**Agreed Changes: What it means for Business Groups and Enabling Services Directorates**

To manage the financial challenges faced by Natural Resources Wales (NRW), a review of work has been undertaken to prioritise the activities we undertake, reflecting our statutory duties, the priorities set out in our term of Government Remit Letter as well as the wellbeing objectives of the corporate plan.

The review considered what NRW can and should continue doing, what should be scaled back and what should stop.

Here is a brief outline of the agreed changes by the NRW Board for each Business Group and Enabling Service Directorate.

**Natural Resources Management (NRM) Business Group**

This business group facilitates the sustainable management of natural resources by using evidence and providing advice, to secure integrated environmental outcomes for biodiversity, land, water and marine. The group secures additional funding for projects and programmes like peatland restoration, designated sites management and water quality improvement by working with Welsh Government and external funding bodies.

The level of resource committed to some activities will scale back including outdoor access and recreation, grants delivery, strategic environmental policy and climate change. Some fisheries activity, strategic assessments, invasive non-native species programme, sustainable land management, and external funding will also see some changes in resource levels.  Work on Area Statements, well-being planning co-ordination and support and the green infrastructure programme will also be scaled back.

**Evidence Business Group**

This group is responsible for ensuring robust evidence collated from unique environmental data on Wales' natural resources, is available to decision-makers including those in government, local authorities, and the private sector. Under the proposals, activities which will continue are the management, analysis and assessment of monitoring data for freshwater, terrestrial, marine and waste. NRW will scale back on the level of resource committed to integrated evidence (social science, economics, statistics and operational research) and there will be reductions in knowledge & information activities.

We will no longer offer a physical library service and will look to develop partnerships to ensure that our physical knowledge resources such as books and manuscripts remain accessible to colleagues and the public.

We as an organisation regulate a wide range of site based and non-site-based activities including industry and waste, water quality and resources, forestry, fisheries species protection, and designated sites to ensure that people and the natural environment are protected.

There will be some small reductions in enforcement and some reductions in development of regulatory approaches (provision of evidence, advice and guidance). We will increase regulatory compliance capacity across water and maintain current levels for waste and industry compliance activities.

We will stop work on alternative market mechanisms, but will continue to develop out role as a regulator withing compliance and nature markets.

**Flood Risk Management Business Group**

This group is responsible for setting out how NRW manages and responds to flood risk. It operates and manages existing flood assets, provides a flood warning system, regulates reservoir safety, provides advice and guidance to planning authorities, models and predicts flood risk, and provides a plan, respond and aid service during flood events.

No changes to structures are included, but a separate review is underway to look at ways of working and organisational arrangements to realise greater efficiencies and opportunities for integrating flood more closely with other services, for example Land Stewardship.

**Incident Management Business Group**

This group leads on NRW’s preparedness for, and response to, incidents and emergencies.  It co-ordinates activities on planning, training and exercising for events and sets out guidance and procedures for incident response and recovery. Our incident capabilities include the 24-hour Incident Communications Centre (ICC) to respond to calls and activate responses using duty officers and standby staff.

The ICC will continue to operate, but will be merged with the Customer Hub

Work is already underway to review our approach to pollution incident management, with greater interrogation and synthesis of evidence and data to allow us to focus our efforts of those sectors and areas which are having the greatest impact on our environment. We will be adopting a higher tolerance of risk which means we will be looking to reduce the number of low category incidents we respond to as well as proposing other changes to our incident service which allow more time to deal with those issues that will help us achieve our wellbeing objective to minimise pollution.

**Communications, Customer, Commercial Enabling Service Directorate**

The Communications, Customer and Commercial directorate (CCC) leads the organisations approach and delivery of services related to for customer, communications, digital and translation functions. The Directorate leads all commercial activities – timber sales, windfarm development and other commercial agreements – and it leads on procuring and managing contracts in line with best practice.

We will scale back on our communications services and there will be some reductions or changes to the translation, customer, procurement and contracts, commercial land agents, business development, commercial business support, energy delivery governance, timber marketing and commercial development (sales and marketing).

We will no longer operate catering and retail provision at visitor centres, we will actively seek out partners to run these services. The sites will remain open for walking, biking, play areas, car parking and toilet provision.

**Corporate Strategy and Development Enabling Service Directorate**

This directorate sets the strategic direction for the organisation through the corporate plan and the performance management framework, including setting the annual business plan. It develops policies and provides the tools to enable delivery across NRW for staff to carry out their day-to-day work and for the organisation to function. The services delivered are: legal services, people management, people development and wellbeing, governance & board secretary, corporate strategy and PMO (Programme Management Office)**.**

There will be some reductions or changes to the services provided within governance and risk, staff engagement, corporate planning and performance management, HR support & recruitment.

All central co-ordination and provision of continuous improvement tools will stop.

**Finance & Corporate Services Enabling Services Directorate**

This directorate provides central support and coordination services that enables NRW to operate efficiently. It sets policies and provides tools for staff, covering areas such as ICT, finance, business support services, NRW2030 (a programme of work to streamline processes to reduce the burden on staff), and internal audit and Environmental Management Systems (EMS).

The NRW2030 portfolio will provide the organisational focus on driving improvements to efficiency and effectiveness .

There will be reductions in the level of service in finance and fleet & facilities.

No services will stop under these proposals although it is anticipated there will be changes to what is offered.