up public narrative be established which focuses on what NRW is achieving in relation to enforcement. 6. At the next Sponsorship Committee NRW will present a paper detailing the work NRW is undertaking including the above communications' content. NRW also noted it planned to complete a Senedd briefing in relation to incident response and enforcement.

		Action 4: NRW to present Sponsorship Committee paper on its enforcement activities.
011	24.10.2024	<p>NRW Sponsorship Committee Meeting Notes</p> <p><u>Review of performance (Q1 2024-25 performance reports)</u></p> <p>7. NRW provided an overview of its new reporting mechanism for 2024-25 and how it aligned with NRW's Corporate Plan and wellbeing objectives into one holistic reporting approach. NRW had identified 26 measures to prioritise in 2024-25 across the three wellbeing objectives of their Corporate Plan (around 30% of its overall objectives).</p> <p>8. (Redacted Person information) noted the reporting structure was informative, and suggested it would be helpful to understand the impact of the remaining measures not being addressed in 2024-25. NRW explained that 2024-25 was the first year of a new multi-year planning approach (with the aim of completion of all measures by 2030), and that objectives for 2024-25 aligned to priorities in the Term of Government Remit Letter and specific outputs defined in Welsh Government and other funding body grant award letters.</p> <p>9. NRW recognised that outside of the 26 measures, a breadth of other activity underpinned their work on the three well-being objectives (ranging from environmental monitoring and reporting, responding to planning applications, issuing permits and undertaking compliance visits) that would continue to be undertaken, alongside progress toward the 26 measures identified.</p> <p>10. In relation to Q1, NRW reported of the 26 measures, 16 were Green, eight were Amber, one Red and one 'did not apply'. (The 'did not apply' related to a change in implementation timetable to allow for key commitments and deliverables to be clarified in relation to the Sustainable Farming Scheme, following appointment of the Cabinet Secretary for Climate Change and Rural Affairs in March).</p> <p>11. NRW advised the measure reporting red was driven by problems in the delivery of a component relating to the telemetry project, however, NRW had established a plan to bring this back on track in 2024-25. Overall, NRW also highlighted that impacts from its Case for Change and recruitment freeze were being seen.</p>
012	05.12.2024	<p>NRW Sponsorship Committee Meeting Notes</p> <p><u>Review of performance (Q2 2024-25 performance reports)</u></p>

		<p>12. NRW provided an overview of its Q2 performance, highlighting that of the 26 measures 14 were green, 11 were amber and one red. The red measure, as reported in the last Sponsorship Committee was driven by delivery challenges relating to the telemetry project. NRW confirmed that matters were progressing, and it expected this measure to move to an amber rating for Q3.</p> <p>13. Overall, NRW highlighted that impacts from its Case for Change and recruitment freeze were being seen, advising some measures anticipated for completion in 2024-25 may fall into 2025-26 as a result.</p> <p>14. NRW noted impacts specifically in relation to both the evidence and biodiversity water measures, as well as the Sustainable Farming Scheme measure because of resourcing issues. The Chair queried how quickly NRW could recruit into posts now the Case for Change had been agreed, to ensure delivery. NRW responded advising there was a new HR lead, (Redacted Person information), working to achieve this. NRW explained that they were currently finalising the matching process and were intending to notify staff of outcomes within two weeks. NRW noted that their timeline allowed for an appeals process following notification of the matching outcomes. NRW further explained an expressions of interest phase would follow and take place over January/February 2025, moving towards an open recruitment period between mid-February to early March. NRW added an external recruitment phase would follow for any remaining vacancies, with a view to resourcing posts by the start of 2025-26 financial year.</p> <p>15. NRW also noted they were implementing an e-recruitment method to help speed up recruitment in future, although this would not be in place until April/May 2025 and therefore would not alleviate current recruitment pressures.</p> <p>16. (Redacted Person information) responded noting NRW's update was helpful and summarised there was a risk in the short term to delivery. The Chair queried the impact this would have on biodiversity and water measures. NRW agreed to check and report back to the Welsh Government.</p> <p>Action 4: NRW to update Welsh Government of any impacts current resourcing issues would have on biodiversity and water measures.</p> <p>17. (Redacted Person information) queried the impact of deliverables slipping into 2025-26 and what knock-on effect that could have on other measures scheduled for completion next year. (Redacted Person information) responded they hoped the impact would be minimal and were currently working toward multi-year planning as opposed to annual planning.</p>
013	05.02.2025	NRW Sponsorship Committee Meeting Notes

		<p><u>Interim review of performance (Q3 2024-25)</u></p> <p>18. (Redacted Person information) provided an interim overview of NRW's performance and advised NRW were currently preparing its final Q3 performance report ahead of its March Board. The interim update highlighted that of the 26 measures - 11 were green, 13 amber and two red.</p> <p>19. (Redacted Person information) queried if the RAG statuses presented in the performance metrics reflected an accurate picture given challenges over the last year (e.g., the Case for Change) and whether reporting captured the full operational activity NRW were responsible for.</p> <p>20. (Redacted Person information) advised the KPIs reflected NRW's performance toward its overall objectives within its 2030 Corporate Plan. The Chair informed NRW that it was helpful to see delivery against the Corporate Plan but there is a need to articulate delivery of day-to-day business too.</p> <p>21. (Redacted Person information) noted NRW's Board had echoed the Chair's view and would like a better feel on how NRW are performing on business-as-usual activities e.g., planning, permitting, and regulatory performance, not just overall achievements toward the Corporate Plan.</p> <p>22. NRW acknowledged a more holistic approach is required and agreed to reflect on comments received.</p> <p>Action 3 – NRW to reflect on how best to present a holistic approach to performance monitoring that captures both day-to-day business activity as well as longer-term KPI performance against its Corporate Plan.</p> <p>23. (Redacted Person information) advised it was in discussion with Sponsorship Team on its 2025-26 Business Plan and would continue those conversations as it worked through its draft.</p> <p>Action 4 – NRW to continue work with Sponsorship Team on developing its draft 2025-26 Business Plan.</p>
014	26.03.2025	<p>NRW Sponsorship Committee Meeting Notes</p> <p><u>Review of performance (Q3 2024-25)</u></p> <p>24. (Redacted Person information) highlighted progress against each of the three wellbeing measures, as referenced in Natural Resources Wales performance report.</p>

		<p>25. (Redacted Person information) posted the below queries relating to the performance updates, Natural Resources Wales will respond directly to (Redacted Person information):</p> <ul style="list-style-type: none"> i. WB01 – C6, relating to the Sustainable Farming Scheme (SFS), querying if the green RAG rating was an accurate reflection of the position given ongoing challenges in relation to SFS. ii. WB02 – C8, relating to National Peatland Programme, querying whether this rating should be red, opposed to amber as presented in the update as Welsh Government is anticipating an impact on delivery in 2025-26 given resourcing issues on the Programme. iii. WB02 – C14, relating to enhancing evidence, guidance and pre-application advice to improve the quality of submissions for planning permissions and permit/licence applications, querying what exactly this included noting an interest from the perspective of pre-applications for renewable energy development. (Redacted Person information) noted an upcoming meeting with (Redacted Person information) of Natural Resources Wales, and it was agreed that (Redacted Person information) would also attend that meeting. iv. WB03 – C21, relating to water quality improvements at a catchment scale, querying whether this aim included action relating to nature-based catchment scale solutions, including things like appropriately targeted tree planting. <p>26. The Chair commented the performance report update was helpful and would further benefit from Natural Resources Wales presenting progress against delivery of its core activity and remit, in addition to its Corporate Plan. The Chair added several measures were still reporting as amber or red and would expect to see delivery improvements as Natural Resources Wales moved on from its Case for Change implementation.</p> <p>27. (Redacted Person information) welcomed the feedback and advised further work was being undertaken to provide a ‘complete’ picture, noting performance reporting would continue to evolve into 2025-26 as Natural Resources Wales tested the best way to present a holistic approach.</p>
015	11.06.2025	<p>NRW Sponsorship Committee Meeting Notes</p> <p><u>Review of performance (interim Q4 2024-25)</u></p> <p>28. (Redacted Person information) provided an interim overview of NRW’s performance and advised its final Q4 performance report would be finalised ahead of its July Board. The interim update highlighted that of the 26 measures - 13 were green, 11 amber and two red.</p>

016	17.07.2025	<p>NRW Sponsorship Committee Meeting Notes</p> <p><u>Performance Reporting</u></p> <p>29. (Redacted Person information) provided an overview of Q4 performance, highlighting the end of year position for 2024-25 performance measures as 13 green, 12 amber and one red.</p> <p>30. The Chair noted the importance of retrospective quarterly performance reporting for documentation purposes but emphasised the need to find a balance of complementing it with real-time performance insights and a forward-look. This is to ensure the Committee is focussed on the current 'live' position of each measure, which may have improved or declined since the last quarter. NRW to reflect on how best to articulate this information for presentation at the next Sponsorship Committee .</p> <p>31. (Redacted Person information) referred to WB01, noting the red status for the C2 target. (Redacted Person information) requested NRW provides further information on progress ahead of the Deputy First Minister appearing before the Climate Change, Environment and Infrastructure (CCEI) Committee in September. (Redacted Person information) advised this work has progressed in Q1 of 2025-26 and agreed to provide updated information to (Redacted Person information).</p> <p>32. (Redacted Person information) commented that the business plan could be improved by providing clearer focus on financial performance, such as monitoring spend against the budget. (Redacted Person information) agreed to discuss with (Redacted Person information) and (Redacted Person information) offline on how best to include financial information.</p> <p><u>Delivery of First Minister and Deputy First Minister's priorities</u></p> <p>33. (Redacted Person information) highlighted the priorities were used as a basis to update the Deputy First Minister of progress at his quarterly meeting with NRW's Chair on 9 July. The Chair noted the paper was useful and it was agreed NRW will continue to provide quarterly delivery updates to the Deputy First Minister and Sponsorship Committee.</p>
017	28.10.2025	<p>NRW Sponsorship Committee Meeting Notes</p> <p><u>Performance Reporting</u></p> <p>34. (Redacted Person information) provided a summary of Q1 (2025-26) retrospective performance and the emerging Q2 position. Specific discussion took place relating to the Sustainable Farming Scheme (SFS) (WB01 - C6) and the Flood Warning Service and telemetry system (WB02 - C13).</p> <p>35. In relation to SFS, (Redacted Person information) advised the rating remains Amber for Q2, although earlier recruitment challenges have been addressed. (Redacted Person information) indicated progress is being made and confirmed</p>

		<p>that, should NRW require assistance in moving SFS towards a Green rating, it will engage with Welsh Government as appropriate.</p> <p>36. In relation to the Flood Warning Service and telemetry system, (Redacted Person information) confirmed the telemetry system is fully operational and resilient, with the transition to a 5G network and central server integration successfully completed. Only minor tasks remain to formally close the project, which is scheduled for February 2026. There are no concerns regarding the system's performance or resilience, and the remaining work is focused on finalising details and managing contractor involvement until closure.</p> <p>37. (Redacted Person information) sought confirmation from (Redacted Person information) if there are any measures within her update that required escalation or further discussion at Sponsorship Committee, (Redacted Person information) confirmed she will provide an update by week ending 7 November if any Welsh Government intervention is required, once NRW has finished reviewing the Q2 position.</p> <p>38. (Redacted Person information) referenced the Audit Wales report on NRW's Site of Scientific Special Interest (SSSI) designation process, acknowledging the report highlights issues within this aspect of nature delivery. (Redacted Person information) clarified the report addresses only an element of ongoing biodiversity work and the overall approach to nature conservation includes a range of initiatives, but acknowledged lessons from the audit will be considered for future improvements which will be integrated with current biodiversity strategies and may lead to updates in its Corporate Plan to better represent the organisation's activities in this area.</p> <p>39. It was agreed an initial discussion would take place between Welsh Government and (Redacted Person information), NRW and his strategic team, followed by a more detailed deep dive session into the recommendations.</p>
018	10.12.2025	<p>NRW Sponsorship Committee Meeting Notes</p> <p><u>Performance Reporting</u></p> <p>40. (Redacted Person information) referenced the performance papers noting they had been developed to provide greater insight into service delivery, and to highlight any potential areas of concern that need to be considered by the Committee. The update was structured under three main headings:</p> <ul style="list-style-type: none"> • Performance of NRW's key services. • A summary of the business plan focusing solely on Red and Amber items, highlighting matters that require discussion with Welsh Government to outline a pathway to Green; and • Internal performance metrics.

		<p>41. The Chair provided feedback that the performance reports was useful in enabling the Committee to focus on specific deliverables which require further action/consideration, e.g., C11 regarding flood asset management (noting the importance of timing considerations for more in-depth analysis, since flood teams are particularly busy during the winter).</p> <p>42. The Chair noted feedback received from (Redacted Person information) regarding the performance reports not covering some important areas of work e.g., woodland creation and work on the Welsh Government Woodland Estate. Recognising that quarterly performance reports cannot detail every activity, the Chair suggested that reporting should continue to develop to reflect outputs against strategic goals (e.g. the number of trees planted against targets).</p> <p>43. The Chair also shared feedback regarding the National Peatlands Action Programme, noting the positive impact new staff have made to date.</p>
019	26.02.2026	<p>NRW Sponsorship Committee Meeting Notes</p> <p><u>Performance Reporting</u></p> <p>44. (Redacted Person information) introduced the performance update for Q3, noting it followed the same structure as previous quarters but now included additional enforcement regulation metrics. Members noted the strong performance within planning services and expressed interest in how feedback from developers was being captured. Performance within permitting was described as mixed, with some areas performing well and others facing clear challenges. Members highlighted the importance of early horizon-scanning, particularly where large volumes of water-related applications were expected in coming years and discussed how digital investment might ease future pressures by streamlining processes and enabling staff capacity to focus on the most complex cases.</p> <p>45. A discussion followed on compliance visits to farms under the Control of Agriculture Pollution (COAP) Regulations. The significant increase in return visits was acknowledged; it was agreed to include in future KPIs and next year's Service Level Agreement (SLA). NRW confirmed conversations with farming unions had been mixed: some were open to working collaboratively to reduce poor compliance, others continued to challenge evidence or question NRW's approach. (Redacted Person information) noted NRW's Chair was looking to boost external stakeholder engagement in the grocery sector to highlight levels of non-compliance within supply chains.</p>

		46. (Redacted Person information) welcomed the positive results on internal performance measures and asked for greater clarity about what each measure represents.
020		NRW Annual Regulatory Report 2022 No files found
021	11.12.2024	<p>NRW Annual Regulatory Report 2023 – briefing note</p> <p>From: (Redacted Person information) Sent: 20 November 2024 11:07 To: PS DFM and Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales> Subject: Briefing email - NRW's Annual Regulatory Report for 2023</p> <p>Good morning (Redacted Person information)</p> <p>The Deputy First Minister is asked to note NRW's Annual Regulatory Report for 2023, which is attached. NRW plans to submit its Regulatory Report to its Board for approval on 21 November and intends to publish on 2 December. A briefing note below covers the main points in the report. Please could you bring this to the DFM's attention.</p> <p>Kind regards, (Redacted Person information)</p> <p>Background</p> <ol style="list-style-type: none"> 1. NRW's Annual Regulatory Report 2023 provides a comprehensive overview of NRW's regulatory and enforcement activities during the 2023 calendar year. 2. This is the seventh annual report that summarises NRW's incident responses, permitting and licensing, compliance, crime and enforcement and sanctioning actions, reflecting its statutory regulatory duties. This is based on data from NRW's key incident, permitting, compliance and enforcement systems. <p>Incident response</p> <ol style="list-style-type: none"> 3. Incidents are classed as either a 'High Level Impact Incident' which requires an immediate response on a 24-hour basis or a 'Low Level Impact Incident' which is actioned during normal office hours and dealt with as normal operational work. 4. In 2023, there was a 17% increase in total incident reporting from 2022 levels. 8,940 incident reports were logged, with 435 deemed not in NRW's remit or passed to partner organisations. This meant a final total of 8,505 incident reports in 2023, up from 7,255 in 2022. 5. NRW assesses an incident as either a:

		<ul style="list-style-type: none"> • High Level Impact Incident: an incident whose impact requires an immediate response on a 24-hour basis, to mitigate the impact of the incident. This type of incident has either a significant adverse effect or serious, persistent and/or extensive adverse effect or damage to the environment, people, or property, or to NRW's assets, operation, or reputation; • Low Level Impact Incident: an incident whose impact does not require an immediate response, within normal office hours or if received outside office hours, the response can be delayed to normal office hours and dealt with as normal operational work. This type of incident has either no environmental or organisational impact, or has minor or minimal adverse effect or damage to the environment, people or property, or to NRW's assets, operation or reputation. <p>6. The number of incidents reported in 2023 that were categorised as 'High Level' was 1,290, with 7,215 incidents categorised as 'low level'. In 2023, NRW attended 2,448 (29%) of all incidents and 39% of high level incidents which despite the increase in incidents, is comparable to the attendance percentage of previous years.</p> <p>7. Of the incidents reported, 3,318 (39% of total) related to water. These included water pollution, reservoirs, abstraction, and blockage or alteration to a watercourse. This represents an 8% increase compared to the incidents reported to NRW in 2022.</p> <p>8. NRW applies the following principles and generic criteria when assessing an incident and not all incidents, high or low, may require attendance. Many are dealt with remotely either by e-mail or telephone and others are not deemed significant enough to dedicate resource to:</p> <ul style="list-style-type: none"> • Risk to public health, including impacts to air quality, odour, noise, radioactivity, and impact upon amenity. • Risk relating to one of our assets, the land or water bodies we manage. • Serious impact to the natural resources of Wales (including impacts to air, land, water, fisheries, and biodiversity) and the effect on conservation and economy. • Actual or potential flooding of property or infrastructure. • Our involvement in a multi-agency incident response; and, • Media interest and/or risk to NRW's reputation. <p>Permits, licences and exemptions</p> <p>9. In 2023, NRW issued 519 consents to owners or occupiers and 441 assents to statutory undertakers, for Sites of Special Scientific Interest (SSSI) sites under the Wildlife and Countryside Act 1981.</p>
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10. NRW has seen a 20% increase to its public register, with 15,308 waste carrier, broker and dealer registrations - compared with 12,767 registering in 2022.

11. NRW has also seen a 31% increase to its waste exemptions registered, with 45,549 registrations at 13,568 different locations – compared with 34,841 registrations in 2022.

12. In July 2023, NRW introduced new charges for applications for new and amended permits which contributed to the above increases.

Compliance and operator performance

13. NRW's water discharge checks increased to 649 in 2023, a 37% increase compared to 474 in 2022. There is currently no target level for these checks, but NRW is improving how it prioritises, plans, reports and where necessary adapts policy or builds capacity to deliver against protective policy and risk-based targets such as water discharges. The report also notes a 48% increase in the number of intensive farming compliance checks in 2023, compared to 2022.

14. The increase in these compliance checks is linked to NRW's compliance role under the Water Resources (Control of Agricultural Pollution) (Wales) Regulations 2021 which commenced in 2023. These regulations were introduced by the Welsh Government to reduce losses of pollutants from agriculture to the environment by setting regulations for certain farming practices.

15. The number of waste and installations' compliance visits fell in 2023, by 10% and 5% respectively, compared to 2022, though the majority of these were minor non-compliances.

Enforcement

16. In 2023 NRW created 831 new enforcement cases, comprising 799 offenders, with 1,267 separate enforcement charges. This represents a reduction in the number of cases and offenders reported in 2022 although an increase in the number of enforcement charges made. This can be attributed to the significant increase in charges regarding compliance with agricultural regulation, the complex nature of the cases and the multiple regulations that might be enforced in a single case.

17. Approximately half (47%) of the 831 enforcement cases were generated from NRW's incident response activity. This is a 5% increase compared to 2022. The percentage of enforcement cases generated from regulated (compliance) activity decreased from 52% in 2022 to 45% in 2023. The remaining cases originated from fisheries' incidents.

18. The recording of advice and guidance as an enforcement action has increased, largely due to improvements in NRW's

		<p>internal recording processes. The number of warning letters and formal cautions issued as enforcement actions has decreased compared to 2022 and 2021. The number of prosecutions remains consistent with previous years.</p> <p>19. The fines imposed in 2023 are comparable to previous years, though the costs recovered in 2023 are lower than 2022. Any fines levied by the courts are not directed into environmental improvement, rather they go to the UK Treasury. NRW is looking at developing efficient, more cost recovering enforcement tools to enhance this measure.</p> <p>20. Please note that NRW's enforcement activity can, in some cases, span several reporting periods. This becomes more evident when NRW's officers are drawn into complex investigations, particularly those with links to other enforcement agencies such as the Police and Local Authorities. This can lead to a prolonged period between the original incident and the conclusion of the enforcement response. Caution should therefore be taken if measuring NRW's enforcement performance on the number of enforcement outcomes and prosecutions alone.</p> <p>21. Please note, NRW has 46 outstanding cases relating to water companies being investigated, several of which are expected to go to court in future. Also to note, sentencing against Dwr Cymru Welsh Water's recent guilty plea over sewage discharge permit breaches is expected in December 2024.</p>
022	19.11.2025	<p>NRW Annual Regulatory Report 2024</p> <p>From: PS DFM and Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales> Sent: 19 November 2025 10:56 Subject: NRW Annual Regulatory Report</p> <p>Thanks (Redacted Person information) the DFM has noted this update.</p> <p>(Redacted Person information)</p> <p>From: (Redacted Person information) Sent: 11 November 2025 14:41 To: PS DFM and Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales> Subject: NRW Annual Regulatory Report</p> <p>Good afternoon (Redacted Person information)</p> <p>Please find below a briefing note for the Deputy First Minister's consideration regarding on Natural Resources Wales' (NRW's) Annual Regulatory Report for 2024. The report provides a comprehensive overview of NRW's regulatory and enforcement activity over the past calendar year, including incident response,</p>

		<p>permitting, compliance and enforcement. Notably, the 2024 report shows marked improvements across several key areas, including increased compliance assessments, faster incident response and a significant rise in enforcement actions compared to 2023.</p> <p>The report is due to be published on Thursday 13 November on NRW's website.</p> <p>Background</p> <p>NRW's Annual Regulatory Report for 2024 provides a comprehensive overview of NRW's regulatory and enforcement activities during the 2024 calendar year.</p> <p>This is the eighth annual report that summarises NRW's incident responses, permitting and licensing, compliance, crime and enforcement and sanctioning actions, reflecting its statutory regulatory duties.</p> <p>Incident response</p> <ul style="list-style-type: none">• In 2024, there was a 46% increase in total incident reporting compared to 2023.• 12,922 incident reports were logged, with 2,539 deemed not in NRW's remit or passed to partner organisations. This meant a final total of 10,383 in-remit incident reports (up 22% from 2023).• Of these, 976 were categorised as high level and 9,407 as low level. NRW physically attended 2,118 incidents (20%) overall – including 45% of high-level incidents and 18% of low-level incidents.• Of the 45% of high-level incidents attended, NRW responded to 95% of those within four hours.• Waste and water-related incidents accounted for 80% (8,288) of all in-remit reports; reported fisheries incidents decreased by 11% compared to 2023. <p>Permits, licences and exemptions</p> <ul style="list-style-type: none">• In 2024, 89% of permits were processed within statutory timescales or service levels - this is up from 86% in 2023.• NRW also issued 471 consents to owners or occupiers and 408 assents to statutory undertakers, for Sites of Special Scientific Interest (SSSI) under the Wildlife and Countryside Act 1981.• At the end of 2024, NRW held 16,577 waste carrier, broker and dealer registrations on its public register, an 8% increase from 2023.• Waste exemptions registered fell to 37,359 at 10,887 locations, an 18% decrease from 2023. The majority (23,989) were at agricultural premises. <p>Compliance and operator performance</p>
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- NRW delivered 3,119 compliance assessments in 2024 (a 33% increase from 2023).
- This included sharp rises in water discharge assessments (up 91%) and water resource assessments (up 92%).
- 1,243 water discharge permit compliance assessments were carried out, with 50% (626) found to be non-compliant. Of these, 21 were category 1 (major environmental effect) and 97 category 2 (significant effect).
- 650 Control of Agricultural Pollution Regulations inspections were completed, with 53% found to be non-compliant.
- 427 waste site compliance assessments were completed, with 124 non-compliances recorded at 34% of the waste operations assessed.

The report also details activity in the following areas:

- Tackling Waste Crime – NRW used a £500k Welsh Government grant to fund six dedicated officers, who intervened at 23 sites and disrupted offences such as burning waste and illegal waste sites, with construction and demolition waste the most frequent pollutant.
- Fly Tipping Action Wales – This Welsh Government-sponsored partnership coordinated by NRW supported local authorities with enforcement and best practice, with new officer capacity added in 2025 and prosecution outcomes reflected in annual statistics.
- Radioactive Substances Regulation – NRW regulated both nuclear sites (Wylfa and Trawsfynydd) and 87 non-nuclear sites, completing themed inspections and permit determinations, with compliance checks highlighting issues around source security and management.
- Control of Major Accident Hazard – There were 51 COMAH sites in Wales in 2024, with NRW completing three Upper Tier safety report assessments, investigating five significant events, and conducting 38 interventions, including flood risk work.
- Operator Self-Monitoring – Water companies continued to carry out self-monitoring of discharges under permit conditions, with NRW assessing their performance annually and reporting to Ofwat to strengthen compliance and accountability.
- Reservoir Safety – NRW regulated 405 Large Raised Reservoirs under the Reservoirs Act 1975, with compliance levels at March 2025 showing 100% for construction, 98.6% for supervision, 99.3% for inspection, and 92.1% for safety measures.

Enforcement

- In 2024, NRW concluded 876 enforcement cases, a 98% increase from 2023 (442), with a further 417 ongoing.
- Enforcement action was taken against 619 companies and 636 individuals, resulting in 80 successful prosecutions.
- NRW recorded 2,427 separate enforcement breaches of legislation, a 92% increase compared to 2023, mainly due to

		<p>the inspections programme under the Water Resources (Control of Agricultural Pollution) Regulations 2021.</p> <ul style="list-style-type: none"> • NRW issued 1,145 pieces of advice and guidance (a 159% increase), 477 warning letters, and 36 formal cautions. <p>Fines imposed in 2024 totalled £146,949 (excluding the Dŵr Cymru Welsh Water case, which will be reported in 2025 figures).</p> <p>Conclusion</p> <p>The report will be published on NRW's website on Thursday 13 November. As the 2024 report highlights clear improvements compared to the 2023 report — including stronger compliance activity, faster incident response, and more robust enforcement outcomes — we do not anticipate significant interest from the media or other Senedd Members. The findings demonstrate progress against NRW's statutory duties and corporate plan objectives, and while they provide assurance of improved performance, they are unlikely to generate wider political or public scrutiny beyond routine publication. Officials will work with both WG's and NRW's Comms teams to develop reactive lines as appropriate.</p>
023	20.10.2023	<p>Natural Resources Wales Annual Report and Accounts for 2022/23</p> <p>From: PS Minister for Climate Change <PSMCC@gov.wales> Sent: Friday, October 20, 2023 2:29 PM To: Subject: RE: MA-JJ-2731-23 - NRW's Annual Report and Accounts 2022-23</p> <p>Hi (<i>Redacted Person information</i>)</p> <p>Thank you for this MA.</p> <p>The Minister for Climate Change has:</p> <ul style="list-style-type: none"> • noted the advice and proposed timelines; • noted NRW's ARA for 2022-23, attached at Doc 1; and • agreed to lay NRW's Annual Report for 2022-23 before the Senedd in conjunction with AGW laying NRW's Accounts on 23 October. <p>This decision does not require a Decision Report.</p> <p>Officials are reminded that they are responsible for maintaining a full and formal record of all advice relating to their area of responsibility.</p> <p>Many thanks, (<i>Redacted Person information</i>)</p> <p>From: (<i>Redacted Person information</i>) Sent: Thursday, October 19, 2023 3:34 PM To: PS Minister for Climate Change <PSMCC@gov.wales></p>

		<p>Subject: MA-JJ-2731-23 - NRW's Annual Report and Accounts 2022-23</p> <p>Please find attached MA-JJ-2731-23 for the Minister attention.</p> <p>Subject to the Minister noting Natural Resources Wales Annual Report and Accounts for 2022-23, officials will provide final signed English and Welsh versions for laying on Monday 23 October and will coordinate the laying arrangements between Audit Wales and Tabling office.</p> <p>Kind regards (<i>Redacted Person information</i>).</p>
024	17.10.2024	<p>Natural Resources Wales Annual Report and Accounts for 2023/24</p> <p>From: PS DFM and Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales> Sent: 17 October 2024 09:52</p> <p>Subject: RE: For urgent clearance (before 21st October) - MA/HIDCC/10297/24 - Natural Resources Wales (NRW) Annual Report and Accounts for 2023-24</p> <p>Thanks, (<i>Redacted Person information</i>).</p> <p>The DFMSCCRA has approved the recommendations of this MA.</p> <p>We understand the Sponsorship team will organise for the ARA to be laid before the Senedd on Monday 21 October at 11am. If this is incorrect, please let us know.</p> <p>Best wishes, (<i>Redacted Person information</i>)</p> <p>From: (<i>Redacted Person information</i>) Sent: Monday, October 14, 2024 12:03 PM To: PS DFM and Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales> Subject: For urgent clearance (before 21st October) - MA/HIDCC/10297/24 - Natural Resources Wales (NRW) Annual Report and Accounts for 2023-24</p> <p>Good afternoon,</p> <p>Please find attached MA/HIDCC/10297/24 - Natural Resources Wales (NRW) Annual Report and Accounts for 2023-24 for the DFM's consideration. Please note, clearance is required before 21st October to allow officials to coordinate the laying process with Tabling Office and Auditor General for Wales.</p> <p>The advice has been cleared by (<i>Redacted Person information</i>).</p> <p>Kind regards,</p>

		(Redacted Person information)
025	30.10.2025	<p>Natural Resources Wales Annual Report and Accounts for 2024/25</p> <p>From: PS DFM and Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales> Sent: 30 October 2025 16:58</p> <p>Subject: RE: MA/HIDCC/2125/25 - Natural Resources Wales (NRW) Annual Report and Accounts for 2024/25</p> <p>Thank you (Redacted Person information)</p> <p>The DFM has</p> <ul style="list-style-type: none"> • noted the advice and proposed timelines. • noted NRW's ARA for 2024-25, attached at Doc 1; and • agreed to lay NRW's ARA for 2024-25 before the Senedd in conjunction with AGW on 31 October. <p>Colleagues are reminded that they are responsible for maintaining a full and formal record of all advice relating to their area of responsibility.</p> <p>From: (Redacted Person information) Sent: 23 October 2025 15:04 To: PS DFM and Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales></p> <p>Subject: MA/HIDCC/2125/25 - Natural Resources Wales (NRW) Annual Report and Accounts for 2024/25</p> <p>Good afternoon, Please find attached MA/HIDCC/2125/25 for the Deputy First Minister's attention in relation to Natural Resources Wales' Annual Report and Accounts for 2024/25. A decision is kindly requested by 29 October to allow officials to coordinate the laying process with Tabling Office and AGW.</p> <p>The Deputy First Minister is asked to:</p> <ul style="list-style-type: none"> • note the advice and proposed timelines. • note NRW's ARA for 2024-25, attached at Doc 1; and • agree to lay NRW's ARA for 2024-25 before the Senedd in conjunction with AGW on 31 October.
026 & 027	01.12.2022	<p>Natural Resources Wales Business Plan 2022-23</p> <p>From: (Redacted Person information) Sent: 01 December 2022 13:56 To: (Redacted Person information)</p>

		<p>Subject: FW: OFFICIAL SENSITIVE - NRW Business Plan & Budget 2022/23</p> <p>Good afternoon,</p> <p>A very quick email to confirm that the Minister for Climate Change has today agreed the submission of the NRW Business Plan 2022/23.</p> <p>A letter of thanks from Minister [to the Chair of NRW] will issue imminently.</p> <p>Regards, (Redacted Person information)</p> <p>From: PS Minister for Climate Change <PSMCC@gov.wales> Sent: 01 December 2022 13:13 Subject: RE: MA-JJ-3185-22 - NRW Business Plan 2022</p> <p>Thanks (Redacted Person information) for this advice, the Minister for Climate Change has noted the Business Plan 2022-23 and letter from the Chair. The Minister has also agreed to the publication of the Business Plan on NRW's website; and to issue the letter to the Chair.</p> <p>I will prepare the letter for issuing, will there be a Welsh version or is it going in English only please?</p> <p>Thanks, (Redacted Person information)</p> <p>From: (Redacted Person information) Sent: 30 November 2022 11:25 To: PS Minister for Climate Change <PSMCC@gov.wales>; Subject: MA-JJ-3185-22 - NRW Business Plan 2022</p> <p>Please see attached MA-JJ-3185-22 - NRW Business Plan 2022, for Minister's approval.</p> <p>Also attached is NRW Business Plan 2022, Letter to Minister from the Chair of NRW and a draft reply for Minister to sign and to be issued.</p> <p>Grateful for confirmation that Minister is content and that the letter to [to the Chair of NRW] has been sent.</p> <p>Many thanks and kind regards, (Redacted Person information)</p>
028	13.09.2023	<p>Natural Resources Wales Business Plan 2023-24</p> <p>From: PS Minister for Climate Change <PSMCC@gov.wales> Sent: 13 September 2023 09:35 To: (Redacted Person information) Subject: RE: MA-JJ-2352-23 - NRW's Business Plan 2023-24</p>

		<p>Hi (Redacted Person information),</p> <p>Thank you for this MA.</p> <p>The Minister for Climate Change has:</p> <ul style="list-style-type: none"> • noted the Plan, attached at Doc 1, and approve its publication on NRW's website. <p>Please could you draft a Decision Report and arrange for it to be sent, when it can be published, to DecisionReports@gov.wales.</p> <p>Officials are reminded that they are responsible for maintaining a full and formal record of all advice relating to their area of responsibility.</p> <p>Many thanks, (Redacted Person information)</p> <p>From: (Redacted Person information) Sent: Thursday, September 7, 2023 2:12 PM To: PS Minister for Climate Change <PSMCC@gov.wales> Subject: MA-JJ-2352-23 - NRW's Business Plan 2023-24</p> <p>Please find attached MA/JJ/2352/23 for the Minister attention.</p> <p>Kind regards (Redacted Person information)</p>
029 & 029.1	11.09.2024	<p>Natural Resources Wales Business Plan 2024-25</p> <p>From: (Redacted Person information) Sent: Thursday, September 12, 2024 8:38 AM To: (Redacted Person information) Subject: NRW 2024-25 Business Plan</p> <p>Good morning (Redacted Person information),</p> <p>This email is to confirm the Cabinet Secretary has noted your Business Plan for 2024-25 and it can now be published.</p> <p>Many thanks, (Redacted Person information)</p> <p>From: PS DFM and Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales> Sent: 11 September 2024 18:09 To: (Redacted Person information) Subject: FW: MA/HIDCC/10069/24 - NRW Business Plan 2024-25</p> <p>Hi (Redacted Person information),</p> <p>Thank you for the MA.</p>

		<p>The Deputy First Minister and Cabinet Secretary for Climate Change and Rural Affairs has reviewed and noted the plan and approves the recommendation to publish on the NRW website.</p> <p>Please could you draft a Decision Report and arrange for it to be sent, when it can be published, to (Redacted Person information).</p> <p>Officials are reminded that they are responsible for maintaining a full and formal record of all advice relating to their area of responsibility.</p> <p>Many thanks,</p> <p>(Redacted Person information)</p> <p>From: (Redacted Person information) Sent: Wednesday, September 4, 2024 4:29 PM To: PS DFM and Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales></p> <p>Subject: MA/HIDCC/10069/24 - NRW Business Plan 2024-25</p> <p>Good afternoon,</p> <p>Please see attached MA/HIDCC/10069/24 - NRW Business Plan 2024-25 for the DFM and CSCCRA's consideration.</p> <p>This advice has been cleared by (Redacted Person information)</p> <p>Kind regards, (Redacted Person information)</p>
030 & 030.1	12.09.2025	<p>Natural Resources Wales Business Plan 2025-26</p> <p>From: PS DFM and Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales> Sent: 12 September 2025 16:38 To: (Redacted Person information) Subject: RE: MA/HIDCC/1681/25 Natural Resources Wales Business Plan 2025-26</p> <p>Hi (Redacted Person information)</p> <p>Thank you for this advice. The Deputy First Minister has agreed the recommendation paragraph.</p> <p>Thanks, best wishes (Redacted Person information)</p> <p>From: Sent: 18 August 2025 15:30 To: (Redacted Person information) Subject: MA/HIDCC/1681/25 Natural Resources Wales Business Plan 2025-26</p> <p>Good afternoon</p>

		<p>Please see attached MA/HIDCC/1681/25 Natural Resources Wales Business Plan 2025-26.</p> <p>Approval for this has been provided by (Redacted Person information).</p> <p>Thanks</p>
031	27.03.2023	<p>NRW's Corporate Plan From: (Redacted Person information) Sent: 27 March 2023 13:49 To: (Redacted Person information) Subject: Decision Report: MCC</p> <p>Reference number - MA/JJ/00862/23</p> <p>Subject header - Natural Resources Wales (NRW) Corporate Plan</p> <p>Summary - The Minister for Climate Change has considered and approved NRW's new Corporate Plan which is entitled 'Nature and People Thriving Together - Our Corporate Plan to 2030.' (Redacted Person information)</p>
032 & 032.1	23.12.2022	<p>NRWs Term of Government Remit 22-26</p> <p>From: PS Minister for Climate Change <PSMCC@gov.wales> Sent: 23 December 2022 15:06 To: (Redacted Person information) Cc: PS Minister for Climate Change <PSMCC@gov.wales> Subject: Llythyr oddi wrth Y Gweinidog Newid Hinsawdd / Letter from the Minister for Climate Change</p> <p>Good afternoon</p> <p>Please find attached a letter from Julie James MS, Minister for Climate Change.</p> <p>Kind regards, (Redacted Person information)</p> <p>From: PS Minister for Climate Change <PSMCC@gov.wales> Sent: 23 December 2022 12:04 To: (Redacted Person information) Subject: RE: RE: MA-JJ-3379-22 - NRW's Term of Government Remit 22-26</p> <p>Thanks (Redacted Person information), the Minister is content to clear this version of the letter. Grateful if you could confirm if it is ok for this to issue today and I will arrange to send it this afternoon?</p> <p>Kind regards, (Redacted Person information)</p> <p>From: (Redacted Person information) Sent: 22 December 2022 16:23</p>

To: PS Minister for Climate Change <PSMCC@gov.wales>
Subject: RE: RE: MA-JJ-3379-22 - NRW's Term of Government Remit 22-26

Hi (**Redacted Person information**) – apologies for the late intervention, but CCNS colleagues have been in touch in relation to the FM's latest position on Wales' involvement in the trial and longer-term roll-out of the UKG's Emergency Alerts system in 2023. (The FM has made it clear that Wales should be actively engaged in the work). The forthcoming trial will focus on warning and informing arrangements in relation to major flood events, meaning that NRW has a key interest given their warning and informing responsibilities under the Civil Contingencies Act.

We've been discussing with NRW's their involvement with Emergency Alerts during 2022 so this won't come as news to NRW, but, if the Minister's content, it is probably worth adding an explicit reference in the Remit letter given the FM's position. This will enable officials to continue to work with NRW on the associated arrangements early next year.

I've made a couple of amendments: 1) bottom of page 1 and 2) bottom of page 3 accordingly.

Hope this is OK.

Cofion,
(**Redacted Person information**)

From: (**Redacted Person information**)
Sent: 22 December 2022 13:19
To: PS Minister for Climate Change <PSMCC@gov.wales>
Subject: RE: MA-JJ-3379-22 - NRW's Term of Government Remit 22-26

Hi (**Redacted Person information**)

Hope that you are well and looking forward to the Christmas break.

The following three bullets have been agreed with Policy leads and NRW and have been added to NRW's Term of Government Remit Letter to reflect the Ministers comments in your email of 15 December:

Added to Forestry, Nature, Designated Landscapes and Countryside Access Section (13th bullet)

- Provide evidence and advice to inform and support the development and implementation of the Sustainable Farming Scheme, including exploring the opportunity to support sustainable land management through your powers to provide Land Management Agreements to support the transition to nature's recovery.

Added to Water Quality Section (3rd bullet)

- The Chair of NRW to continue to lead and convene groups to drive forward action to improve water quality, ensuring action owners continue to focus on their commitments from the summit at the Royal Welsh.

Added to Flood and Coastal Erosion Risk Management, Sustainable Drainage and Climate Adaptation section (last bullet)

- Work with Sustainable Drainage Systems (SuDS) Approval Bodies and applicants to provide quality and timely advice in its role as a statutory consultee; to work with delivery partners, particularly local planning and highways authorities, developers and water companies, to optimise implementation of the existing SuDS regulations and delivery of the Welsh Government's review on implementation to date. This should include dedicated resource for performing your statutory consultee responsibilities in relation to applications to SuDS Approval Bodies, and for supporting the Welsh Government's SuDS policy programme, in particular helping to identify and develop options for Ministers to consider to meet the Programme for Government commitment to legislate to strengthen the requirements for the use of Sustainable Drainage Systems that provide wildlife habitat.

If the Minister is content, grateful if the letter could be issued please.

Kind regards

(Redacted Person information)

-----Original Message-----

From: PS Minister for Climate Change <PSMCC@gov.wales>

Sent: 15 December 2022 14:09

Subject: RE: MA-JJ-3379-22 - NRW's Term of Government Remit 22-26

Hi **(Redacted Person information)**,

Thank you for this advice. The Minister for Climate Change has considered the draft letter and would be grateful it could be amended to reflect the comments below:

There is definitely a need to include a brief reference to supporting the development of new SUDS legislation (a PfG commitment) and there is also no mention at all in here I could see to farming - so something to acknowledge NRW's role in implementation of the new agricultural legislation, and in supporting Land Management Agreements. The letter should also refer to the work **(Redacted Person information)** is doing around convening regular meetings to ensure summit actions are delivered.

Kind regards,

(Redacted Person information)

-----Original Message-----

From: **(Redacted Person information)**

		<p>Sent: 02 December 2022 17:56 To: PS Minister for Climate Change <PSMCC@gov.wales> Subject: MA-JJ-3379-22 - NRW's Term of Government Remit 22-26</p> <p>Please find attached MA-JJ-3379-22 for the Ministers attention seeking approval of NRW's Term of Government Remit letter.</p> <p>If the Minister approves the draft letter, grateful if this can be issued early next week.</p> <p>Kind regards (Redacted Person information)</p>
033		<p>WG's Response to CCEI Annual Scrutiny Report 2022-23 No emails to private office found</p>
034	03.07.2024	<p>WG's Response to CCEI Annual Scrutiny Report 2023-24</p> <p>From: PS Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales> Sent: 03 July 2024 18:05 To: (Redacted Person information) Subject: RE: MA-HIDCC-5808-24 - Welsh Government Response - CCEI Cttee Report - Natural Resources Wales - Annual Scrutiny 2023-24</p> <p>Hi (Redacted Person information),</p> <p>Thank you for this MA.</p> <p>The Cabinet Secretary for Climate Change and Rural Affairs has:</p> <ul style="list-style-type: none"> agreed the response to the CCEI Committee's report: "Natural Resources Wales - Annual Scrutiny 2023-2024" at Doc 1; and, noted the content in CCEI Committee's Report at Doc 2. <p>(Redacted Person information) - I attach responses to issue to the CCEI Committee please.</p> <p>This decision does not require a Decision Report. Officials are reminded that they are responsible for maintaining a full and formal record of all advice relating to their area of responsibility.</p> <p>Many thanks, (Redacted Person information)</p> <p>From: (Redacted Person information) Sent: Wednesday, July 3, 2024 2:22 PM To: PS Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales>; Subject: RE: MA-HIDCC-5808-24 - Welsh Government Response - CCEI Cttee Report - Natural Resources Wales - Annual Scrutiny 2023-24</p> <p>Hi (Redacted Person information)</p>

	<p>New para has been included at the end of response doc, detailed below for ease of reference, revised English and Welsh doc's attached:</p> <p>29. NRW have not made any request to the Cabinet Secretary or to Welsh Government officials for a review of internal drainage districts. NRW has shared a view with Welsh Government officials that it may be timely to consider whether a review is required, given the challenges posed by the climate and nature emergencies. The Cab Sec will need to consider reviewing internal drainage districts formally, this will be subject of another MA.</p> <p>Kind regards (Redacted Person information)</p> <p>From: PS Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales> Sent: Wednesday, July 3, 2024 11:31 AM To: (Redacted Person information) Subject: RE: MA-HIDCC-5808-24 - Welsh Government Response - CCEI Cttee Report - Natural Resources Wales - Annual Scrutiny 2023-24</p> <p>Hi (Redacted Person information),</p> <p>The CSCCRA is broadly happy with response.</p> <p>In relation to the two recommendations rejected regarding Service Level Agreements. The CSCCRA has asked do we know why the Committee has gone off in this misdirection and why their understanding here is wide off the mark?</p> <p>In relation to Recommendation 13, the CSCCRA has asked if there nothing to add to this? On the plus-side it is an "accept". On the downside it suggests we have no plans to engage on this, or have nothing whatsoever more to say (helpfully) to the committee. Is this right?</p> <p>If you can let me know regarding Recommendation 13 asap to fully clear the MA and respond to the Committee.</p> <p>Thanks, (Redacted Person information)</p> <p>From: PS Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales> Sent: Tuesday, July 2, 2024 4:14 PM To: (Redacted Person information) Subject: RE: MA-HIDCC-5808-24 - Welsh Government Response - CCEI Cttee Report - Natural Resources Wales - Annual Scrutiny 2023-24</p> <p>Great, thank you</p> <p>From: (Redacted Person information) Sent: Tuesday, July 2, 2024 3:50 PM</p>
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To: PS Cabinet Secretary for Climate Change and Rural Affairs
<PSCSCCRA@gov.wales>

Subject: RE: MA-HIDCC-5808-24 - Welsh Government Response - CCEI Cttee Report - Natural Resources Wales - Annual Scrutiny 2023-24

Hi (**Redacted Person information**)

Hope that you are well.

Paragraph 3 of the response has now been amended as requested and now reads:

3. As the focus will be on multi-year planning, the Welsh Government has agreed with NRW that there is no longer any need to continue with the SLA process. In developing multi-year plans, it will clearly identify the level of resource required to enable successful delivery of NRW Corporate Plan objectives. Therefore, this Recommendation has been 'Rejected'.

Translation to follow.

Kind regards

(**Redacted Person information**)

From: PS Cabinet Secretary for Climate Change and Rural Affairs
<PSCSCCRA@gov.wales>

Sent: Tuesday, July 2, 2024 12:41 PM

To: (**Redacted Person information**)

Subject: RE: MA-HIDCC-5808-24 - Welsh Government Response - CCEI Cttee Report - Natural Resources Wales - Annual Scrutiny 2023-24

Hi (**Redacted Person information**),

(**Redacted Person information**) has a query on below:

Point 8 in MA is a clearer on why we're rejecting Recommendation 1 that it is in the response document itself. The answer in the response doc (that NRW is focussing on multi-year plans) seems to contradict the evidence from NRW in the committee report, where it says on SLAs: "He explained that the work would probably be taken up again at the start of the next financial year (in April 2024)."

Would you be able to strengthen our response please?

Thanks, (**Redacted Person information**)

From: (**Redacted Person information**)

Sent: Thursday, June 27, 2024 10:06 PM

To: PS Cabinet Secretary for Climate Change and Rural Affairs
<PSCSCCRA@gov.wales>

		<p>Subject: MA-HIDCC-5808-24 - Welsh Government Response - CCEI Cttee Report - Natural Resources Wales - Annual Scrutiny 2023-24</p> <p>Please find attached MA-HIDCC-5808-24 for the Cabinet Secretary's attention in relation to the Welsh Government response to the CCEI Committee's Report – Natural Resources Wales - Annual Scrutiny 2023-2024.</p> <p>Translation of the response to follow.</p> <p>Kind regards (Redacted Person information)</p>
035	02.07.2025	<p>WG's Response to CCEI Annual Scrutiny Report 2024-25</p> <p>From: PS DFM and Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales> Sent: 02 July 2025 09:18 To: (Redacted Person information) Subject: RE: MA/HIDCC/1380/25 - Welsh Government response to the Climate Change, Environment, and Infrastructure (CCEI) Committee's report: "Natural Resources Wales: Annual Scrutiny 2024-2025"</p> <p>Hi (Redacted Person information),</p> <p>Thank you for this advice; the Deputy First Minister has agreed the recommendations and is happy for the response to be issued.</p> <p>Please could you send through the translation when it's ready.</p> <p>(Redacted Person information) – to note please.</p> <p>Thanks, best wishes (Redacted Person information)</p> <p>From: (Redacted Person information) Sent: 26 June 2025 16:13 To: PS DFM and Cabinet Secretary for Climate Change and Rural Affairs <PSCSCCRA@gov.wales> Subject: MA/HIDCC/1380/25 - Welsh Government response to the Climate Change, Environment, and Infrastructure (CCEI) Committee's report: "Natural Resources Wales: Annual Scrutiny 2024-2025"</p> <p>Good afternoon,</p> <p>Please find attached MA/HIDCC/1380/25 for the Deputy First Minister's attention in relation to the Welsh Government response to the CCEI Committee's Report – Natural Resources Wales: Annual Scrutiny 2024-2025.</p> <p>The translation of the response at Doc 1 will follow next week.</p> <p>Kind regards</p>

		<i>(Redacted Person information)</i>
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