

Y Pwyllgor Amgylchedd a Chynaliadwyedd

Environment and Sustainability Committee



Dr Emyr Roberts
Prif Weithredwr
Cyfoeth Naturiol Cymru

3 Mehefin 2014

Annwyl Emyr

Sesiwn dystiolaeth Cyfoeth Naturiol Cymru ar 7 Mai – gwybodaeth bellach

Hoffai'r Pwyllgor ddiolch ichi a'r Athro Peter Matthews am ddod i'n cyfarfod ar 7 Mai i drafod y cynnydd a wnaed gan Cyfoeth Naturiol Cymru yn ystod y flwyddyn gyntaf ers iddo gael ei sefydlu. Yn ystod y sesiwn, codwyd nifer o faterion a byddem yn ddiolchgar pe gallech ddarparu gwybodaeth bellach yn eu cylch. Diolch ichi am y wybodaeth a ddarparwyd eisoes mewn perthynas â rhagweld llifogydd a Llwybr Arfordir Cymru – mae'r wybodaeth hon wedi cael ei dosbarthu i Aelodau'r Pwyllgor.

Byddem yn ddiolchgar pe gallech roi'r wybodaeth ddiweddaraf ynghylch pryd yr ydych yn disgwyl i'r strwythur staffio gael ei gwblhau, gan gynnwys cynnydd o ran ymgorffori'r Byrddau Draenio Mewnol, yn enwedig o ran y trefniadau ar gyfer gweithrediadau traws-ffiniol a sicrhau ymgysylltiad parhaus tirfeddianwyr lleol.

Yn dilyn y cwestiynau a godwyd gan Antoinette Sandbach a Julie Morgan, byddem yn gwerthfawrogi eglurhad o'r prosesau sydd ar waith i ddarparu cyngor i Lywodraeth Cymru. Byddai'n ddefnyddiol

cael manylion ynglŷn â sut y mae'r cyngor gan swyddogion arbenigol yn cael ei ddarparu i Weinidogion Cymru ac eglurhad ynghylch sut y mae cyngor o'r fath yn cael ei ddefnyddio/ei ddilyn e.e. mewn perthynas â'r cyngor a roddwyd ar gynigion ar gyfer yr M4 o amgylch Casnewydd.

Byddai hefyd yn ddefnyddiol cael eglurhad ynghylch cynlluniau i leihau gweithlu Cyfoeth Naturiol Cymru i 1,850. Yn ystod y sesiwn, dywedasoeh y byddai lleihau'r gweithlu i'r nifer hon yn creu bylchau sgiliau ac y byddai angen ailgydbwyso sgiliau o fewn y sefydliad – a wnewch chi egluro beth fyddai hyn yn ei olygu a sut yr ydych yn bwriadu cyflawni hyn? Byddem yn ddiolchgar pe gallech gyfeirio yn eich ymateb at sut y mae'r cynlluniau hyn yn rhoi ystyriaeth i ofynion adnoddau posibl y disgwylir iddynt ddeillio o Fil yr Amgylchedd a hefyd y meini prawf a ddefnyddir i benderfynu pa staff fydd yn cael eu derbyn ar gyfer diswyddo gwirfoddol.

Byddem yn ddiolchgar pe gallech roi rhagor o fanylion am ddatgysylltu'r systemau TG, a chadarnhad ynghylch a oes gennych syniad terfynol o'r costau a'r amserlenni cysylltiedig.

Unwaith eto, byddwch yn cofio bod yr Aelodau wedi crybwyll bod angen gwiriad annibynnol o'r broses o wahanu swyddogaethau, yn enwedig o ystyried y cynigion ar gyfer datblygu mwy o weithgareddau menter. Rwy'n deall bod y wybodaeth hon yn cael ei chasglu ac y bydd yn cael ei anfon atom yn fuan.

Byddem hefyd yn ddiolchgar pe gallech roi'r wybodaeth ddiweddaraf mewn perthynas â'r camau yr ydych wedi'u cymryd i wella pa mor gyflym yr ydych yn ymateb i ymgynghoriadau cynllunio ac erbyn pryd yr ydych yn disgwyl gweld y gwelliant.

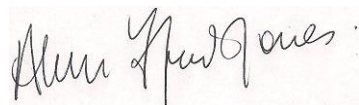
O ran materion yn ymwneud â mesur buddion nad ydynt yn arian parod sy'n gysylltiedig â'r Achos Busnes ar gyfer creu un corff amgylcheddol, byddem yn ddiolchgar pe gallech roi manylion ynghylch sut y cafodd buddion nad ydynt yn arian parod eu cyfrifo yn y flwyddyn ariannol ddiwethaf a sut yr ydych yn bwriadu cyfrifo a

chyflwyno buddion nad ydynt yn arian parod ar gyfer y flwyddyn ariannol bresennol ac yn y dyfodol.

Yn olaf, byddem yn ddiolchgar am eglurhad ynghylch y £3 miliwn o arbedion, yr arian a gariwyd ymlaen ac a yw hyn yn berthnasol i brosiectau a gafodd eu gwthio yn ôl ac y bydd angen eu hariannu eleni neu a yw'n ymwneud ag arbedion yr oedd yn ofynnol ichi ddod o hyd iddynt i ariannu pwysau ychwanegol eleni. Roedd y papur cyllid a gyflwynwyd i gyfarfod Bwrdd Cyfoeth Naturiol Cymru ar 3 Ebrill yn awgrymu ei fod o ganlyniad i arbedion ac nid tanwario; fodd bynnag, byddem yn ddiolchgar pe gallech gadarnhau hyn.

Edrychwn ymlaen at gael eich ymateb i'r cwestiynau hyn.

Yn gywir

A handwritten signature in black ink, appearing to read 'Alun Ffred Jones', written on a light-colored rectangular background.

Alun Ffred Jones AC

Cadeirydd y Pwyllgor Amgylchedd a Chynaliadwyedd



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CF99 1NA

19 Mehefin 2014

Annwyl Alun,

Sesiwn dystiolaeth Cyfoeth Naturiol Cymru 7 Mai – cais am wybodaeth bellach

Diolch i chi am eich llythyr dyddiedig 3 Mehefin lle gwnaethoch ofyn am wybodaeth bellach ar nifer o faterion a godwyd yn y cyfarfod Pwyllgor ar 7 Mai.

Mae fy llythyr yn darparu diweddariad ar bob un o'r pynciau yr ydych wedi gofyn am fwy o wybodaeth arnyn nhw.

1. Dyddiad disgwylidig ar gyfer cwblhau'r strwythur staffio

- Mae strwythurau ein Tîm Gweithredol a'n Tîm Arweinyddiaeth eisoes yn bodoli a byddwn cyn bo hir wedi cwblhau penodiad ein Haen Reoli. Yn ogystal, mae gwaith ar y gweill i ddatblygu'r strwythurau staff sy'n weddill mewn ffordd a fydd yn cyflawni ein hamcanion busnes, ac mae'r rhain yn cael eu hystyried yn unol â'n

hegwyddorion dylunio sefydliadol, h.y. timau yn seiliedig ar leoedd yn gweithio mewn cymunedau, gwneud pethau unwaith i Gymru ayyb. Mae'n bwysig cofio bod strwythurau yn esblygu'n barhaol a byddan nhw angen addasu a bod yn hyblyg er mwyn cwrdd â'n blaenoriaethau busnes sy'n newid yn barhaol.

- Fodd bynnag, strwythurau yw un rhan o'r ateb yn unig ac rydym yn ystyried ein ffyrdd o weithio er mwyn ategu trefniadau strwythurol yn ogystal. Gan weithio gyda rheolwyr a chydweithwyr undebau llafur, mae amryfal raglenni ar gyfer newid yn digwydd yn ystod y 3/6 mis nesaf. Mae rhai yn ailgynllunio llwyr o swyddogaethau gwaith ac maen nhw angen y drefn briodol er mwyn bod yn deg gyda staff; tra bod eraill yn adlinio syml o staff a thimau i reolwyr newydd.
- Felly, mae'n anodd bod yn hollol bendant ynghylch 'cwblhau' ein strwythur staffio, ond byddwn yn disgwyl cwblhau'r penodiadau i'n Haen Reoli erbyn diwedd Gorffennaf, a byddwn wedi cwblhau strwythurau eraill i raddau helaeth erbyn diwedd Medi 2014.

2. Cynnydd ar ymgorffori'r Byrddau Draenio Mewnol (BDMau), trefniadau ar gyfer gweithrediadau trawsffiniol ac ymgysylltu parhaus gyda thirfeddianwyr lleol

- Mae Cyfoeth Naturiol Cymru wedi sefydlu perthynas waith agos a chynhyrchiol gyda staff y tri BDM er mwyn trafod a datblygu trefniadau ar y cyd ar gyfer trosglwyddo staff, asedau a swyddogaethau.
- Ynglŷn â threfniadau trawsffiniol yn y dyfodol, rydym yn gweithio ar hyn o bryd mewn partneriaeth gyda BDMau Powys a Gwy Isaf, Asiantaeth yr Amgylchedd, Llywodraeth Cymru a Defra. Rydym yn sicrhau bod trefniadau yn bodoli ar gyfer 1 Ebrill 2015 ar gyfer cyflawni gwaith gweithredol yn gydgysylltiedig yng Nghymru ac ar ochr Lloegr o'r ffin yn ogystal. Bydd hyn yn adeiladu ar ddulliau presennol CNC, yr AA a'r BDMau tuag at reoli dŵr trawsffiniol.
- Mae angen trefniadau newydd ar gyfer llywodraethu ac ymgysylltu â rhanddeiliaid o 1 Ebrill 2015. O ganlyniad, mae Cyfoeth Naturiol Cymru yn cysylltu â Chadeiryddion presennol y tri BDM a staff y BDMau er mwyn datblygu trefniadau pwrpasol sy'n adlewyrchu'r materion unigol a blaenoriaethau'r cwsmeriaid ar gyfer pob un o'r Rhanbarthau Draenio Mewnol y bydd CNC yn eu gweinyddu o fis Ebrill nesaf.

3. Esboniad ar y mecanweithiau sy'n bodoli ar gyfer darparu cyngor i Lywodraeth Cymru

- Mae'r protocol ar gyfer cynghori Llywodraeth Cymru yr un fath, beth bynnag yw maes y pwnc, h.y. cynllunio neu unrhyw faes arall. Mae cyngor ar gyfer y Gweinidog yn dod yn bennaf o weision sifil Llywodraeth Cymru, ac rydym yn eu cynghori; naill ai drwy fewnbwn uniongyrchol i ddatblygu polisi pan mae swyddogion yn gofyn, trafodaethau drwy grŵp cyfeirio/byrddau rhaglen, fforwm polisi ayyb, neu

drwy ddarparu gwybodaeth er mwyn hwyluso eu hymatebion i Gwestiynau'r Cynulliad.

- Fel rheol, gofynnir am gyngor yn uniongyrchol i'r Gweinidog drwy ein cyfarfodydd rheolaidd gyda'r Gweinidog, ac wedi'i gyflwyno trwof i.
- 4. Sut mae cyngor gan swyddogion arbenigol yn cael ei ddarparu ar gyfer Gweinidogion Cymru. Esboniad sut mae cyngor o'r fath yn cael ei ddilyn ac yn benodol, sut y darparwyd cyngor ar gynigion ar gyfer yr M4 o gwmpas Casnewydd**
- Mae CNC yn darparu cyngor i Lywodraeth Cymru drwy ein swyddogaeth fel ymgynghorai statudol.
 - Mewn perthynas ag ymgysylltiad CNC gyda Gweinidogion Cymru a Llywodraeth Cymru ar y Cynllun drafft ar gyfer Coridor yr M4 o gwmpas Casnewydd, gwnaethom ymateb ym mis Rhagfyr 2013 gan ddarparu ein cyngor arbenigol ar y Cynllun drafft a'i Asesiad Amgylcheddol Strategol (AAS) a'i Asesiad Rheoliadau Cynefinoedd (ARhC) cysylltiedig. Roedd yr ymatebion hyn wedi'u rhoi i Arup, a oedd yn rheoli'r ymgynghoriad ar ran Llywodraeth Cymru.
 - Mae Llywodraeth Cymru wedi cynnal nifer o gyfarfodydd o'r Grŵp Cyswllt Amgylcheddol ers Gorffennaf 2013, ac mae Cyfoeth Naturiol Cymru wedi'u mynychu, gan ddarparu cyngor technegol fel bo'n briodol. Yn ychwanegol, cawsom nifer o gyfarfodydd gydag Arup, sy'n gweithio ar ran Llywodraeth Cymru er mwyn darparu cyngor technegol penodol mewn meysydd ecoleg a chadwraeth natur, risg llifogydd a chynllunio. Mae'r cyngor hwn wedi cael ei ddarparu 'heb ragfarn' i unrhyw benderfyniad gan Lywodraeth Cymru i symud y cynllun drafft ymlaen.
 - Fel gyda holl ymatebion CNC i gwsmeriaid allanol, rydym yn ymgynghori'n eang yn fewnol ar gyfer mewnbwn arbenigol ac yn ei grynhoi i ddarparu ymateb 'un llais'.
 - Ochr yn ochr â'r cyngor a ddarparwyd mewn cyfarfodydd, rydym yn ogystal wedi darparu cyngor ysgrifenedig penodol mewn perthynas ag ymgynghori ar ofynion arolygon a methodolegau ar gyfer nifer o arolygon ecolegol, unwaith eto ar sail 'heb ragfarn'. Mae ein holl ymatebion angen cael eu harwyddo gan uwch reolwr.
 - Felly, bu ein cysylltiad ar gynigion yr M4 gyda swyddogion Llywodraeth Cymru a'u prif ymgynghorwr (Arup) yn hytrach na gyda Gweinidogion Cymru.
- 5. Esboniad ar gynlluniau i leihau ein gweithlu i 1,850**
- Rydym wedi ein hymrwymo i leihau nifer ein gweithlu i 1,850, sy'n unol â'r achos busnes gwreiddiol. Fodd bynnag, dylai gael ei gydnabod nad oedd y ffigwr

gwreiddiol o 1,850 yn ystyried rhai o'r swyddogaethau ychwanegol a staff a oedd wedi trosglwyddo i CNC, er enghraifft Labordy Llanelli.

6. Bylchau mewn sgiliau o ganlyniad, ac ail-gydbwyso sgiliau i reoli hyn

- Ymgwymerwyd ag archwiliad sgiliau yn ein blwyddyn gyntaf o weithredu a oedd yn nodi lle'r oedd ein talent a'n profiad, ac er mwyn ein galluogi i gynllunio strategaethau dysgu a datblygu a strategaethau recriwtio fel ei gilydd. Gwnaethom nodi bylchau mewn sgiliau, yn arbennig felly mewn perthynas â rhai o'r gwasanaethau arbenigol a oedd yn cael eu darparu o'r blaen gan un ai staff yn Asiantaeth yr Amgylchedd neu Comisiwn Coedwigaeth Prydain Fawr. Rydym yn parhau i weithio gyda'r meysydd busnes er mwyn deall yr angen a datblygu ffyrdd er mwyn cynnal ein gwybodaeth yn fewnol. Yn gyfochrog â hyn, rydym yn archwilio cyfleoedd ar gyfer cynlluniau lefel mynediad a phrentisiaethau ar gyfer CNC, ac rydym yn datblygu cysylltiadau gyda sefydliadau academaidd a darparwyr er mwyn lliniaru'r bylchau presennol hyn.
- Bu nifer o staff yn ymadael o CNC drwy ein cynllun ymadael gwirfoddol cyntaf (2013/14). Roedd y meini prawf a ddefnyddiwyd yn rhoi blaenoriaeth ymadael ar gyfer ein Gwasanaethau Corfforaethol. Yn dilyn datblygu ein Cynlluniau Corfforaethol a Busnes (sy'n cynnwys cynllun gweithlu lefel uchel ar gyfer CNC), mae gennym yn awr gynlluniau gweithlu ar gyfer pob maes o'r busnes, a bydd y cynlluniau hyn yn sbarduno ein recriwtio, ein dysgu a'n buddsoddiad datblygu.

7. Sut mae'r cynlluniau hyn yn ystyried gofynion adnoddau posibl a ddisgwylir gan Fil yr Amgylchedd

- Bydd newidiadau ym mhroffil ein gweithlu yn cael ei sbarduno gan ffactorau lluosog yn cynnwys newidiadau i bolisi Llywodraeth Cymru a gofynion newydd a roddwyd arnom ni. Mae hyn yn golygu ein bod angen cynnal datblygiad proffesiynol parhaus ar gyfer yr holl staff a sicrhau bod ein diben craidd yn cael ei ddeall yn dda. Rydym, er enghraifft, wedi bod yn cynnal gweithdai a gafodd eu mynychu'n dda ar y dull rheoli ar lefel yr ecosystem.
- Rydym wedi bod yn gweithio gyda Llywodraeth Cymru er mwyn deall gofynion CNC o ran adnoddau yn dilyn Bil arfaethedig yr Amgylchedd (Cymru). Rydym hefyd yn gweithio gyda Llywodraeth Cymru i sefydlu ym mhle y gallai cynlluniau amgylcheddol cyfredol gael eu stopio, eu symleiddio neu eu cynnwys o fewn yr ymagwedd ardal-seiliedig newydd tuag at reolaeth adnoddau naturiol integredig. Rydym wedi clustnodi angen tymor byr ar gyfer adnoddau wrth inni fuddsoddi yn y trawsnewid tuag at ffyrdd newydd o weithio ac ymagwedd mwy integredig; rydym wedi diogelu arian gan y Gronfa Natur i gefnogi'r gwaith trawsnewid.

8. Meini prawf sy'n cael eu defnyddio er mwyn penderfynu pa staff sy'n cael eu derbyn ar gyfer ein cynllun ymadael gwirfoddol

- Mae ein cynllun ymadael gwirfoddol yn fecanwaith pwysig er mwyn cyflawni ein ffigur o 1,850 o staff. Bydd unrhyw staff sy'n ymadael drwy'r cynllun hwn yn amodol ar feini prawf sgorio, a fydd yn cynnwys asesiad o'r effaith o golli sgiliau a phrofiad a chynllunio ar gyfer olyniaeth. Bydd ein cynlluniau gweithlu manwl yn sbarduno'r broses ar gyfer ein rownd nesaf o ymadael gwirfoddol. Ni fydd staff yn cael eu rhyddhau lle mae'r sgiliau a'r profiad yn cael eu hystyried yn hanfodol i'r busnes ac ni ellir eu darparu mewn ffordd wahanol.

9. Manylion pellach ar ddatgysylltu systemau TG a chadarnhad o fynegiant terfynol y costau a'r amserlenni cysylltiedig

- Mae datgysylltu systemau TG yn mynd yn ei flaen yn unol â'r amserlen ac o fewn y cyllidebau a ragwelwyd. Ar hyn o bryd, mae 800 o staff CNC ar offer a systemau newydd CNC, a bydd holl staff CNC yn cael eu symud ar offer CNC erbyn diwedd y flwyddyn galendr. Yna, bydd gwaith yn parhau i ddileu'r ddibyniaeth ar y rhan fwyaf o'r gwasanaethau TGCh sy'n cael eu darparu gan y cyrff sy'n bartneriaid yn ystod 2015/16, gydag ychydig o wasanaethau gweddilliol yn aros lle mae'n fuddiol i'r naill ochr a'r llall. Cyfanswm y gost ar gyfer gwaith datgysylltu yn 2013/14 oedd £ 9.7m a'r gost a ragwelwyd ar gyfer 2014/15 yw £14.2m.
- Yn ogystal, mae'r buddion cysylltiedig â'r datgysylltu ar y trywydd iawn.

10. Angen am wirio annibynnol ar wahanu swyddogaethau, yn arbennig felly o ystyried y cynigion ar gyfer datblygu mwy o weithgareddau menter

- Rydw i'n cynnwys dogfen gyda'r llythyr hwn sy'n amlinellu ein hymateb gweithredol, drwy ddefnyddio dylunio trefniadol ac offerynnau eraill, er mwyn ein cynorthwyo i gyflawni ein swyddogaethau lluosog yn dryloyw ac yn deg. Mae'r trefniadau hyn yn amodol ar adolygiad rheolaidd gan ein Bwrdd, yn cynnwys ei Bwyllgor Archwilio a Sicrhau Risg, er mwyn sicrhau eu bod yn parhau'n addas i'r diben.

11. Camau gweithredu a gymerwyd er mwyn gwella amseroedd ymateb i ymgynghoriadau cynllunio, pa bryd rydym yn disgwyl gweld gwelliannau

- Rydym wedi bod yn gweithio gyda chrynhoad o brosesau etifeddol er mwyn darparu un llais a rheoli ein baich gwaith parhaus; ac mae ein gweithlu wedi cwrdd â'r her sylweddol o ddod â gwasanaethau cyngor y tri chorff etifeddol at ei gilydd. Yn ogystal, rydym wedi gweld cynnydd sylweddol yn ein llwyth gwaith Prosiect Seilwaith Cenedlaethol ei Arwyddocâd (PSCA), ac wedi addasu'n llwyddiannus iddo; nifer sylweddol o ymgynghoriadau Cynllun Datblygu Lleol; a nifer o achosion cynllunio eraill gyda phroffil uchel.
- Buom yn datblygu'r model gweithredol ar gyfer y Gwasanaeth Cynllunio yn CNC. Er enghraifft, rydym wedi sefydlu model llywodraethu cenedlaethol mewn perthynas â darparu a chyflawni cyngor i'r system gynllunio. Mae'r Bwrdd Cyflawni Cyngor

Cynllunio Datblygiadau yn awr yn darparu'r "Pennaeth Busnes" ar gyfer gwasanaeth cynllunio cenedlaethol CNC, yn darparu perchnogaeth prosesau, blaenoriaethu gwellhad a chysondeb, rheoli trawsnewid ac yn darparu'r cyfeiriad a'r llywodraethu sydd eu hangen.

- Yn ogystal, rydym wedi datblygu amcanion strategol ar gyfer ein cyngor cynllunio. Mae hyn yn allweddol ar gyfer sicrhau sefydlu dull cadarnhaol a'r ymgysylltiad rhagweithiol gyda'r system gynllunio fel ffordd bwysig o gyflawni datblygiad cynaliadwy, rheoli adnoddau naturiol a chanlyniadau cadarnhaol ar gyfer etifeddiaeth naturiol Cymru. Yn ogystal, mae hyn wedi hwyluso i adlinio ein dulliau yn y dyfodol i newidiadau allanol a gynigiwyd, er enghraifft y rhai hynny a amlinellwyd yn Cynllunio Cadarnhaol.
- Rydym wedi recriwtio staff ac wedi llenwi swyddi gwag ac wedi dod ag arbenigedd technegol ychwanegol er mwyn cefnogi meysydd lle mae galw uchel ar arbenigwyr technegol, e.e. tirwedd. Mae ein Cyfarwyddiaeth Gweithrediadau'r De newydd adlinio ac integreiddio ei hadnodd rheoli achosion cynllunio i ddau dîm (o 9), un yn cynnwys y de-ddwyrain ac un yn cynnwys y de-orllewin; bydd ein Cyfarwyddiaeth ar gyfer Gogledd a Chanolbarth Cymru yn adlinio'n ogystal.
- Rydym wedi ymgymryd â dadansoddiad manwl o'r prosesau ac wedi datblygu atebion. Mae'r crynhoad cymhleth presennol o brosesau etifeddol wedi cael ei ddadansoddi ac mae meysydd allweddol ar gyfer gwellhad wedi cael eu nodi, atebion ar gyfer gwellhad mewn prosesau wedi'u dyfeisio, a ffyrdd gwell o weithio wedi cael eu cytuno.
- Rydym wedi gosod targedau ar gyfer amseroedd ymateb gwell ar ein cyfer, ac rydw i'n hyderus y bydd gwellhad amlwg yn ystod y chwe mis nesaf.

12. Sut yr oedd buddion heb fod yn arian parod wedi cael eu cyfrifo yn y flwyddyn ariannol ddiwethaf / sut yr ydym yn bwriadu cyfrifo a chyflwyno buddion heb fod yn arian parod ar gyfer y flwyddyn ariannol bresennol ac yn y dyfodol

- Yn bennaf, y budd heb fod yn arian parod a wireddir yw gwerth amser staff yr ydym yn eu rhyddhau drwy wella cynhyrchiant a lleihau ymdrech wastraffus. Rydym yn creu'r arbedion effeithlonrwydd hyn gyda phrosiectau gwella busnes sy'n symleiddio'r prosesau ac yn eu canolbwyntio fwy ar y cwsmer. Bydd y prosiectau hyn yn dechrau cyflawni gwelliannau yn ystod 2014/15 ac ymlaen. Er enghraifft, bydd gwaith i symleiddio casglu samplau dŵr yn gwneud y broses honno 20% yn fwy effeithlon ac ymhen amser yn rhyddhau amser staff sy'n gyfwerth â saith swydd amser llawn. Bydd hyn yn cynyddu ein gallu ar gyfer gwaith arall gyda blaenoriaeth. Yn yr un modd, roedd newidiadau cynnar yn 2013/14 yn rhyddhau amser staff a oedd yn werth oddeutu £0.5M y flwyddyn.

- Rydym yn rheoli'r holl fuddion gwirioneddol a chynlluniedig drwy ddefnyddio cofrestr buddion, ac rydym yn tracio cyflawniad buddion heb fod yn arian parod drwy gerdyn sgorio buddion, ac yn y pen draw, drwy ein hysbysfwrdd corfforaethol.

13. Esboniad ar y £3 miliwn o arbedion

- Roedd yr arbedion o £3m yn ostyngiadau ac arbedion yn y gyllideb a gafodd eu targedu ac nid tanwariant. Cymerwyd y cam gweithredu hwn er mwyn cwrdd â phwysau yn y gyllideb yn ein rhaglen Peirianeg Sifil ar gyfer Ffyrdd mewn Coedwigoedd a chostau mewn perthynas â thrawsnewid o seilwaith TGCh a chymwysiadau Awdurdod yr Amgylchedd. Fel rhan o'r ymarfer hwnnw, roeddem yn targedu gwarged cyllidol ar ddiwedd y flwyddyn yn ogystal, er mwyn helpu i gwrdd â phwysau ariannol yn 2014-15.

Gobeithiaf fod hyn yn eich darparu gyda'r wybodaeth bellach yr oeddech yn chwilio amdani. Pe byddech angen unrhyw eglurhad pellach ar y rhain, neu ar unrhyw faterion eraill, mae croeso i chi gysylltu â mi.

Yn gywir,



Emyr Roberts

**Prif Weithredwr
Chief Executive**



**Cyfoeth
Naturiol
Cymru**
**Natural
Resources
Wales**

Delivering our Multiple Roles as a Land Manager, Statutory Adviser and Regulator (Version 1) –

*Integrated decision making supported
by transparency and accountability*

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1. Introduction and Purpose

It was a deliberate and strategic decision by the Welsh Government to establish Natural Resources Wales (NRW) with multiple land management, advisory and regulatory roles. This decision reflected an aspiration to create a new and innovative approach to deliver integrated natural resource management, whereby a single organisation has at its disposal a range of tools and roles to better achieve positive outcomes for people, the environment and the economy.

This document establishes the context for our multiple roles, as well as acknowledging the challenges that these roles give us in two main areas. First, with regard to transparency of our own responsibilities as an organisation that directly delivers services, especially as a land manager - an 'operator' - in our own right. And second, in respect of our statutory responsibilities, where legislation and case law means that we are required to organise our delivery with particular requirements in mind.

The purpose of the document is to establish clarity and transparency for external stakeholders and customers. We describe our organisational design and operational responses established to achieve these objectives. They are all designed to support the decision to establish a new approach towards the delivery and facilitation of integrated natural resource management, through the creation of Natural Resources Wales.

2. Our Purpose and Roles as an organisation

The Establishment Order states the purpose of Natural Resources Wales is to ensure that the environment and natural resources of Wales are:

- (a) sustainably maintained;
- (b) sustainably enhanced; and
- (c) sustainably used.

(2) In this article –

(a) “sustainably” (“yn gynaliadwy”) means –

- (i) with a view to benefitting, and
 - (ii) in a manner designed to benefit, the people, environment and economy of Wales in the present and in the future;
- (b) “environment” (“amgylchedd”) includes, without limitation, living organisms and ecosystems.

Our purpose requires a balance to be struck and does not ascribe weight to any aspect (e.g. the environment or the economy) in preference to another. However, we have a duty to implement existing legislation and whilst it informs our approach, we must also have due regard to our purpose and use discretion and judgement in the application of specific legal requirements.

The ‘Functions Order’ transferred many duties and functions from the existing legislation and our roles can be summarised as follows:

Regulator: protecting people and the environment including marine, forest and waste industries, and prosecuting those who breach the regulations that we are responsible for

Statutory Adviser: to some 9,000 planning applications a year and also in respect of Strategic Environmental Assessment, Habitats Regulation Assessments and Environmental Impact Assessment.

Land Manager (Operator): managing seven per cent of Wales' land area including woodlands, National Nature Reserves, water and flood defences, and operating our visitor centres, recreation facilities, hatcheries and a laboratory

Technical/Policy Adviser: principal adviser to Welsh Government, and adviser to industry and the wider public and voluntary sector, and communicator about issues relating to the environment and its natural resources

Designator: for Sites of Special Scientific Interest – areas of particular value for their wildlife or geology, Areas of Outstanding Natural Beauty (AONBs), and National Parks, as well as declaring National Nature Reserves

Responder: to some 9,000 reported environmental incidents a year as a Category 1 emergency responder

Partner, Educator and Enabler: key collaborator with the public, private and voluntary sectors, providing grant aid, and helping a wide range of people use the environment as a learning resource; acting as a catalyst for others' work

Evidence gatherer: monitoring our environment, commissioning and undertaking research, developing our knowledge, and being a public records body

Employer: of almost 1,900 staff, as well as supporting other employment through contract work.

For many of the activities we are involved in we may exercise more than one role, either simultaneously or sequentially. For instance, we may provide a local authority with advice as a statutory adviser in respect of a proposed development and then be required to consider an application for a permit under a regulatory regime for the same development.

For a range of our own land management activities and those undertaken by our contractors, we are also the regulator – the body responsible for granting permits, assessing compliance, investigating potential offences and taking enforcement action. We also act as the consultation body for our own programmes, plans and projects in respect of environmental assessments such as Strategic Environmental Assessment (SEA), Habitat Regulations Assessment (HRA) and Environmental Impact Assessment (EIA). In this operator mode we also consider / facilitate third party activity on which we may then provide statutory advice to other authorities and then be required to consider applications for permits against regulatory regimes where we have responsibility.

Our Board has established high level principles to help us manage and organise these roles to achieve an agreed corporate position and avoid undue criticism. In addition our founding legislation and our legal purpose provides an overarching principle that is vital in managing our multiple roles. Namely, that no one role has primacy or priority over another. It is our responsibility to use evidence and judgement to agree the most optimal course of action recognising all our roles and our overarching purpose.

This means that our strategy decisions are key and once they have been made, all our roles can be delivered in line with our wider legislative responsibilities.

3. The principles we have adopted for managing our multiple roles

In developing its approach to corporate governance and mindful of the organisation's purpose and strategic case for a new approach to integrated natural resource management, our Board agreed to adopt a number of governance principles that aim to guide our operational responses to the management of our multiple roles:

- a. All proposals will facilitate integrated decision making by NRW in support of the ecosystem approach
- b. Functional separation will only be used when necessary, in recognition that NRW is one organisation and that regulatory and advisory functions support the same outcomes;
- c. Transparency will be a fundamental requirement both internally and externally;
- d. Delegated authorities will be based on risk thresholds.

4. Our Operational Response when Land Manager, Statutory Adviser and/or Regulator

The organisational structure for Natural Resources Wales (Annex 3) is a key component in managing our multiple roles in line with the agreed principles:

Our **Operations Directorates** fulfil the Land Manager role through their management of the Welsh Government woodlands and our own land, as well as when acting as the 'client' for services provided by other Directorates e.g. when constructing flood defence schemes or other developments and activities on the land we manage or own. In addition our **Operations Directorates** also provide all our statutory advice to local authorities and the Welsh Government, as well as project level statutory responses to HRA and EIA, including those of the Directorate as a 'Land Manager'. The teams that fulfil our Land Manager role in Operations are separate to the teams that provide our statutory responses and report through to a different manager at Leadership Team level. Our **Operations Directorates** do not make regulatory consenting and permitting decisions, which are made by our National Services Directorate reporting to a different Executive Director. However our **Operations Directorates** do undertake compliance and enforcement work based on agreed permits and the protocol for how this is undertaken for our own operations is set out in 4.1

Our **National Services Directorate** provides internal and external services. The internal services are primarily provided to our Operations Directorate as Land Manager and 'client'. For example harvesting & marketing of timber from the woodland estate and project management of flood defence schemes. In addition, **National Services Directorate** also provides an 'enterprise development' service. Where this involves the land that we manage, the Operations Directorate acts as 'client'. All these activities report to a single Leadership Team level manager. **National Services Directorate** also provides a

Permitting and Consenting Service to third parties and to Natural Resources Wales as a Land Manager through our Operations Directorate. These activities report to a different Leadership Team level manager.

Our **Knowledge, Strategy and Planning Directorate** is responsible for strategy development on behalf of the whole organisation. These strategies consider our multiple roles and are the method by which we will achieve alignment for all our roles to achieve our purpose. **Knowledge, Strategy and Planning Directorate** also provides a plan making assessment service for Natural Resources Wales own programmes and plans that require assessment under the SEA and HRA Directives.

Due to the case law requirements for functional separation when a plan making body is also the relevant Consultation Body for Strategic Environmental Assessment, our **Governance Directorate** fulfils the Consultation Body role, as the Directorate has no plan making, land manager or regulatory responsibilities. Due to the close process links with Habitat Regulations Assessments, the **Governance Directorate** also acts as the Consultation Body for these requirements at 'Plan' level.

4.1 As a Regulator of our own Land Manager role

The following explains how we will regulate our own activities including determining applications using principles of fairness, transparency, independence, and an exemplar level of environmental protection.

In some cases such as water abstraction, the legislation prescribes the process for permitting our own activities. However, most of the applicable legislation does not specifically cover self-permitting or compliance and enforcement. The Natural Resources Body for Wales (Functions) Order 2013 ("the Functions Order") imposes a duty on NRW to have a publication scheme, part of which relates to self-permitting; the scheme imposes some specific requirements.

Where we are responsible for a regulatory regime then we will apply the following standards to our application for a permit, determination of permit applications, participation in internal consultation, compliance assessment and investigation of potential offences in relation to own activities. The standards also apply to permitting, compliance and enforcement activities in relation to works conducted by contractors on behalf of NRW; for example, a licence to translocate dormice resulting from construction works within woodland.

Our standards will ensure that:

- a. We apply equivalent scrutiny and standards to our own activities as those required for external individuals and businesses. In particular, we should comply with our published enforcement policy and follow relevant public interest considerations.
- b. We follow clear and transparent decision making processes that are robust to challenge and clearly documented.

- c. There is an appropriate degree of separation between the business unit being regulated and the team undertaking the regulation. This is to help demonstrate fairness and transparency, and to support the public's and Welsh Government's confidence in our decision making.

4.1.1 Permitting

The decision making level for internal permits is as specified in the Non-Financial Scheme of Delegation (NFSoD). This will usually be the same as for external applications unless specified otherwise. Where a decision is likely to be contentious, or subject to internal or external challenge it will usually be appropriate to escalate the sign off to a higher level.

Separate guidance exists on functional separation relating to internal consultation on permit determination involving EU obligations, e.g. Habitats Regulations appropriate assessments and environmental impact assessments. These arrangements should be followed for internal permitting, where appropriate.

The arrangements in sections 4.1.3 to 4.1.5 below also apply to permitting activities in relation to works conducted by contractors on behalf of NRW.

4.1.2 Arrangements between National Services and Operations

Where an internal application is made by the Operations Directorates, and submitted to the permitting teams within the National Services Directorate for determination, then a separation of function already exists.

The team that determines the application may need to consult teams within the Operations Directorate that made the application. This may be entirely appropriate as local information will often be needed. However, if the information is critical to the decision then a degree of separation is applied through sign off rather than by local teams being organised specifically to deal with internal applications. This is normally by separation of line management to at least tier 3 (level below Leadership Team) or validation of the advice by subject experts in another directorate (KSP, NS or the other Ops Directorate).

Examples of internal permissions determined by permitting teams within National Services include:

- Water quality discharge consents for an NRW hatchery
- Marine licences for flood defence schemes
- Water abstraction licences for an NRW hatchery
- Septic tank registrations for NRW offices and depots
- Waste exemptions for NRW offices and depots
- Forest resource plans and felling licences for the Public Forest Estate

4.1.3 Arrangements where the application originates and is determined within National Services.

Any internal application is determined by a team separate from the team where the application originated, and provide a separation of function to at least Leadership Team level.

If the application is potentially contentious or likely to be subject to internal or external challenge, then as an additional safeguard the proposed decision can be referred to the Governance team for advice on an appropriate approach.

4.1.4 Arrangements where the application originates and is determined within Operations.

Where applications arise from within Operations Directorates that would normally be determined within Operations for external applicants, then a degree of separation through sign off by different area teams is in place.

Examples include:

- SSSI consents issued for NRW flood and coastal risk management schemes
- Flood defence consent for works carried out by NRW

Where possible, applications are determined according to the inter-area arrangements set out in table 1 below. Where this is not possible or the application is potentially contentious, then as an additional safeguard the proposed decision can be referred to the Governance team for review. As a minimum there is a separation to at least Leadership Team level.

Where applications are submitted by contractors on behalf of Natural Resources Wales the same arrangements described above are applied.

There may be some circumstances where it could be appropriate that some of the work can be carried out by the local team. For example, where extensive site visits are required. However, the permitting decision will be taken in accordance with the general arrangements above and clear evidence (e.g. photographs) will be provided.

Table 1- Inter-area arrangements

Area	Will regulate	Will be regulated by
North Wales	South East Wales	South West Wales
Mid Wales	South West Wales	South East Wales
South East Wales	Mid Wales	North Wales
South West Wales	North Wales	Mid Wales

Note:

Where the team permitting the activity covers all of South or all of North & Mid Operations Directorates, then the application will be determined by the Directorate other than the one where the application arises.

4.1.5 Compliance

Once permissions have been granted the inter-area arrangements described in Table 1 above will be applied for any compliance assessment work. The arrangements in this section also apply in relation to works conducted by contractors on behalf of NRW.

Where the team undertaking compliance assessment covers all of South or all of North & Mid Operations Directorates then the compliance assessment will be carried out by the Directorate other than the one where the regulated activity takes place.

There may be some circumstances where these arrangements are not practicable. In these cases, functional separation to at least Leadership Team level will be applied. If an issue develops that is likely to be contentious e.g. an offence is identified, then functional separation to at least Executive Director level will be applied for oversight or review.

4.1.6 Investigation of potential offences

In general, the arrangements described above for compliance will be applied to investigations where potential offences are identified. Offences could be breaches of permit conditions or contraventions of directly applicable legislation such as Duty of Care requirements or causing an unpermitted water discharge.

Where a potential offence relates to a pollution incident, the initial response will usually need to be provided by local officers, but follow up investigations should be in accordance with the arrangements described above.

Whenever a potential offence is identified, it will immediately be communicated through line management to Director level, in both the Directorate undertaking the activity and the Directorate undertaking the role of regulator.

4.1.7 Enforcement

Where an offence has been committed we will comply with our published enforcement policy and take account of relevant public interest considerations. Report of contravention forms will be completed for all cases and should be referred to the relevant enforcement panel and the Wales Enforcement Panel. Relevant Directors will have been informed.

Where the appropriate response is a warning and/or the issue of a notice this will be completed internally. In most cases a notice will not be necessary, because we would expect complete co-operation and prompt action. This is equitable with the approach we take with external parties.

For circumstances where a prosecution, formal caution or civil sanction is potentially appropriate, legal advice will be sought immediately*.

**We are seeking further legal advice in relation to these circumstances, and this procedure will be updated when the advice is received.*

4.1.8 Charging

Where a permit application would normally attract a fee there is no charging requirement for internal applications or subsistence fees for internal permits.

Where applications are required to be advertised in a newspaper during the determination process, then the applying department needs to cover these advertisement costs.

4.1.9 Publishing requirements for all internal permissions

The Functions Order 2013 requires that we publish information* about 'all applications for permits made by the Body, in cases where the Body is responsible for determining the application'. We are also required to inform Welsh Government of all internal applications (where it has the power to call in an application) at the time of the application.

The 'self permitting decisions' spreadsheet on the document management system is used to record the receipt and determination of internal permit applications. It is the responsibility of the team involved in the determination of the permit to ensure this spreadsheet is completed promptly when applications are received and when they are determined.

Once a month the spreadsheet detailing all internal permitting applications and decisions for the previous month is uploaded to the NRW external website and forwarded to the Welsh Government.

**The interim permitting publication scheme is currently being reviewed and any new requirements will be incorporated into this procedure*

4.2 Our own plans and programmes – Consultation Body (Statutory Advice) arrangements

In our roles as relevant nature conservation body (HRA- plans) and consultation body (SEA) for the plans and programmes of other authorities, as well as for our own plans and programmes that require either SEA or HRA (plans) we have a number of statutory and non-statutory roles including;

- Provision of information on European Sites, their features of interest and conservation objectives.
- Provision of scientific and technical advice and guidance on the environment and natural resources of Wales, including natural heritage, landscape and cultural heritage.
- Provision of statutory comment and representation as 'statutory consultee'

As well as these specific roles in respect of SEA and HRA, we have many other roles and duties arising from our role as land managers/project developers/operators and as the Regulators for some 30+ regulatory regimes. For SEA, there is European caselaw (the 'Seaport' case) that requires the 'functional separation', where Natural Resources Wales or any other authority is both the 'responsible authority (plan maker) and statutory consultant body.

In response to our responsibilities and these principles, a 'functionally separate' Strategic Assessment team (SAT) has been established within the Governance Directorate of NRW. This team's primary role is to fulfil the Consultation Body role for the SEA of NRW's own plans and programmes (legally required by Seaport ruling). However, based on the strong interdependencies between the SEA and HRA (plans) processes, our Board recommended that this team should also fulfil the relevant nature conservation body role on HRA (plans) for NRW's internal plans.

For those plans, programmes and projects produced by Responsible authorities external to NRW, the consultant body role for SEA (programmes and plans) and HRA (plans and projects) is provided by either the Knowledge, Strategy and Planning Directorate or the relevant Operations Directorate, according to the type of plan, programme or project (national/sectoral or regional respectively). However if NRW is formally contracted to develop the SEA or HRA plan level assessment by a third party 'responsible authority' then the Governance SAT team provides NRW's statutory consultee response as the Consultation Body.

4.3 Our own projects – Consultation Body (Statutory Advice) arrangements

For our own projects our Operations Directorates fulfils the Consultation Body role but through a separate team reporting to different Leadership Team manager to the one responsible for the project. The Land Manager role responsible for the project reports through to the Head of Operational Services and the relevant teams responsible for project level Habitats Regulation Assessment Consultation Body role reports through to the Head of Ecosystems Planning & Partnerships.

Where our own project requires planning permission through the Town & Country Planning system, our role as statutory adviser to local authorities within this regime is separate at Leadership Team level to the senior manager accountable for the project. Our role as a land manager responsible for the project is accountable to the Head of Operational Services. The teams who provide the statutory advice as a Consultation Body to enable the Local Authorities as the responsible body for permitted development to make a decision are accountable to the Head of Ecosystem Planning & Partnerships.

5. Our Operational Response when Statutory Adviser and Regulator

Although NRW is a single corporate entity, we will often exercise the distinct functions of statutory advisor and regulator in the context of a single development most notably Nationally Significant Infrastructure Plan developments. As well as using our agreed principles for managing our multiple roles to guide us where we are a regulator we have also taken into account an important theme that runs through administrative law: where legislation confers discretion on a body like NRW, the body must not surrender or abdicate that discretion – to a "policy". The body (NRW in our case) must keep an open mind and consider each case on its own merits: otherwise we would be failing to exercise our discretion. We must keep an open mind and consider the facts of the particular case.

In relation to the Development Consent Order application under the Planning Act 2008, we are a statutory consultee advising the decision maker on the land use planning implications of the development. For those developments which impact on Welsh waters, certain aspects of the development will comprise marine licensable activities for which a licence is required under the Marine and Coastal Access Act 2009. NRW (acting on behalf of Welsh Ministers) is the licensing authority. For those developments which involve a

regulated activity requiring an Environmental Permit under the Environmental Permitting Regulations 2010, NRW is the permitting authority.

There is therefore a distinct legislative framework for NRW's respective functions. The implications for cross-over between the respective functions could be opening up any decision or consent to be challenged upon the grounds of pre-determination and/or bias i.e. that one function has been unduly influenced by the others. Therefore, internal separation between the functions has been maintained with the Statutory Consultee responses for developments requiring planning permission being the responsibility of our Operations Directorates, whilst our National Services Directorate is responsible for all permits, consents and licences.

Annex 1 – When operating as Land Manager and Statutory Adviser and/or Regulator - Roles and Responsibilities

NATURAL RESOURCES WALES AS LAND MANAGER, STATUTORY ADVISOR AND REGULATOR

ROLE	ROLE & RESPONSIBILITIES
<p>Role 1 – Applicant. Natural Resources Wales is land manager</p> <p>The person who makes an application for a permit. Any registration, exemption, approval, permission, licence, consent, assent or other authorisation.</p>	<p>Operations Directorates</p> <p>Applicant / land manager is Natural Resources Wales</p> <p>Welsh Ministers are notified of all applications at the time they are made</p>
<p>Role 2 - Originator of plan, programme or project is Natural Resources Wales</p> <p>The ‘Responsible Authority’ in statute for preparing Environmental Assessments:</p> <ul style="list-style-type: none"> •Strategic Environmental Assessment &or Habitat Regulations Assessment (plans and programmes), •Environmental Impact Assessment &or Habitat Regulations Assessment (projects) 	<p>Transparency – publication scheme</p> <p>Knowledge, strategy, Planning Directorate for strategic plans, programmes, projects</p> <p>Operations Directorates for regional & local plans, programmes, projects</p>
<p>Role 3 – Natural Resources Wales is Regulator</p> <p>NRW is the body, as defined by statute, that supervises a particular industry or business activity including its own activities. The provider of a permitting decision / determination.</p>	<p>Transparency – publication scheme</p> <p>National Services Directorate Permitting decision</p> <p>Operations Directorates* Enforcement & Compliance casework *geographical separation</p>
<p>Role 4 - Natural Resources Wales is Statutory Consultee (Planning and Development Control)</p> <p>NRW is the body, as defined by statute, that must be consulted on relevant planning applications. The provider of evidence, information, advice to Local Planning Authorities to allow them to make an informed permitting decision.</p>	<p>Transparency – publication scheme</p> <p>Operations Directorates (separate team to applicant / originator)</p> <p>Receive & reply regional & local</p>
<p>Role 5 - Nature Conservation, Countryside and /or Forestry Consultation Body (environmental assessments)</p> <p>a) NRW is the body, as defined by statute, that gives opinion upon and must be consulted on relevant environmental assessments. The provider of evidence, information or expertise and advice as Competent Authority for plans and programmes (SEA, HRA) and projects (EIA, HRA) as the nature conservation, countryside or forestry body.</p> <p>b) NRW is the body, as defined by statute, that gives opinion upon and must be consulted on relevant environmental assessments.</p>	<p>Transparency – publication scheme</p> <p>a) Evidence & advice role – assessment preparation</p> <p>Operations Directorates Receive & reply Plans, programmes and projects</p> <p>b) Statutory advisory role</p> <p>Governance Directorate Plan / programme due diligence (SEA and HRA)</p>

Annex 2 – When operating as Statutory Adviser and Regulator - Roles and Responsibilities

NATURAL RESOURCES WALES AS STATUTORY ADVISOR AND REGULATOR

ROLE	ROLES & RESPONSIBILITIES				
<p>Role 1 - Applicant</p> <p>The person who makes an application for a permit. Any registration, exemption, approval, permission, licence, consent, assent or other authorisation.</p>	<p>Applicant is external (includes third party on WG Woodland Estate)</p> <p>Customer service centre logged & assigned 'Exceptional' casework identified Corporate risk register entry</p>				
<p>Role 2 - Originator of plan, programme or project</p> <p>The 'Responsible Authority' or plan, programme or project maker in statute for preparing environmental assessments:</p> <ul style="list-style-type: none"> •Strategic Environmental Assessment &or Habitat Regulations Assessment (plans and programmes), •Environmental Impact Assessment &or Habitat Regulations Assessment (projects) 	<p>Originator of plan, programme or project is external. The external applicant may need to prepare a Strategic Environmental Assessment, Habitat Regulations Assessment and / or Environmental Impact Assessment.</p>				
<p>Role 3 – Natural Resources Wales is Regulator</p> <p>NRW is the body, as defined by statute, that supervises a particular industry or business activity including its own activities. The provider of a permitting decision / determination.</p>	<table border="1"> <tr> <td data-bbox="880 934 1161 1061"> <p>National Services Directorate</p> <p>Permitting decision</p> </td> <td data-bbox="1166 934 1439 1173"> <p>Operations Directorate</p> <p>Enforcement & Compliance casework</p> </td> </tr> <tr> <td data-bbox="880 1068 1161 1173"> <p>Operations Directorates</p> <p>Permitting decision (eg SSSI consent)</p> </td> <td></td> </tr> </table>	<p>National Services Directorate</p> <p>Permitting decision</p>	<p>Operations Directorate</p> <p>Enforcement & Compliance casework</p>	<p>Operations Directorates</p> <p>Permitting decision (eg SSSI consent)</p>	
<p>National Services Directorate</p> <p>Permitting decision</p>	<p>Operations Directorate</p> <p>Enforcement & Compliance casework</p>				
<p>Operations Directorates</p> <p>Permitting decision (eg SSSI consent)</p>					
<p>Role 4 - Natural Resources Wales is Statutory Consultee (planning development control)</p> <p>NRW is the body, as defined by statute, that must be consulted on relevant planning applications. The provider of evidence, information, advice to Local Planning Authorities to allow them to make an informed permitting decision.</p>	<p>Operations Directorates</p> <p>Receive & reply regional & local</p>				
<p>Role 5 - Nature Conservation, Countryside and /or Forestry Consultation Body (environmental assessments)</p> <p>a) NRW is the body, as defined by statute, that gives opinion upon and must be consulted on relevant environmental assessments. The provider of evidence, information or expertise and advice as Competent Authority for plans and programmes (SEA, HRA) and projects (EIA, HRA) as the nature conservation, countryside or forestry body.</p> <p>b) NRW is the body, as defined by statute, that gives opinion upon and must be consulted on relevant environmental assessments.</p>	<p>a) Evidence & advice role – assessment preparation</p> <table border="1"> <tr> <td data-bbox="880 1458 1161 1630"> <p>Knowledge, Strategy, Planning Directorate</p> <p>Receive & reply Plans & programmes</p> </td> <td data-bbox="1166 1458 1439 1630"> <p>Operations Directorates</p> <p>Receive & reply Projects</p> </td> </tr> </table> <p>b) Statutory advisory role</p> <p>Governance Directorate</p> <p>Plan / programme due diligence (SEA and HRA) only where NRW are a Partner or act as consultant</p>	<p>Knowledge, Strategy, Planning Directorate</p> <p>Receive & reply Plans & programmes</p>	<p>Operations Directorates</p> <p>Receive & reply Projects</p>		
<p>Knowledge, Strategy, Planning Directorate</p> <p>Receive & reply Plans & programmes</p>	<p>Operations Directorates</p> <p>Receive & reply Projects</p>				

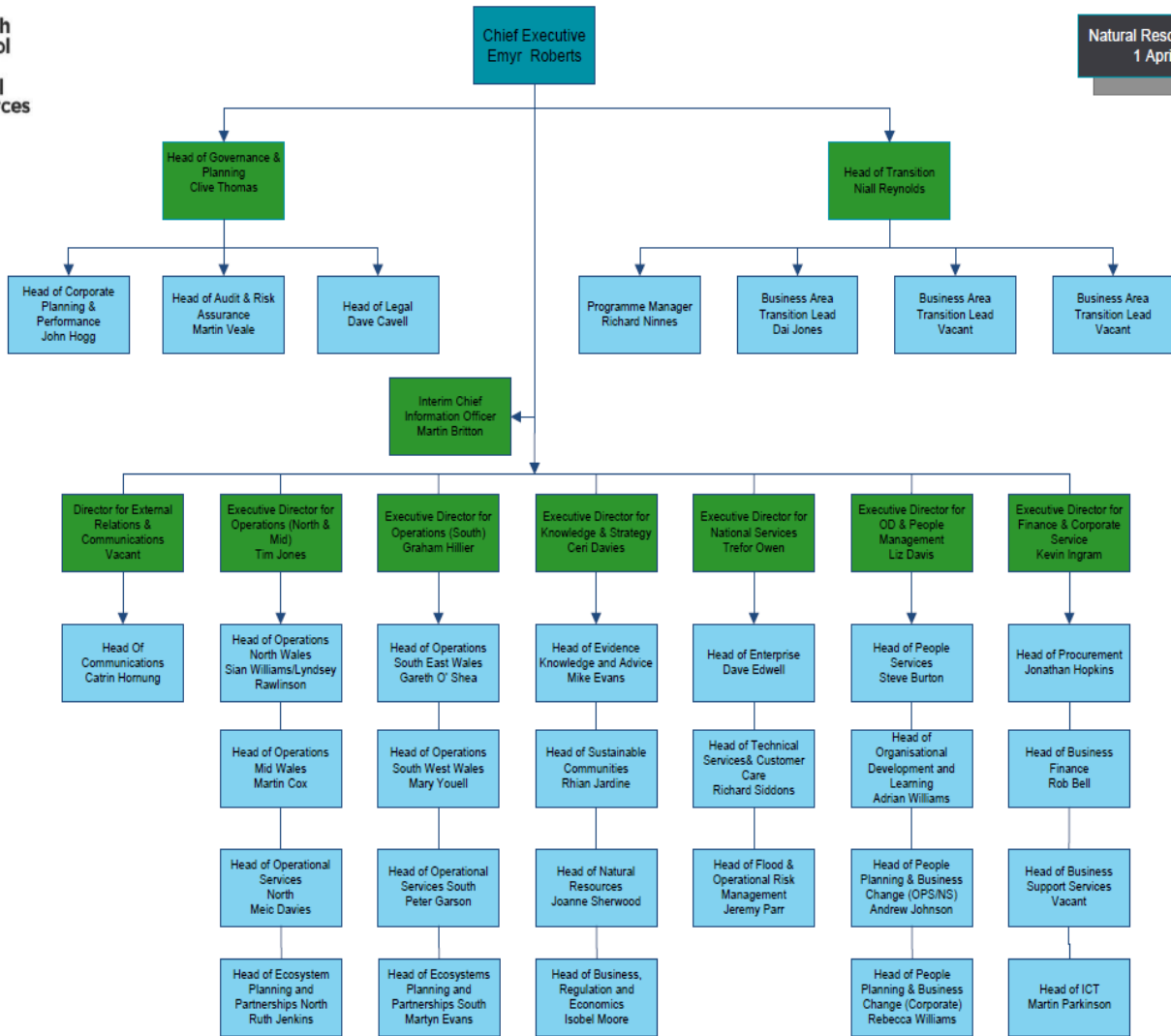
Related policies/procedures

- NRW Publication Scheme
- Guidance on functional separation covering all activities.
- Non - Financial Scheme of Delegation
- Internal Environmental Management procedures.

Annex 3 – Organisation Structure



Natural Resources Wales
1 April 2014



Version 1.0



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