



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

# Planning our future: a consultation

4 November 2013 – 10 January 2014

## Foreword

Wales' environment is one of our greatest resources. Cherished by the people of Wales and beyond for its wildlife, landscapes and seascapes, it is vital for the range of services it provides – food and water, energy, even the air that we breathe. Our environment contributes to our economic prosperity and our sense of community.

But these are challenging times – the need to adapt to and mitigate the effects of climate change and declining biodiversity sit alongside tackling poverty and the need to raise economic prosperity. The aftershocks of the financial crisis continue to be felt across our economy and in our families and communities. We need to improve the health and wellbeing of the population of Wales and ensure that we have long and healthy lives.

Natural Resources Wales believes that there is a great opportunity to respond to such challenges – not alone, but by working with and alongside partners including Welsh Government, the third sector and local communities. By fully embracing the principle of sustainability and considering how we should use natural systems and market mechanisms, Wales can be a more prosperous, joined up and resilient nation.

In his Autumn statement, 'Shaping a more Prosperous and Resilient Future', Alun Davies AM, Minister for Natural Resources and Food, sets out green growth as key to Wales' future, alongside using resources efficiently and tackling poverty. Enhancing the resilience and diversity of our natural resources, and the key sectors that depend on them, is also fundamental to the future sustainable development of Wales. The Environment (Wales) Bill will focus on ensuring that the legislative framework is in place to manage natural resources in a joined up way. We share the Minister's and Welsh Government's aspirations and will work to deliver them.

Natural Resources Wales is a new organisation. We are determined to optimise the opportunities that this presents to be **passionate and ambitious** about maintaining, enhancing and using the natural resources of Wales. We recognise that working as we did previously will not be enough. There is much to do, but to be successful we need to be **disciplined and focussed** in our endeavours – using the precious resources we have to deliver for Wales. By being more **efficient** we will deliver savings to be reinvested in our work. We will look for **opportunities** to raise income through enterprise, use technology to be more responsive and be better connected to our customers and stakeholders. We are committed to being a **learning organisation** – to learn from our own and others' experiences and practice across the world and gain wisdom in the process.

By concentrating on **outcomes, integration** of our services, and **value for money**, we aim to develop the full potential of our staff, working with partners and ensuring all decisions are based on **sound evidence** and judgement. We intend to be **trusted** by our staff, their representatives and the people of Wales – and we will be **professional** in all we do.

We recently asked a range of stakeholders about the ways we work and the priorities we should adopt. We are now taking this a step further by setting out our strategic intent for formal public consultation. We would like your views on our proposals for Natural Resources Wales over the next three years, which we will then use to develop our Corporate Plan.

We hope that you enjoy reading this consultation and that you are inspired to send in your comments to help shape the Corporate Plan, and to work with us in making its aspirations a reality.

**Professor Peter Matthews**  
**Chairman**

**Dr Emyr Roberts**  
**Chief Executive**

## Reason for this public consultation

This consultation contains a series of proposals which set out our intentions for the next three years and will be the main component of our Corporate Plan. We would like you to consider and comment on these proposals, which will help us prepare our Corporate Plan for 2014–2017.

We are a new organisation and this will be our first Corporate Plan. We want to ensure that we have considered our stakeholders' views: we are keen to hear your ideas.

We have a very wide remit and limited resources so we won't be able to do everything everywhere. We also have a large number of statutory duties; these responsibilities are laid down by law and we must fulfil them. We can't – and don't want to – do it alone. And we don't have all the answers; we want to hear how we can learn and work with other organisations and groups in the best ways possible for the benefit of Wales.

We will publish our first Corporate Plan in March 2014. It will set out our strategic direction for the next three years. In this consultation we consider:

- Who we are and what we do
- Our purpose
- Establishing our new organisation
- Our people
- Our finances
- How we work with Welsh Government and how we can help deliver their four priorities for action
- Our work: What we do
- Our organisation: How we work
- How we will measure success: Reporting our delivery

During the summer of 2013 we hosted 10 events where we and other organisations came together to talk about what we do and how we work. Over 130 organisations took part, from business and industry to specialist biodiversity and community groups. This gave us a wide range of views which we have taken on board in preparing this document.

By taking this time and listening to our stakeholders we already feel that we are in a stronger position to go forward. We now want to build on this and run a formal public consultation on our proposals. This will give an opportunity for an even wider range of contributions to help finalise our Corporate Plan.

## How to take part in this consultation

We would like your views on whether our proposals set the right direction for Natural Resources Wales. The consultation is around a series of proposals about what we want to achieve and how we want to work.

We would like you to tell us whether you think we are focussing on the right areas of work, whether there are any significant gaps, and how we could work together in partnership to deliver our proposals. Your views on our proposed future ways of working would also be welcome. In short, how can we get the best results for Wales?

Following this consultation we will develop our full Corporate Plan.

Tell us what you think by completing the response form alongside this consultation and sending it to [corporate.planning@naturalresourceswales.gov.uk](mailto:corporate.planning@naturalresourceswales.gov.uk)

Or

Corporate Planning and Performance Team  
Natural Resources Wales  
Floor 2  
Cambria House  
29 Newport Road  
Cardiff  
CF24 0TP

The consultation ends on Friday 10<sup>th</sup> January 2014.

## Who we are and what we do

This section gives some background information on Natural Resources Wales before we set out the proposals we would like you to comment on.

### Our purpose...

is to ensure that the environment and natural resources of Wales are sustainably maintained, sustainably enhanced and sustainably used, now and in the future.

### We want Wales...

to be a place where our air, land and water are managed sustainably and this means:

- **A Good Environment:** ecosystems are resilient and secured for the future, wildlife and landscapes are enhanced, and the use of our natural resources is carefully managed
- **Good for People:** people enjoying, valuing and benefitting from our natural environment and understanding its relevance in our day to day lives
- **Good for Business:** a 'location of choice' for business and enterprise and a place where best practice environmental management is adopted and encouraged
- **Using Good Knowledge:** gaining wisdom and understanding our natural environment and how we affect it – using evidence and applying learning from experience, so that we make good decisions

Natural Resources Wales is the largest Government Sponsored Body in Wales. It came into being in April 2013, largely taking over the functions of the Countryside Council for Wales, Forestry Commission Wales and the Environment Agency in Wales, as well as certain Welsh Government functions.

We have a wide range of roles and responsibilities. Some are statutory, which means they are laid down by law and we have to carry them out. For others we have discretion in carrying them out but they contribute to our overall purpose.

Our roles and responsibilities include:

- **Principal adviser:** to Welsh Government on the environment and natural resources
- **Statutory consultee:** we respond to approximately 9,000 planning applications per year
- **Designating authority:** for Sites of Special Scientific Interest (SSSIs) – areas of particular value for their wildlife or geology, and Areas of Outstanding Natural Beauty (AONBs)

- **Regulator:** protecting people and the environment using over 40 different sets of regulation including those for designated sites, the marine environment, forestry and the nuclear, waste and water industries
- **Land manager:** for 7% of the land area of Wales including woodlands, water and National Nature Reserves
- **Environmental operator:** managing over 120,000 hectares of woodland, maintaining almost 2,000 miles of flood defences and running our own laboratory
- **Recreation provider and enabler:** operating visitor centres across Wales, 550 kilometres of mountain bike trails, 135 kilometres of horse riding trails, 450 kilometres of walking trails and numerous picnic sites, as well as helping others to provide recreation opportunities
- **Incident responder:** dealing with approximately 9,000 reported incidents and issuing flood warnings to over 100,000 people
- **Commercial operator:** marketing some 825,000 cubic metres of timber fulfilling around 300 tree harvesting contracts
- **Prosecutor:** taking enforcement action and prosecuting those who contravene the regulations and laws that we are responsible for upholding
- **Partner:** key collaborator with the public, private and voluntary sectors delivering projects for the benefit of Wales
- **Educator:** helping almost 20,000 children and young people each year learn in, and about, the natural environment and helping others use the environment as a learning resource
- **Enabler:** providing some £10 million of funding directly to partners for environmental and community benefits
- **Evidence gatherer:** monitoring our environment, commissioning and undertaking research, and developing knowledge.

We work with a wide range of people and organisations in a variety of different ways: from farmers and land managers to business, industry, planners and developers; from national and local government to interest groups and local communities, scientists and academic institutions. We make an important contribution to virtually all aspects of life in Wales.

We are committed to promoting equality and diversity – we value the diversity of our staff, our stakeholders and the public in Wales. This will be embedded into our ways of working and in how we deliver our services to the people of Wales and we will meet our full commitments from the Equality Act 2010.

Our Welsh Language Scheme was approved by the Welsh Language Commissioner on 28 March 2013. It describes how we will treat the Welsh and English languages on a basis of equality when we deliver services to the public and our own staff.

## Establishing our new organisation

The Business Case for the creation of Natural Resources Wales sets out what the benefits of establishing our new organisation will be. These are:

- **Better delivery for Wales:** so that we align our work more clearly with Wales' priorities, with sustainable development at the heart of all that we do
- **Better outcomes for Wales:** so that we provide joined up advice and clearer guidance in our roles as adviser and statutory consultee as a single organisation
- **Better value for money:** we expect to generate benefits of £158 million over our first 10 years through the greater efficiencies gained by bringing three organisations into one.

We have already begun to deliver these benefits.

We know what sort of organisation we would like to be, but it will take time for us to reach our ambition. We are committed to learning as we develop and to working out solutions with our partners. We need to reorganise the way we work and deliver our business while ensuring that we keep providing services to our customers. We recently held a conversation with the whole organisation and listened carefully to the views of our staff. We heard what was working and what needed to change and we discussed how we would like to be known. From this we developed the following set of organisational values, which describe the type of organisation and people that we want to be:

- **Passionate and ambitious** about our work and the positive impact we will have
- **Disciplined and focussed** in our prioritisation and delivery
- **Trusted and professional** in our relationships with stakeholders, staff, and their representatives
- Taking a **common sense** approach to our work and being **responsible** and **accountable** for our actions.

## Our People

We have some 2,000 staff located throughout Wales – scientists, engineers, foresters, recreation and education experts, people working with local communities, as well as many others who enable our organisation to work effectively and efficiently.

## Our Finances

Our budget for 2013/14 is in the order of £180 million. 65% of this comes from Grant in Aid from Welsh Government. We also attract other grant aid and operate commercially, generating income from our timber sales and recreation sites and we run charge schemes for permits we issue.

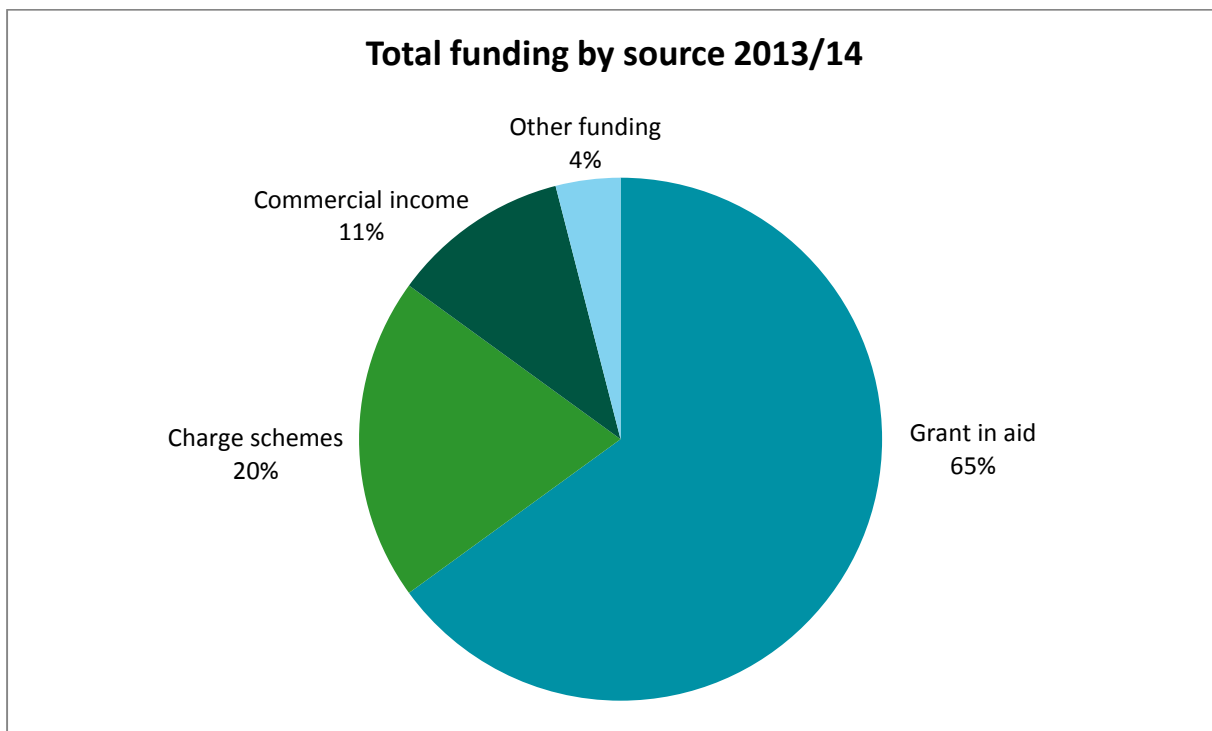
Over the period of this Corporate Plan, in common with many other organisations, we will continue to be under significant financial pressure. Our funding may decrease, while the demands on our services may increase. We also need to invest in making changes to



reduce our reliance on services provided by the Environment Agency and the Forestry Commission.

To achieve our outcomes in these challenging financial times we will need to:

- **Deliver** significant cash releasing efficiencies to achieve the benefits targets set by Welsh Government over our first 10 years
- **Maximise** income opportunities by developing innovative approaches to enterprise
- **Develop** joint working to make best use of resources and expertise, and maximise benefits delivered with our partners
- **Prioritise** our activities and consider different ways that we can fund them.



## How we work with Welsh Government

We are a Welsh Government Sponsored Body. We have functions which are independent of Government but recognise the need for us to work closely together. For that reason, we have agreed a set of shared outcomes. Everything we do needs to contribute to one or more of these, which are:

- Enhancing our environment
- Protecting people
- Supporting enterprise and jobs
- Improving the nation's health
- Viable and vibrant places
- Delivering social justice
- Supporting skills and knowledge.

They also lie at the heart of the priorities for action set out in 'Shaping a more Prosperous and Resilient Future', the Autumn statement made by Alun Davies AM, Minister for Natural Resources and Food. These priorities for action are delivering **green growth, using resources efficiently, tackling poverty** and **enhancing the resilience and diversity** of our natural resources.

These shared outcomes lock us into the wider life of Wales, provide us with an enduring focus, and connect us with a wide range of partners. In this way, our work not only contributes to plans and strategies dealing with the environment, climate change and the transition to a low carbon economy, but also those strategies dealing with health and wellbeing, poverty, education, equality and diversity, and building resilient communities.

We receive a remit letter at the start of each financial year setting out what Welsh Government wants us to achieve during that year. The current Remit Letter can be found in the publications section of the Welsh Government website.

The Corporate Plan itself will be accompanied by a more detailed annual Business Plan.

## Questions: Who we are and what we do

1. Are our purpose, roles, shared outcomes and finances clear and understandable?
2. Are there any ways that you would like to work with us to achieve these shared outcomes?
3. Do you have any ideas of new ways we can fund our activities with our partners?

## Our work: What we do

In this section we set out some further context and then identify the things we intend to do – our proposals – which will deliver our contribution to those shared outcomes, and set out how we would like to work.

We have grouped **what** we intend to do under the four areas described under our purpose, with a section on **how** we will work at the end. Each section is followed by a set of questions which we would like you to consider.

### A Good Environment – ecosystems are resilient and secured for the future, wildlife and landscapes are enhanced, and the use of our natural resources is carefully managed

#### The need for change

Our environment in Wales faces many challenges: the effects of climate change, pests and diseases, loss of biodiversity, pollution, poor air quality in places, and competing uses for land and water. We also need to meet our national and international responsibilities, and ensure that we manage our natural resources in line with our ambition for ecosystem resilience. Natural resource management lies at the heart of the recently published Environment (Wales) Bill: a White Paper which outlines a new framework for the management of our natural resources.

**Climate change:** The latest report from the Intergovernmental Panel on Climate Change (IPCC) has confirmed that climate change is happening and that human activity is the cause. The top priorities are therefore to reduce global greenhouse gas emissions, and protect natural carbon sinks. Wales must play its part.

Wales must also adapt to climate change. The IPCC predicts that global surface temperatures will increase by between 1°C and 4°C by 2100. As a result we will see rising sea levels and an increase in flooding, heat waves and droughts. These changes will affect people directly and have a major impact on Wales' natural systems.

**Biodiversity Loss:** Many of our habitats and wildlife species are in serious decline, as set out in the State of Nature report (2013): we need to help slow and, where possible, reverse habitat and biodiversity loss. In 2008, 38 priority habitats were identified in Wales. 39% of these were classed as stable or increasing, while 53% were considered to be declining. 34% of our priority species were classed as stable or increasing while 21% were considered lost or declining.

**Pests and Diseases:** Increased prevalence of pests and diseases such as *Phytophthora ramorum* in larch trees and *Chalara fraxinea* (ash dieback) has occurred over recent years. At the end of September 2013, of the 20,000 hectares of larch in Wales, close to

6,000 hectares have been identified as infected and already have been, or will need to be, felled.

**Pollution, Air, Land and Water Quality:** In 2012, there were around 25 Category 1 or 2 air pollution incidents, some 40 land pollution incidents, and around 70 water pollution incidents. Also in 2012, only 36% of our surface waters were classed as having good or better ecological status, while 90% of bathing waters were classified as good or excellent.

## Our proposals

**We will develop Wales' approach to natural resource management, using the ecosystem approach as a basis for decision making, to ensure that the natural resources of Wales can support us now and in the future by:**

- Working with Welsh Government to develop the overall approach, including how we apply this to our own ways of working
- Using key areas of our work such as flood risk management, river basin management planning, protected sites management, and forest planning to demonstrate how this approach works in practice
- Communicating a common understanding of natural resource management and the ecosystem approach.

**We will ensure the land and water we manage directly is sustainably managed and help others do the same by:**

- Showcasing the woodlands, National Nature Reserves and the Marine Nature Reserve we manage as exemplars of best practice
- Working with land owners, water companies and others to manage our water resources, safeguarding water supplies and helping to prevent flood incidents
- Supporting practical action that helps improve the extent, quality and connectivity of our priority habitats and secures viable populations of priority species.

**We will help protect and improve the quality of our air, land, sea and water, by:**

- Implementing EU, UK and Wales policy and Directives, such as the Water Framework Directive
- Issuing guidance, permits and licenses and, where necessary, taking action in line with our enforcement and prosecution policy
- Promoting resource efficiency and working towards zero waste.

**We will play our part in halting biodiversity loss in order to help ensure that, by 2020, ecosystems are more resilient by:**

- Ensuring we help to meet the 20 post-2010 Aichi and EU 2020 biodiversity targets, including those within Wales' developing Nature Strategy
- Providing our response to the State of Nature Report 2013
- Ensuring that our actions for biodiversity and geodiversity deliver effective results for terrestrial, marine and freshwater environments across Wales
- Help to ensure no further loss of species and habitats of principal importance to Wales, helping to restore populations to good conservation status
- Creating habitat as a result of our flood risk management work and delivering our associated habitat creation programme.

**We will help to make Wales more resilient to climate change and other impacts, as well as supporting global efforts to reduce emissions of greenhouse gases, by:**

- Adapting to climate change by:
  - Identifying areas at risk of future flooding
  - Addressing invasive non-native species and understanding that our species' ranges may be different in future
  - Managing and prioritising the control of pests and diseases coming into Wales such as *Phytophthora ramorum*
  - Increasing the diversity of our woodlands to make them more resilient to the effects of climate change.
- Mitigating the effects of climate change by:
  - Ensuring that the reduction of greenhouse gas emissions is taken into account in our land management, advisory and regulatory decisions
  - Supporting the establishment of new woodlands and deep peat restoration and protection
  - The generation of renewable energy such as wind, hydro and woodfuel to reduce reliance on fossil fuels
  - Encouraging the use of more timber as a renewable material that locks up carbon
  - Being a learning and exemplar organisation in how we manage our own impacts on the environment.

**Questions: A Good Environment**

4. Do you agree with our proposals and suggested ways of delivering them?
5. Have we missed out anything significant?
6. How do we best work in partnership with you to deliver these? What can you do to help?

## **Good for People – people enjoying, valuing and benefitting from our natural environment and understanding its relevance in our day to day lives**

### **The need for change**

There is a huge potential to use our environment to improve people's health and local surroundings, support communities and local jobs which will help tackle poverty, and to provide opportunities for recreation. People often feel disconnected from their natural environment: only 21% of 8–12 year olds in the UK have an appropriate level of connection to nature; for Wales, this figure is 13%. We also need to help protect people from incidents such as flooding and pollution, which can have devastating impacts on people's lives.

**Managing environmental incidents:** 220,000 homes in Wales are at risk of flooding, yet only 59% of properties at risk of flooding in an area where a flood warning can be given are registered with Floodline Warnings Direct. Over 130 separate pollution incidents took place in 2012.

**Jobs and Growth:** In 2012, 26.5% of the working age population in Wales was economically inactive. 235,000 working age adults in Wales are disabled and not in work. The environment is an important generator of jobs and green growth.

**Improved health, recreation and access:** Healthy life expectancy varies vastly across Wales (from 57.1 years in Blaenau Gwent to 68.2 years in Monmouth). Increased activity can improve both physical and mental health, while simply experiencing a natural environment can be beneficial. Woodlands have become an increasingly popular destination for outdoor recreation. Outdoor recreation provides 29% of the Welsh population with their WHO (World Health Organisation) minimum recommended level of physical activity; there is potential to provide much more.

**Communities:** 80% of our population (2.4 million people) live in towns and cities and the number of urban based people in Wales is likely to rise significantly over the next 20 years. 700,000 people in Wales live in poverty – that's nearly a quarter of the population; child poverty affects 32% or 200,000 children. Tackling poverty is a key priority for Welsh Government. Wales has a diverse range of communities of interest, each with a valuable contribution to make.

**Learning and understanding:** The environment offers many learning opportunities throughout life. There are over 1,650 Local Authority maintained schools in Wales. Universities, colleges and the general public also use the environment as a learning resource. Including the environment in life long learning can help people understand its importance and relevance to their day to day lives. Raising awareness of environmental issues can help people make informed decisions and protect our environment for the future.

## Our proposals

**We will deliver an effective and co-ordinated response to environmental incidents and risks such as flood events, pollution and disease outbreak, and help decrease the risk of flooding to people and properties, by:**

- Working with partners to improve multi-agency emergency response arrangements
- Building, maintaining and operating flood defences and working with others, especially the potentially affected communities
- Ensuring that more people are able to receive our flood warning service and improving our flood forecasting to provide more timely and accurate flood warnings.

**We will provide opportunities which support jobs and green growth based around the natural environment – channelling economic benefits to communities and disadvantaged groups within them and helping to tackle poverty, by:**

- Developing and providing training opportunities, including apprenticeships, work placements and volunteering
- Using social benefit procurement clauses in our tender invitations to ensure maximum outcomes for local communities and businesses
- Supporting enterprise opportunities and ensuring that they involve and deliver benefit for communities and for visitors wherever possible.

**We will provide and enable recreation and access opportunities which contribute to improving people’s health and wellbeing, by:**

- Facilitating management of Public Rights of Way, National Trails and the Wales Coast Path, and on land we own or manage, developing our visitor centres and providing recreation opportunities for a diverse range of people
- Working with others to develop and promote opportunities for safe, welcoming and high quality recreation and access, particularly for those communities with little current access to natural green space
- Working with health professionals and others to encourage the use of the outdoors to help improve both physical and mental health and wellbeing, especially in our most disadvantaged communities.



**We will help ensure people are able to live, work in, and visit a good quality environment, including those in urban areas and those in our most disadvantaged communities, by:**

- Improving local environmental quality (for example by reducing fly tipping), improving cultural heritage and landscape distinctiveness, and enhancing biodiversity
- Increasing urban tree cover and highlighting the benefits that urban trees can provide
- Ensuring that the land we own and manage offers safe and welcoming opportunities for community regeneration and social enterprise, learning and skills development, and improved recreation and access, and ensuring that local communities benefit from renewable energy developments.

**We will provide and enable opportunities for people to learn in, and about, and enjoy the natural environment by:**

- Working with schools, colleges, employers and voluntary sector organisations to enhance skills development and training, helping to lead to employment
- Developing and supporting initiatives and programmes in the most disadvantaged communities close to land we own, manage and oversee
- Helping to encourage the use of the environment as a resource for education and learning, enabling children and young people to reconnect with nature
- Supporting life-long learning and raising awareness in, and about, the natural environment, so that people can make informed decisions about issues that affect our environment.

### **Questions: Good for People**

7. Do you agree with our proposals and suggested ways of delivering them?
8. Have we missed out anything significant?
9. How do we best work in partnership with you to deliver these? What can you do to help?



## **Good for Business – a ‘location of choice’ for business and enterprise and a place where best practice environmental management is adopted and encouraged**

### **The need for change**

Our stakeholders have told us that industry and business share our environmental objectives and would welcome a more collaborative and streamlined approach, working together to look for solutions and timely responses, while protecting and improving the environment. We need to use our natural resources more efficiently and effectively as we move towards a low carbon economy.

**Regulating business and industry:** Approximately 1,700 industrial, waste and water sites are regulated across Wales. 17% of water abstracted from the Welsh environment goes to industry: the second biggest water abstraction after public water supply. 48% of commercial and industrial waste is currently reused or recycled, while there are 36,000 instances of fly tipping each year. Waste can be a valuable resource – providing energy, or material for construction, for example.

**Our own business:** We market over 825,000 cubic metres of timber each year, fulfilling 300 harvesting contracts, and providing employment through our contractors. We generate income through car parking and other visitor facilities at our principal recreation sites. We run a permit charging scheme which works on a cost recovery basis. We also host business and enterprise on areas we manage including renewable energy such as wind farm schemes and hydroelectric power.

### **Our proposals**

**We will, as a regulator, provide evidence based advice and clear decisions in good time to enable businesses in Wales to operate effectively and achieve the highest environmental standards by:**

- Developing a single point of contact approach, encouraging early engagement so we can work together to overcome issues and develop solutions that support business development while helping to reduce the burden on business and minimising impact on the environment
- Providing advice and guidance and taking a proportionate approach to the ways that we regulate and monitor compliance
- Understanding the impact that changes in regulation or policy can have on the whole supply and demand chain
- Tackling environmental crime, illegal activities and poor environmental performance among those that we regulate so that there is a level playing field for business.

**We will work with business, industry and government to support the development of critical infrastructure and encourage development in the right places to ensure the sustainable management of our natural resources by:**

- Basing our planning advice and permitting decisions on consideration of concern for resilient and secure natural systems (an ecosystem approach)
- Providing clear and timely responses and guidance and clear decisions in good time for all our planning and permitting activities
- Working proactively with developers and co-ordinating our planning and permitting activities.

**We will work closely with others to identify, develop and support new business opportunities and new opportunities for jobs and training to create a skilled workforce in Wales by:**

- Helping develop markets for new products in partnership with others including niche markets
- Ensuring that we have good links back to shared learning and experience with farmers, land managers and others
- Using the land we manage to encourage enterprise opportunities, ensuring we have the right infrastructure in place, and looking at innovative ways to develop local businesses, community and social enterprises, and partnerships
- Including an obligation to provide training opportunities in our long term contracts, and supporting training schemes and work experience through our learning programmes.

**We will grow our income within our purpose, reinvesting that income to provide further public benefit, by:**

- Making the most of the assets that we manage, using both our current operations and seeking out new innovative ways to generate the best income we can without compromising sustainable management
- Ensuring that where we are a competitive operator, we are an exemplar of sustainable business practice and delivering public value
- Recognising and supporting that often our enterprises help us deliver wider public benefit.

### **Questions: Good for Business**

10. Do you agree with our proposals and suggested ways of delivering them?
11. Have we missed out anything significant?
12. How can you best work in partnership with us to deliver these?

## **Good Knowledge – gaining wisdom and understanding our natural environment and how we affect it – using evidence and applying learning from experience, so that we make good decisions**

### **The need for change**

We need to share our information and evidence with others and work extensively in partnership, ensuring that we use the ‘collect once, use many times’ principle. We want to base our advice and decisions on knowledge and good evidence, and will use our learning and experience to make the best – and most timely – decisions for Wales.

### **Our proposals**

**We will ensure we have a good understanding of our environment, economy and people in Wales, and of Wales’ place in the world, and will continue to review our evidence to ensure that it is fit for the challenges facing the natural resources of Wales by:**

- Developing innovative approaches to gathering evidence, such as monitoring by local communities, involving and engaging the wider public, and through learning from experience
- Working collaboratively with the wider scientific community to share evidence and make the best use of our resources, while also commissioning some of our own research
- Ensuring we make best use of others’ evidence and information where it already exists, rather than recreating our own
- Understanding Wales’ place in the world, and the contribution we can make
- Learning from the very best practice we can find across the world and looking at how we could apply this in Wales.

**We will develop and manage a sound evidence base to support our strategic and operational decision making by:**

- Ensuring compliance with relevant data, information, records and central reporting legislation; industry standards; and policies
- Collating and analysing operational data and turning it into information to support decision-making and compliance reporting
- Providing easy and timely access to our data and information.

**We will share and promote use of our evidence to allow others to make informed decisions by:**

- Ensuring that timely and robust evidence and information are available to partner organisations and the public
- Providing packages of evidence tailored for national, regional and local areas and for particular topics or work areas
- Working with others to bring environmental evidence together into a data hub for Wales.

**Questions: Good Knowledge**

13. Do you agree with our proposals and suggested ways of delivering them?
14. Have we missed out anything significant?
15. How can you best work in partnership with us to deliver these?

**Our organisation: How we work**

This section sets out *how* we plan to work rather than *what* we plan to deliver. Again we would welcome your views, answering the questions at the end of this section.

The creation of Natural Resources Wales provides a unique opportunity to start afresh where we need to take the best from our past, where it makes sense. As a Welsh Government Sponsored Body we can benefit from experience across the Welsh Public Service and act as an exemplar in how to design, build and develop.

Our values will guide how we work and what we expect from our staff.

The journey towards our ambitions will require significant change: some will be incremental but much will see us break from the past and find new ways to deliver. Succeeding in times of significant change requires the focus and discipline of the very best programme and project management, and high quality relationships that are underpinned by trust and professionalism.

This change will take several years to put in place. We need to both deliver the change and ensure we have business continuity.

Natural Resources Wales is rooted in the places of Wales – we have a presence in all parts from urban to rural, from land to sea, and from large areas of forest to industrial sites. We will organise our teams and work in and around communities and catchments. But we also need to draw on the specialist knowledge of others and develop better ways of doing things – recognising and building our own capabilities to complement, and not compete with, other stakeholders. Our stakeholders tell us that they want to work closely with us in

genuine, constructive partnership. This means sharing and making best use of resources, including staff, use of land and expertise as well as money.

To be the best we will need to learn, by using information and data transparently; taking evidence and best practice from across the world to inform our decisions; and showing agility in how we deploy our resources.

Our customers have been clear in their feedback to us – be consistent but not inflexible; do what you say, when you say you will; be easy to do business with; and engage early on issues. We also need to explain our approach clearly so that our customers, stakeholders and partners know what to expect from us.

Natural Resources Wales wants to be an excellent employer – rewarding staff and providing high quality jobs and good career prospects. We have ambitions to be a diverse and open organisation where potential is recognised and high performance is the norm. Some of our work is dangerous and risky; we will work tirelessly to protect the health, safety and wellbeing of staff, customers, stakeholders and the public.

### **Questions: How we work**

16. Do you agree with how we plan to develop our organisation?
17. What would make it easier for you to work with us?

## How we will measure success: Reporting our delivery

As a delivery organisation we need to be able to demonstrate how well we have performed, both individually and in conjunction with our partners, and whether people and communities are better off as a result.

This consultation, and the conversations we have been having with our stakeholders, will give us clarity on what our customers want us to do, identifying what success will look like and allowing us to develop our goals.

Our Corporate Plan will include these goals and a framework for assessing our performance in achieving them. This will reflect our contribution to achievement of the shared outcomes mentioned earlier in this document.

We will publish indicators for these outcomes which we can then track. We will also set performance measures to show how much we have done, how well we have done it, and what the results are.

We will be open about reporting our delivery against our Corporate Plan and annual Business Plans. We will publish results in our Annual Report and our Board will publicly discuss performance at least three times a year.

### Questions: Reporting our delivery

18. Is this the right approach to assessing our delivery?
19. Do you know of specific indicators you think we should track?
20. What will success look like?

### Finally:

21. Are there any further comments you would like to make?

## Thank you for taking part in this consultation.

We will publish a summary of the responses on our website and use your views to help develop our Corporate Plan.

For any further comments or queries, or to obtain this document in an alternative format, please contact [corporate.planning@naturalresourceswales.gov.uk](mailto:corporate.planning@naturalresourceswales.gov.uk)



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