

Confirmed Minutes

Title of Meeting: **Board Meeting (Business)**
Medrus Room, Aberystwyth University

Date of Meeting: 27 March 2015

Board Members: Ruth Hall
Madeleine Havard
Harry Legge-Bourke
Peter Matthews (Chair)
Andy Middleton
Nigel Reader
Paul Williams
Hywel Davies

Executive Team in attendance: Clive Thomas, Director for Governance
Niall Reynolds, Director for Transition
Catherine Smith, Director for External Relations & Communications
Trefor Owen, Executive Director for National Services
Kevin Ingram, Executive Director for Finance & Corporate Services
Ashleigh Dunn, Executive Director for Organisational Development and People Management
Graham Hillier, Executive Director for Operations South
Martin Britton, Chief Information Officer
Tim Jones, Executive Director for Operations North and Mid Wales
Ceri Davies, Executive Director for Knowledge Strategy and Planning

Secretariat: Kelly Goswell
Geri Mills

Welcome

1. The Chairman welcomed all to the meeting.

Apologies

2. Apologies were received from Emyr Roberts (Chief Executive) and Lynda Warren.

Declarations of Interest

3. No declarations were noted.

Ratification of Minutes

4. The minutes from the Board meeting on 10 February were agreed as a true record of the meeting and approved by the Board subject to minor amendments.

Review of Action log

5. The Action log was reviewed with the following feedback:

Action 1 - NRW to provide a briefing note to the Group on the Woodland Strategy Advisory Panel update - Executive Director for Knowledge Strategy and Planning and Ruth Jenkins, Head of Natural Resources Planning are now confirmed representatives for the first meeting on 14 April.

Action Point: Executive Director for Knowledge Strategy & Planning to circulate ToR and members list

Action 2 - Executive Director for National Services to provide a briefing note to the Board on new planting, replanting and felling figures for forestry in Wales. - Draft will be prepared for the Board Enterprise Group meeting (Increasing Value from Timber) on 22 April. Final version will be circulated to full Board afterwards.

Action 3 – Director for External Relations & Communications to ensure publication of the Outdoor Recreation and Access Enabling Plan on the website. - Discharged

Action 4 – John Hogg to clarify data enquiry. - Discharged

Action 5 – *John Hogg to include any relevant comments in development of the Corporate Dashboard 2015/16 - Discharged*

Action 6 – *Feedback to be sent to the Director of Governance – Discharged.*

Action 7 – *Executive Director for Knowledge, Strategy & Planning to circulate the action plans, and update on the conservation status of migratory fish, to the Board for information.* First mitigation plan tabled during meeting, 6 more plans to be completed.

6. The Board discussed the Mitigation Plan and agreed the proposed actions were a positive way forward, with a commitment to continue to develop the evidence base.

Wellbeing, Health & Safety Update

7. The Executive Director for Organisational Development and People Management provided the Board with an update on Wellbeing, Health and Safety, referring to the tabled paper.
8. Hywel Davies the Board Champion for Wellbeing Health and Safety agreed that the figures within the tabled document were accurate.

Finance Update - 2014/15 NRW B B 16.15

9. The Executive Director for Finance & Corporate Services provided the Board with an update on the current financial position, reminding the Board of the position at various stages throughout the year
10. The Board discussed the paper with the following noted:
 - The end of year financial forecast was welcomed and the team were thanked for the work involved
 - The transition from the 3 legacy systems to the new MyNRW system has been well handled and there are early indications of the financial reporting that will be possible from the new system
 - The Audit and Risk Assurance Committee will be overseeing the preparation of the end of year accounts, including the Wales Audit Office audit
 - Although there is little contingency in the budget, the different budget elements do offer some flexibility if re-prioritisation becomes necessary

Draft Corporate Dashboard - 2015/16 NRW B B 17.15

11. The Director of Governance welcomed John Hogg to the meeting who presented the draft Performance Framework for 2015/16 to the Board, highlighting the input of the Board sub-group.

The Board noted the proposal with the following feedback:

- The Board Sub Group welcomed the opportunity for early input and agreed that most suggestions/comments had been accepted
- Some targets will require further refinement by the Executive team, to ensure they are clear and challenging
- The customer care related measures and targets were discussed, and complaint handling, including lesson learning, was suggested as a useful proxy measure for customer care
- The Transformation related measures and targets were noted but it was suggested that the success of the Roadmap rollout should be included explicitly.

12. The Board agreed the paper and that the Executive Team should finalise the Dashboard reflecting on the Board's comments

Communities & Regeneration Enabling Plan NRW 18.15

13. The Executive Director for Knowledge Strategy & Planning introduced the paper asking the Board to approve the Communities and Regeneration Enabling Plan 2015-2020, the associated Action Plan and indicative Results Based Accountability (RBA) Plan.

14. The Board discussed the paper with the following noted:

- The Communities Board Group have provided input and advice to the development of the Plan
- A section on organisational context was suggested, as were measurable outcomes and timescales
- The GIS tool detailed in the paper provides an invaluable data resource for communities to help access evidence based information.
- The community and stakeholder engagement proposals in the Plan are clear, however specific reference to citizen science was suggested
- In order to engage across the spectrum of opportunities, consistency in language will be important and all RBA plans should use the same terminology
- It was agreed that Natural Resource Management should be more specifically addressed within the plan.

- Work may already be in-hand by other organisations such as Menter Mon – it is therefore important to understand the local context and to acknowledge that a lot of the work is already being done by others.
- The Board agreed that the ‘Cyfoeth’ initiative although useful, should not be used as a universal term.

15. The Board agreed the proposed Plan and thanked the Team for the draft.

Embedding Climate Change mitigation and adaptation - Progress Report NRW B B 19.15

16. Clive Walmsley was welcomed to the meeting and presented the paper to the Board seeking approval to adopt the risk and opportunity-based approach to implement the Welsh Government’s adaptation guidance, to help progress the mainstreaming of climate change action across all NRW’s activity.

17. Andy Middleton, as the Climate Change Champion for the Board, welcomed the paper.

18. The Board discussed with the following noted:

- The Board confirmed that this is an issue where NRW should set out to be an exemplar organisation, despite the challenges this will present
- It was noted that the Royal Commission report highlighted embedding Climate Change into an organisation in the same way that Wellbeing, Health & Safety is embedded and that there has to be a practical check which drives management.
- The Board suggested that the report should be studied and taken into account
- The practical links between climate change and wellbeing, health and safety agendas were also noted, especially in respect of reducing travel which will benefit both

19. The Board welcomed the update and asked for this topic to provide regular agenda items in the future.

Wellbeing, Health & Safety Strategy & Governance NRW B B 20.15

20. The Executive Director for Organisational Development and People Management welcomed Andrew Johnson to the meeting who provided the Board with a presentation, outlining the proposals for the strategy, governance framework and policy documents.

21. The Board discussed with the following feedback noted:

- Hywel Davies as Board Champion for Wellbeing, Health and Safety commented that if we are to be an exemplar organisation, the wellbeing and safety of our staff needs to be at the forefront of our thinking and commitments.

- It was noted the Remuneration Committee had provided input to the proposals at its last meeting
 - NRW has an overriding responsibility and legal obligation for the wellbeing of staff whilst at work and the Board discussed the extent to which there is a wider responsibility for communities beyond NRW direct service provision. It was agreed that there would be some re-drafting to reflect the agreed understanding
 - Some finessing around the aims in annex 1, as well as incorporating messages from the Roadmap were also suggested
 - Measurable outcomes are required to enable a vision of targets and ambition.
 - Lessons should be learned from the recent staff survey and incorporated.
22. The Board agreed the proposals for the strategy, governance framework and policy subject to the agreed amendments.

Strategic Equalities Plan NRW B B 21.15

23. The Executive Director for Organisational Development and People Management introduced the paper to the Board asking for agreement to publish the Equality Annual Report 2014/15 and Strategic Equality Plan 2015/19.
24. It was noted that Madeleine Havard and the Chief Information Officer as Board Champions and the Chair of the staff LGBT group had provided input to the paper.
25. The Board discussed the paper with the following feedback:
- Annual Report provided a baseline but that for some areas there is further work to do to understand the current position and that the full functionality of MyNRW will support this development
 - The Board discussed whether diversity, as distinct from equality, should be more explicitly referenced and it was explained that the legislation provides the starting point
 - The Board agreed that diversity as an aim in itself will help to ensure that NRW provides services that meet the range of needs of the communities of Wales
26. The Board agreed the paper and extended thanks to the team.

Welsh Language Standards NRW B B 22.15

27. The Executive Director for Organisational Development and People Management introduced the paper to inform the Board of the forthcoming Welsh Language Standards and ongoing work to ensure compliance when the Standards are imposed.
28. The Board noted the paper with the following feedback:

- Important to increase understanding that the Welsh Language is a natural resource and an important component of our organisation.
- The Board welcomed the progress against our current Welsh Language Scheme and accepted the assurance that the standards that are likely to be set will further embed this progress

Update from the Chairman (verbal)

29. The Chairman gave an update of meetings attended and reported on activities under the four pillars of Natural Resource Management in addition to meeting the Minister and conducting Board member appraisals:

Environment

- JNCC Review and Council

Economy

- BEST Minister
- British Water

Knowledge

- Webinar for Anglia Ruskin University

Report from Executive Director for Communications (verbal)

30. The Director for External Relations and Communications provided the Board with an update on recent communications within NRW including:

- Further embedding of the NRW Roadmap including the next stage of employee engagement.
- MyIdea was launched with a good response from staff so far in terms of ideas submitted.
- The Code of Conduct is finalised and will be launched soon
- The Success for Less campaign to support the overall efficiency programme will be initiated early in the new financial year
- Initial work on a recognition scheme to help reward staff contribution has been undertaken

Report from Committees

Remuneration Committee

31. The Remuneration and Transformation Committee met on the 20 March and discussed a draft policy on individual voluntary exits, job evaluation, the People Survey and the proposals discussed by the Board on Wellbeing Health and Safety. Minutes will be submitted to the next Board meeting for formal ratification.

ARAC Committee

32. The Audit and Risk Assurance Committee met on the 20 March and welcomed Madeleine Havard as a new member.
33. A 25 item agenda was discussed with topics ranging from an IDB update, through Cyber threats to operational risk registers. The minutes from the meeting will be submitted for formal ratification at the next Board Meeting.

FRMW Committee

34. There have been no FRMW meetings since the last Board, but there is a sub-group meeting planned in April to discuss the Welsh Government's Sustainable Urban Drainage consultation and feedback from a recent Ministerial meeting.
35. As reported at the last Board meeting, the Welsh Government review of FRMW is underway.
36. Responsibility of the 3 IDBs in Wales will be with NRW from the 1 April, and 20 IDB staff will be joining the organisation on that date.
37. Recently staff have been involved in a major joint exercise to test the strategic response to a coastal surge incident in South Wales. Exercise Megacyma proved useful and was judged to be successful, and a lessons learnt report will be produced shortly.

Protected Sites Committee

38. The Protected Sites Committee met to discuss the designated sites paper submitted to the Development Board Meeting and are currently planning a schedule of future meetings.

Updates from Board Groups (written)

39. The Board Groups are currently in the process of scheduling future meetings based on the issues that require input prior to full consideration by the Board

Forward Look

40. The Board agreed the Board Contingency Day on the 10 June would not be utilised and the next full Board meeting will be in Swansea on the 6 and 7 May.

Any Other Business

41. The Chairman extended thanks and best wishes to Graham Hillier, Executive Director Operations South who will be leaving NRW shortly.

42. The Chairman closed the meeting.