



**Cyfoeth
Naturiol
Cymru
Natural
Resources
Wales**

Ein cyf/Our ref:
Eich cyf/Your ref:

Ty Cambria / Cambria House
29 Heol Casnewydd / 29 Newport Road
Caerdydd / Cardiff
CF24 0TP / CF24 0TP

Ebost/Email:
Emyr.roberts@cyfoethnaturiolcymru.gov.uk
Emyr.roberts@naturalresourceswales.gov.uk

Ffôn/Phone:
0300 065 4444

Alun Ffred Jones AM
Chair, Environment and Sustainability Committee
National Assembly for Wales
Cardiff Bay
Cardiff
CF99 1NA

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Annwyl Alun,

NRW Annual Scrutiny – Additional information

As we agreed to provide during NRW's annual scrutiny session on 6 May, please find below additional information on the following areas:

- a diagram outlining the relationship between different elements of the legislative framework, including water basin plans, national park plans and forest plans;
- further details on the role of NRW as a statutory adviser within the planning system, including any legal advice that the committee has received on the matter;
- a breakdown by legacy body of staff who have left through the voluntary exit scheme; and
- an explanation of the effect of the £7 million reduction in the 'good for the environment' budget in 2015-16.

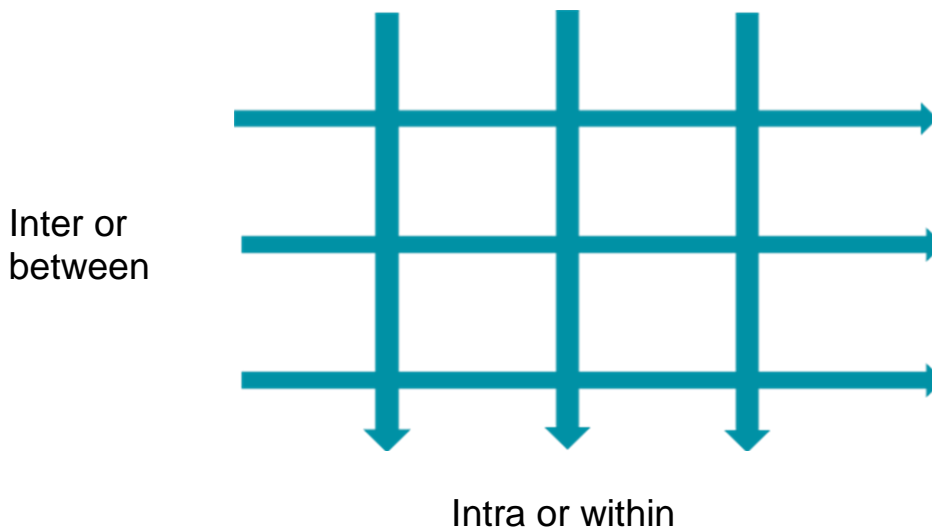
Cofion cynnes,

**Emyr Roberts
Prif Weithredwr
Chief Executive**

1. Diagram

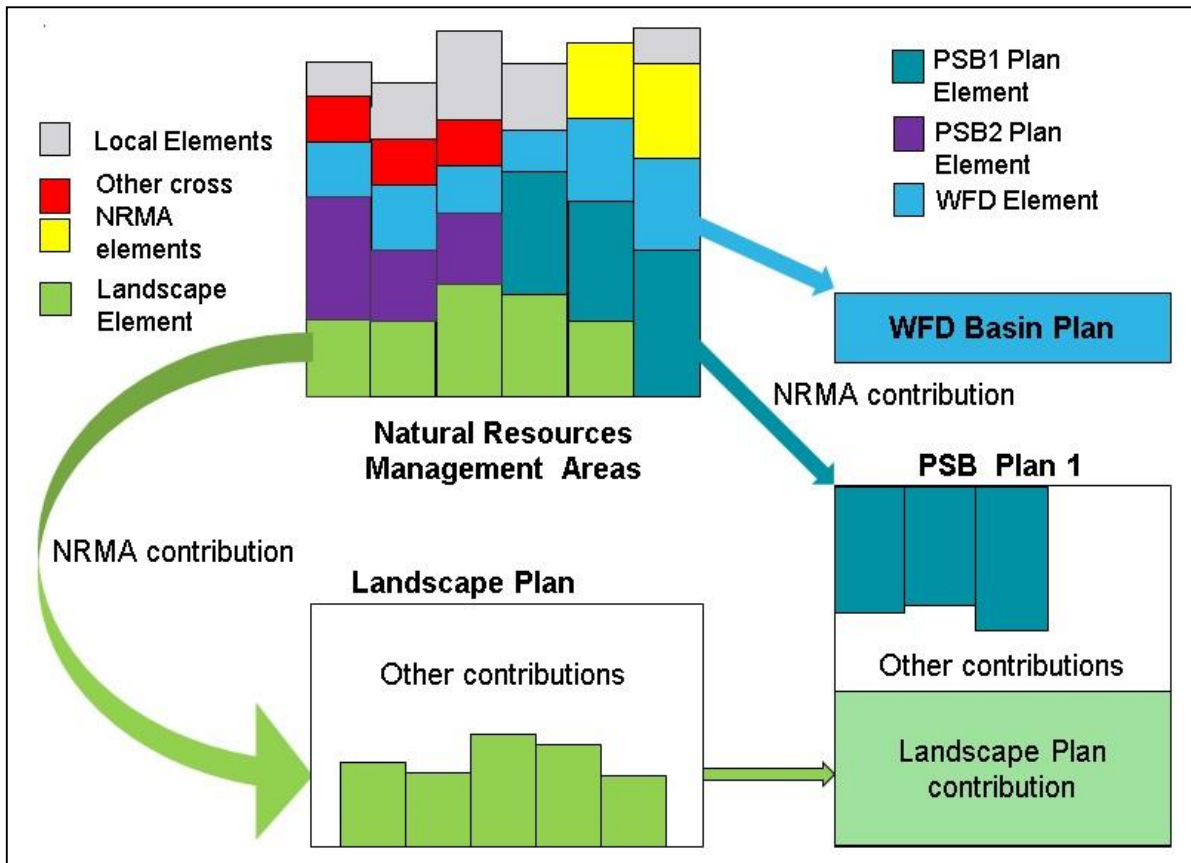
Catchments are the natural engines of the environment and make a logical basis of Natural Resource Management Areas (NRMA). The NRMA Statements will contain local issues and regional, cross boundary contributions to other plans. Here is a model which helps explain the different relationships, using six adjacent catchments with different needs which demonstrate how plans will vary.

A Model for Catchments as NRMAs



Stylised Example of a Cluster of Six Adjacent Catchment-Based Natural Resources Management Plans

- All Contribute to one WFD Basin Plan
- Five contribute to one Designated Landscape Plan
- Three contribute to one PSB 1 Plan (shown for illustrative purposes in the diagram)
- Three contribute to another PSB Plan
- The Landscape Plan also contributes to PSB Plan
- Five have got unique local features which do not appear in any other plans
- Each NRMA statement can contribute to other wider plans shown as cross NMRA elements



2. Legal Advice

Following consideration of the Committee's request for sight of the legal advice on the role of NRW in the context of the Town and Country Planning regime, the advice I have received is that as advice of this nature is subject to the principle of legal professional privilege, if NRW were to provide the actual advice this would lead to a weakening of confidence in this principle. This position is reflected amongst public bodies in general that the principle of legal professional privilege should always be upheld save in exceptional circumstances.

I am also mindful that whilst the legal advice sets out NRW's general role as a statutory adviser within the planning system, it does also provide advice in the context of specific planning cases. Again, the principle of legal professional privilege is relevant as disclosure of this case specific advice may prejudice NRW's future legal interests.

The Committee may wish to look at the advice which was provided in the NRW Board paper of 18 December 2013, and in particular paragraph 17, which summarises the opinion of the QC on the principles which NRW should adopt.

3. Voluntary Exit Scheme

VES Legacy Body Breakdown			
Legacy Body	VES 2013/2014	VES 2014/2015	
EAW	59	25	84
CCW	41	21	62
FCW	26	12	38
Total	126	58	184

4. An explanation of the effect of the £7 million reduction in the 'good for the environment' budget in 2015-16.

The change in the 'Good for ... ' programme budgets for 2015-16 compared with 2014-15 is largely due to the way in which costs, primarily staffing, have been attributed across the various activities. In setting up NRW there was no one system for categorising the work of the new organisation, and this has been refined over time.

For example, the Good for Knowledge theme, which is responsible for the development of the natural resource management approach, saw an apparent increase (181) in the number of staff involved, which approximately corresponds to the apparent reduction (157) in staff numbers seen in the Good for Environment theme in 2015-16. Natural resource management is our principal approach to progressing our contributions to sustainable development, and the different allocation of this resource does not represent a reduction in the budget for our environmental work.

It should also be noted that across all of our Good for programmes there will be multiple benefits for the environment, people and the economy, so any estimates will always need a degree of caution when estimating benefits from a particular programme of work.

5. Roadmap

I attach a copy of our Roadmap with this letter.

Our roadmap for developing Natural Resources Wales






Proud to be leading the way to a better future for Wales by managing the environment and natural resources sustainably

Why NRW exists:

Our environment and natural resources are under pressure from climate change, loss of biodiversity, the need to create and maintain jobs and the need to produce energy. New sustainable and joined-up solutions must be found to the challenges we face. NRW must lead the change needed now and in the future so that Wales' environment and natural resources are sustainably maintained, enhanced and used.

Learning from our history:

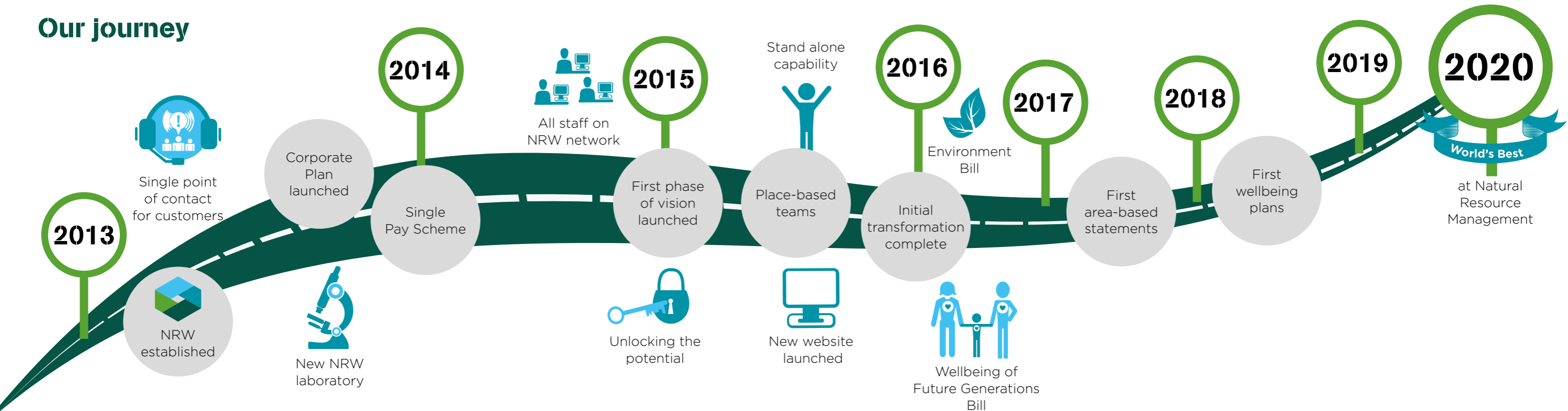
We are a young organisation with a clear purpose. We are building on the successes and strengths of the bodies that preceded us. Together, as one organisation, we can achieve much more to build a prosperous and sustainable future for Wales.

- ...good for knowledge**  Use evidence to make decisions and always be open and explain what we are doing and why. Evidence we develop will be shared so it can be used by others.
- ...good for business**  Support businesses to create prosperity and jobs, while using the environment and our natural resources in a responsible way.
- ...good for the environment**  Manage the environment in an integrated way, ensuring our ecosystems are resilient, wildlife and landscapes are enhanced and natural resources used wisely.
- ...good for people**  Help keep people safe and healthy and encourage them to understand, enjoy and benefit from the natural resources around them.
- ...good organisation**  Be an exemplar of public service delivery, operating efficiently and being a great place to work.

Turning vision into reality with our transformation portfolio



Our journey



Our values

- passionate and ambitious
- trusted and professional
- disciplined and focused
- common sense
- responsible and accountable

Turning Our Values into Behaviours

Passionate and ambitious about our work and the positive impact we will have



- We respond positively to change and understand what it takes to respond to changing needs.
- We take pride in doing a good job.
- We actively seek new ideas and approaches from both inside and outside NRW.
- We seek to innovate in our work and find creative solutions to problems.
- We communicate and engage confidently and in a timely way about our work.

Trusted and professional in our relationships with stakeholders, staff and their representatives



- We do what we say we'll do.
- We are open and transparent in explaining our actions and decisions.
- We base our actions and decisions on the best available information.
- We respect the views of others and treat others as we would expect to be treated ourselves.
- We encourage and respond constructively to feedback.
- We trust others to deliver outcomes if they are best placed to do so.

Disciplined and focused in our prioritisation and delivery



- We are clear on our priorities and outcomes and how as individuals we help achieve them.
- We stop doing the things that do not fit with NRW's vision and priorities.
- We constantly check and challenge our actions and decisions against NRW's vision and purpose and the wider needs of the business.
- We work across teams, bringing together a diversity of skills and experience to solve problems and find better ways to do our work.

Taking a **common sense** approach to our work



- We work together and with others to find practical and pragmatic solutions, inside and outside the organisation.
- We set realistic and achievable goals and targets.
- We manage the expectations of our partners and customers and are clear about what we can achieve and when.
- We focus on the outcome and use minimum necessary process.

Being **responsible and accountable** for our actions



- We act to keep ourselves and others safe and well.
- We maximise value for money in everything we do.
- When we make mistakes, we learn from them and make improvements where we can.
- We understand our responsibilities and the responsibilities of others.
- We are accountable for our actions and decisions.
- We understand that our individual actions have an impact on the organisation as a whole.
- We take tough decisions where it's necessary.