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| **Teitl y Cyfarfod:** | Cyfarfod Bwrdd CNC (Diwrnod 2) – Sesiwn Gyhoeddus |

| **Dyddiad y Cyfarfod:** | 16 Medi 2020 | Lleoliad: | [Ymunwch â'r cyfarfod ar-lein](#) |
|---|---|---|---|

Ymunwch dros y Ffôn
+44 29 2105 5545,,227437819#
(Rhif Deialu)          Saesneg (Y Deyrnas Unedig)

[Dewch o hyd i rif lleol](#)

ID y gynhadledd: 227437819

[Wedi anghofio eich PIN deialu?](#)

| **Amser y Cyfarfod:** | 09.00 |
|---|---|

| **Amser:** | **Pwnc** |
|---|---|

| **09.00 (15 munud)** | **1. Agor y Cyfarfod**<br>• Croeso<br>• Ymddiheuriadau<br>• Egluro ymddygiad y cyfarfod<br>• Datganiad o Fuddiannau<br>Noddwr a Chyflwynydd: Syr David Henshaw (Cadeirydd) |
|---|---|
| **9.15 (10 munud)** | **2. Busnes y Cadeirydd**<br>Noddwr a Chyflwynydd: Sir David Henshaw<br><br>Crynodeb: Y Cadeirydd i ddiweddaru'r Bwrdd |
| **9.25 (20 munud)** | **3. Adroddiad y Prif Weithredwr**<br>Noddwr a Chyflwynydd: Clare Pillman, Prif Weithredwr<br><br>Crynodeb: Diweddaru'r Bwrdd ar weithgareddau allweddol cyfredol |
| **9.45 (15 munud)** | **4. Cydraddoldeb, Amrywiaeth a Chynhwysiant**<br>Noddwr: Prys Davies, Cyfarwyddwr Strategaeth Gorfforaethol a Datblygu<br>Cyflwynydd: Steve Burton, Pennaeth Gwasanaethau Pobl, Julie Newton, Arweinydd Tîm<br><br>Crynodeb: |
| **10.00 (40 munud)** | **5. Dangosfwrdd perfformiad y Cynllun Busnes ar gyfer Ch1 2020-21 (yn cynnwys Diweddariad ar Wasanaethau Cwsmeriaid ddwywaith y flwyddyn)** |

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|---|---|
| | Noddwr: Prys Davies, Cyfarwyddwr Strategaeth Gorfforaethol a Datblygu |
| | Cyflwynwyr: Moira Reynolds, Rheolwr Cynllunio Corfforaethol, Perfformiad ac Asesu Strategol |
| | Crynodeb: Craffu ar adroddiad Ch1 a'i gymeradwyo, a nodi'r diweddariad ar wasanaeth cwsmeriaid |
| | **Diwedd cyfarfod y Bwrdd** |
| **10.40 (15 munud)** | **Egwyl** |
| **10.55 (30-60 mun)** | **6. Sesiwn Holi ac Ateb Ryngweithiol gyda'r Cyhoedd** |
| **11.55** | **Diwedd** |

# Papur Bwrdd

| Teitl y Papur: | **Strategaeth Cydraddoldeb, Amrywiaeth a Chynhwysiant** |
|---|---|
| **Cyfeirnod y Papur:** | **20-09-B09** |
| **Noddir y Papur Gan:** | **Prys Davies**<br>Cyfarwyddwr Strategaeth Gorfforaethol a Datblygiad |
| **Cyflwynir y Papur Gan:** | **Julie Newton**<br>Arweinydd Tîm Adnoddau Dynol |

| Diben y Papur: | Cytuno ar yr Amcanion Cydraddoldeb Strategol a datblygu cynllun penodol i CNC sy'n cefnogi'r broses o'i roi ar waith. |
|---|---|
| **Argymhelliad:** | Cymeradwyo ein Hamcanion Cydraddoldeb Strategol |

## Y Mater Dan Sylw

1. Cafodd ein Cynllun Cydraddoldeb Strategol (CCS) ar gyfer 2015-2019 estyniad o flwyddyn i 2020 fel ein bod yn gyson â chyrff cyhoeddus partner. Bwriad hyn oedd ein galluogi i weithio gyda chyrff cyhoeddus partner ar CCS newydd, yn unol â'r pum ffordd o weithio a amlinellir yn Neddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015.

2. Yn ystod 2019-20, rydym wedi bod yn gweithio mewn partneriaeth â'r cyrff cyhoeddus canlynol:

   - Cyngor Celfyddydau Cymru
   - Bwrdd Iechyd Prifysgol Caerdydd a'r Fro
   - Gyrfa Cymru
   - Estyn
   - Addysg a Gwella Iechyd Cymru
   - Cyngor Cyllido Addysg Uwch Cymru
   - Amgueddfa Cymru
   - Chwaraeon Cymru
   - Ymddiriedolaeth GIG Prifysgol Felindre
   - Comisiynydd y Gymraeg
   - Awdurdod Cyllid Cymru

3. Rhoddodd y Comisiwn Cydraddoldeb a Hawliau Dynol gymorth i'r un corff cyhoeddus ar ddeg ddatblygu'r amcanion strategol a rennir sydd wedi'u hamlinellu yn yr CCS arfaethedig. Hefyd, cynhaliodd Diverse Cymru ymgynghoriad cyhoeddus cydgysylltiedig am gyfnod o naw wythnos rhwng 25 Tachwedd 2019 a 26 Ionawr 2020. Cynhaliwyd cyfanswm o bedwar digwyddiad cyhoeddus ledled Cymru rhwng 26 Tachwedd a 2 Rhagfyr, a chynhaliodd CNC un o'r digwyddiadau yn Aberystwyth.

4. Canlyniad y cydweithredu hwn fu datblygu set o Amcanion Cydraddoldeb a Rennir i helpu i gyflawni wyth nod strategol Llywodraeth Cymru. Mae Atodiad A yn dangos yr amcanion a rennir. Bwriad yr wyth nod strategol hyn yw helpu i fynd i'r afael ag anghydraddoldebau

ledled Cymru a nodwyd gan adroddiad diweddaraf y Comisiwn Cydraddoldeb a Hawliau Dynol 'A yw Cymru'n Decach?'.

5. Er mwyn cydymffurfio â Dyletswyddau Cydraddoldeb y Sector Cyhoeddus mae angen i ni gyhoeddi ein Cynllun Cydraddoldeb Strategol erbyn diwedd mis Medi. Oherwydd Covid-19, mae'r dyddiad hwn wedi cael ei estyn o fis Mawrth.

6. Rhannwyd Cynllun Cydraddoldeb Strategol drafft â'r Bwrdd ym mis Mawrth. O ganlyniad i'r drafodaeth honno, cytunwyd bod gweithgor bach, a fyddai'n cynnwys Zoe Henderson, Julia Cherret, Catherine Brown, Prys Davies, Gareth O'Shea a Steve Burton, yn mynd ati i ystyried pa un a oedd y Cynllun Cydraddoldeb Strategol yn addas i'r diben ai peidio, o'i gymharu ag amcanion y Cynllun Corfforaethol, ac, yn fwy pwysig, yn ystyried ym mha fodd yr ydym yn sicrhau bod amrywiaeth a chynhwysiant yn rhan gynhenid o ddiwylliant a ffordd CNC o weithio.

## Ein Cynllun Cydraddoldeb Strategol Diwygiedig

7. Mae'r gweithgor wedi cwrdd ar sawl achlysur. Mae'r trafodaethau wedi tynnu sylw at y ffaith bod gennym fan cychwyn da o ran ein hymgysylltiad ag amrywiaeth o randdeiliaid, er ein bod wedi cydnabod y gallai hyn fod yn gul. Mae gennym amrywiaeth o grwpiau rhwydwaith mewnol, ac mae ein gwerthoedd yn cefnogi'r holl waith hwn, ac ati.

8. Fodd bynnag, cydnabuwyd hefyd bod arnom angen mynegiad strategol mwy eglur o ran y modd y gall ffocws ar amrywiaeth a chynhwysiant ein helpu i gyflawni ein hamcanion strategol yn y sefydliad. Ystyrid bod ymgorffori cynhwysiant yn ein gwaith bob dydd, yn enwedig o ran y modd yr ydym yn ymgysylltu â phob elfen o'r cymunedau yr ydym yn eu gwasanaethu, yn hollbwysig. Mae'r Grŵp yn credu y dylem ddefnyddio'r Amcanion Cydraddoldeb a Rennir (**Atodiad 1**) yn sail ar gyfer datblygu Cynllun Cydraddoldeb Strategol penodol i CNC, ac roedd hefyd yn credu bod sicrhau cymorth arbenigol allanol i'n helpu i ddatblygu ein cynllun strategol yn rhywbeth hynod o ddymunol.

9. Mae'r gweithgor hefyd wedi dod i'r casgliad y dylai'r Amcanion Cydraddoldeb a Rennir (**Atodiad 1**) gael eu mabwysiadu i ffurfio Cynllun Cydraddoldeb Strategol CNC, a hynny fel y gallwn sicrhau ein bod yn cydymffurfio â Dyletswyddau Cydraddoldeb y Sector Cyhoeddus. Mae hyn yn debyg i'r modd y mae partneriaid eraill yn y sector cyhoeddus wedi defnyddio'r amcanion a rennir.

10. Mae'r camau gweithredu a'r amserlenni ar gyfer datblygu cynllun CNC fel a ganlyn:

| Pryd | Beth? | Canlyniad Disgwyliedig |
|---|---|---|
| Medi | Comisiynu cymorth allanol | Ein helpu i ddatblygu cynllun i sicrhau ein bod yn ymgorffori amrywiaeth a chynhwysiant i fod yn rhan gynhenid o ffordd CNC o weithio gyda chymunedau, ac yn rhan o'n diwylliant |
| Hydref/Tachwedd | Gweithio gyda grwpiau rhwydwaith mewnol cyfredol a sesiynau ymgysylltu â staff | Bydd gan staff a rhanddeiliaid lais yn y cynllun |
| Rhagfyr | Cwblhau'r cynllun | Cynllun gweithredu pedair blynedd |
| Bwrdd Mis Ionawr | Cyflwyno'r cynllun i'r Bwrdd | Cymeradwyaeth |

11. Wedi i'r cynllun gweithredu gael ei ddatblygu, bydd yn cael ei ddwyn yn ôl i'r Gweithgor, ac yna i'r Bwrdd, i'w gymeradwyo. Cynigir bod PaRC yn noddi ac yn goruchwylio datblygiad y cynllun hwn, a hynny gyda mewnbwn gan aelodau eraill y Bwrdd, os dymunant wneud hynny.

## Argymhellion

12. Rydym yn argymell bod yr Amcanion Cydraddoldeb a Rennir (**Atodiad 1**) yn cael eu mabwysiadu i ffurfio Amcanion Cydraddoldeb Strategol CNC.

13. Rydym hefyd yn argymell bod y gwaith yn parhau i ddatblygu cynllun gweithredu llawn, a hynny gyda chymorth allanol i gynorthwyo'r broses o'i roi ar waith. Byddwn yn parhau i gynnwys y Gweithgor yn y broses o ddatblygu'r cynllun hwn, a'n nod yw dwyn y cynllun gorffenedig yn ei ôl erbyn mis Tachwedd 2020.

## Y Camau Nesaf

14. Comisiynu cymorth allanol a chyhoeddi ein Cynllun Cydraddoldeb Strategol ar ein gwefan, a hynny gyda nodyn eglurhaol gan Clare Pillman (Prif Swyddog Gweithredol) a nodyn i ddweud bod y cynllun gweithredu ategol wrthi'n cael ei ddatblygu.

## Risgiau

15. O wybod am y materion proffil uchel diweddar ynghylch hil ac amrywiaeth yn gyffredinol, nid ydym yn dod yn gyflogwr o ddewis nac yn sefydliad sy'n gwrando.

16. Rydym yn peidio â chyflawni ein Hamcanion Corfforaethol gan nad ydym yn gwrando ar y lleisiau amrywiol yn ein cymunedau.

17. Gallai fod yn anodd cael cymorth allanol da o fewn yr amserlenni.

## Asesiad o'r Effaith ar Gydraddoldeb

18. Mae Asesiad o'r Effaith ar Gydraddoldeb wedi cael ei gynnal mewn perthynas â'r Cynllun Cydraddoldeb a Rennir, ac mae wedi'i atodi yn **Atodiad 2**.

## Mynegai o'r Atodiadau

**Atodiad 1** – Amcanion Cydraddoldeb a Rennir
**Atodiad 2** – Asesiad o'r Effaith ar Gydraddoldeb

Wales's Public Body Equality Partnership

Strategic Equality Objectives 2020-2024

# Foreword

The Public Sector Equality Duty (PSED) requires listed bodies to review their existing equality objectives at least every four years.

In line with recommendations from the Equality and Human Rights Commission (EHRC) and The Welsh Government, the duty represents an opportunity for public sector bodies in Wales to work together to recognise and collectively impact against the challenges set out in the Equality and Human Rights Commission 'Is Wales Fairer report, 2018'.

The Wales Public Bodies Equality Partnership represents a group of public bodies committed to working together to unite behind shared equality objectives. This approach promotes smarter working and creates opportunity for shared engagement, learning and intervention to achieve greater impact across the public sector and public services in Wales, contributing significantly to delivering equality.

Emma Tobutt,
Chair - Wales Public Bodies Equality Partnership

# Shared Intent: 'A Fairer Society and a More Equal Wales'.

**Wales Public Body Equality Partnership - Long Term Objectives**

| Shared long term objectives: we will work together to: | Contribution to Welsh Government long term aims (Currently these are draft) |
|---|---|
| 1. **Increase workforce diversity and Inclusion** | **Aim 1** - Elimination of inequality caused by poverty.<br>**Aim 2**: Strong and progressive equality and human right protections for everyone in Wales.<br>**Aim 4**- Wales is a world leader for gender equality.<br>**Aim 5**: Elimination of identity-based abuse, harassment, hate crime and bullying.<br>**Aim 7** - Everyone in Wales is able to participate in political, public and everyday life.<br>**Aim 8** - The Welsh public sector leads the way as exemplar inclusive and diverse organisations and employers. |
| 2. **Eliminate pay gaps** | **Aim 1** - Elimination of inequality caused by poverty.<br>**Aim 2**: Strong and progressive equality and human right protections for everyone in Wales.<br>**Aim 4**- Wales is a world leader for gender equality.<br>**Aim 8** - The Welsh public sector leads the way as exemplar inclusive and diverse organisations and employers. |

| | |
|---|---|
| 3. **Engage with the community** | **Aim 1** - Elimination of inequality caused by poverty.<br>**Aim 2**: Strong and progressive equality and human right protections for everyone in Wales.<br>**Aim 3 -** The needs and rights of people who share protected characteristics are at the forefront of the design and delivery of all public services in Wales.<br>**Aim 4**- Wales is a world leader for gender equality.<br>**Aim 5:** Elimination of identity-based abuse, harassment, hate crime and bullying.<br>**Aim 6** - A Wales of cohesive communities that are resilient, fair and equal.<br>**Aim 7** - Everyone in Wales is able to participate in political, public and everyday life.<br>**Aim 8 -** The Welsh public sector leads the way as exemplar inclusive and diverse organisations and employers. |
| 4. **Ensure equality is embedded into the procurement / commissioning process and is managed throughout delivery** | **Aim 1** - Elimination of inequality caused by poverty.<br>**Aim 2**: Strong and progressive equality and human right protections for everyone in Wales.<br>**Aim 4**- Wales is a world leader for gender equality.<br>**Aim 5:** Elimination of identity-based abuse, harassment, hate crime and bullying.<br>**Aim 8 -** The Welsh public sector leads the way as exemplar inclusive and diverse organisations and employers. |
| 5. **Ensure service delivery reflects individual need** | **Aim 1** - Elimination of inequality caused by poverty.<br>**Aim 2**: Strong and progressive equality and human right protections for everyone in Wales.<br>**Aim 3 -** The needs and rights of people who share protected characteristics are at the forefront of the design and delivery of all public services in Wales.<br>**Aim 4**- Wales is a world leader for gender equality.<br>**Aim 5:** Elimination of identity-based abuse, harassment, hate crime and bullying.<br>**Aim 6** - A Wales of cohesive communities that are resilient, fair and equal.<br>**Aim 8 -** The Welsh public sector leads the way as exemplar inclusive and diverse organisations and employers. |

**Strategic Equality Plan - Outcomes and Outcome Measures**

| Shared Long Term Objective | Long Term Outcome | Intended Outcome By 2024 | Outcome Measure | Steps That We Will Take To Meet The Intended Outcome |
|---|---|---|---|---|
| **1. Increase workforce diversity and inclusion** | Our organisations will reflect a fair and inclusive environment, where all people feel valued and can have equal opportunities to fulfil their potential within their organisation. | By 2022, we will have aligned our own employment data reporting to match that of the Welsh Government in both format and reporting dates.<br>By 2024 we will have evidence of how we reach out to minority groups and those living in poverty to gain employment with us. | Employment data Engagement profile data | Standardise data collection to enable benchmarking to ensure consistency of analysis and reporting of data. Remove barriers and enhance recruitment & selection policies, procedures and practices through the lens of equality. Ensure values & behaviours promote a fair, equal and inclusive environment throughout the organisation. Develop shared initiatives to target unrepresented groups to increase employability e.g, work experience, mentoring opportunities, apprenticeship, academy, and internships. |
| **2. Eliminate pay gaps** | Disclosure of information is part of organisational culture, staff understand why data is collected, ensuring that necessary data is only collated (GDPR) | Accurate data across the public sector which provides analysis across protected characteristics. | Employment profile data<br>Pay gap methodology and analysis.<br><br>Professional Development opportunities | Share and standardise systems for collating and analysing data across bodies, supporting staff to disclose information. Agree a standard methodology for defining and collating pay gaps, interpreting/ communicating. Standard rounding methodology. |

| | | | Uptake of different work patterns at different levels. | Share strategies for workforce planning.<br>Join together to create workforce development opportunities.<br>Joint management and leadership training (HR Group).<br>Share practice on work patterns and ways of working. |
|---|---|---|---|---|
| **3. Engage with the community.** | Diverse communities throughout Wales will be actively engaged in our organisations' work. Strategies, policies, and decisions will be co-produced with diverse individuals. People's experiences and views will shape our organisations | By 2024 we will be able to demonstrate and evidence co-production of our strategies, policies, service changes and decisions | Engagement profile data.<br><br>Consultation and engagement - protected characteristic data is produced/published, including supplementary evidence such as surveys, and case studies as appropriate | Offering shared events and engagement opportunities.<br>Engage directly with diverse communities to enable representation at shared events<br>We will explicitly identify contributions from our engagement and co-production in our strategies, policies and decisions. (you said- we did) |
| **4. Ensure equality is embedded into the procurement / commissioning process and is managed throughout delivery.** | Equality is embedded into procurement principles which are operational and evidenced. | Principles are in place with updated organisational policies. Procurement data will be in place and will evidence diversity of procurement. | Publish agreed procurement principles and procurement data | Agree a set of procurement principles for organisations to commit to.<br>Revising organisational policies to reflect principles.<br>Work together to train and support staff to deliver the principles.<br>Share practice. |

| 5. Ensure service delivery reflects individual need. | People and shared good practice actively influences delivery of services to meet individual needs. | By 2024, we will be able to evidence operational systems and ways of working that ensure individual needs are understood and respected whilst accessing and receiving services. By 2024 we will have collaborative systems in place for co-producing. A framework for adopting and sharing good practice. | We will monitor and report complaints, concerns and feedback from people using our services to identify areas for improvement. Surveys Questionnaires Citizen Journeys Co-production evidence. | Share learning and examples of positive changes to services, demonstrating dignity, respect and understanding of communication and access needs. To have in place shared mechanism for co-production. To have in place a framework for recording examples of and sharing and adopting good practice. Offer collaborative awareness training around understanding service users. |

**Application of the 5 Ways of Working - Well-being of Future Generations (Wales)**

| Ways of working | How this has been applied |
|---|---|
| Prevention | The objectives have been informed through understanding inequality insight evidenced through 'Is Wales fairer' – The state of equality and human rights, the Equality and Human Rights Commissions review of the public sector equality duty, 2019 and information from our collective organisations. The consultation process included engagement with people from a range of diverse communities and backgrounds. |
| Long term | The high-level objectives are recognised as long-term objectives that will exist beyond the four-year cycle of the SEP. Organisations uniting behind the objectives will achieve greater impact for future generations in enjoying a fairer society and more equal Wales |
| Collaboration | Public Bodies will unite behind shared objectives and are committed to working together to meet the objectives. Partnership bodies have signed a 'memorandum of understanding' which outlines their commitment to collaborative working. |
| Integration | The high-level objectives have been informed through insight, they align to Welsh Government long term equality aims and contribute to a more equal Wales (FGA) and a fairer society (Equality act, 2010). Application of the five ways of working has supported integration across duties. Each of the partnership bodies will integrate the shared objectives within their own strategy and planning. |
| Involvement | Stakeholders and recipients of public services were involved in the development of the objectives. Through the delivery of the objectives the partnership has committed to engage with people and communities in the design of services that will ensure equality of outcome and services that meet peoples needs. |

| ANNEX 2 Equality Impact Assessment | |
|---|---|
| **Equality Impact Assessment (EQIA) Form** | |
| **Ref no:** | GIG CYMRU NHS WALES / Ymddiriedolaeth GIG Prifysgol Felindre Velindre University NHS Trust |
| Name of the policy, service, scheme or project:<br><br>Wales Public Body Equality Partnership Strategic Equality Objectives | |
| Service Area<br>Wales Public Body Equality Partnership | |

| **Preparation** | |
|---|---|
| **The purpose and aims of the policy, procedure, strategy or decision required**<br><br>Please provide a brief description of the policy/procedure, strategy, e-learning, guidance etc. Please include what is the overall objective or purpose of the policy/decision, what are the stated aims (including who the intended beneficiaries are), a broad description of how this will be achieved, what the measure of success will be, and the time frame for achieving this. Please also include a brief description of how the purpose and aims of the policy are relevant to equality and intended beneficiaries. | Since 2012 Public bodies have been required to publish their Strategic Equality Objectives (SEP) and accompanying action plans every 4 years. For the development of the 2020-2024 Equality Objectives a partnership was formed with several National Public Bodies in Wales to develop Strategic Equality Objectives that are shared, recognising the value of a partnership approach in leading and developing best practice and sharing data and resources to make positive changes. The benefits of this approach will be the individual organisations, their service users, and the citizens of Wales more widely. By working together, the group will formulate and consult on 5 objectives to fulfil our duty under Section 149 of the Equality Act 2010 on the public sector equality duty.<br><br>The approach taken was to agree 5 high-level strategic equality objectives for bodies across the Welsh Public Sector involved in the partnership for the next 4 years.<br><br>The organisations that make up the partnership are;<br><br>• Velindre University NHS Trust<br>• Cardiff & Vale University Local Health Board<br>• Health Education & Improvement Wales<br>• Sports Wales<br>• Arts Council for Wales |

| | |
|---|---|
| | <ul><li>Careers Wales</li><li>Higher Education Funding Council for Wales</li><li>National Museums Wales</li><li>Natural Resources Wales</li><li>Welsh Language Commissioner</li><li>Welsh Revenue Authority</li></ul> |
| Which Director is responsible for this policy/procedure, strategy, e-learning, guidance etc | Wales Public Body Equality Partnership |
| **We have a legal duty to engage with people with protected characteristics under the Equality Act 2010 identified as being relevant to the policy.**<br><br><ul><li>*What steps will you take to engage and consult with stakeholders, both internally and externally?*</li><li>*How will people with protected characteristics be involved in developing the policy, procedure, strategy and or decision from the start?*</li><li>*How have/will proposals be communicated?*</li><li>*What are the arrangements for engagement as the policy/procedure/strategy or decision is being implemented?*</li></ul> | The partnership commissioned Diverse Cymru to undertake several engagement exercises, including online and physical surveys, engagement events and linking with their members to input on the identified 5 Strategic Objectives.<br><br>The breakdown for this engagement was<br>**Equality data**<br>All data below is self-reported equality data. It is based on self-identification. All questions are optional and most have an additional prefer not to say option.<br>Note: any number below 8% cannot be reported as this would be identifiable.<br>**Gender**<br>76% of participants identified as female; 20% as male; and the remaining 4% chose 'prefer not to say.'<br>All participants either identified their gender identity as the same as the sex they were assigned at birth or did not answer the question relating to gender identity (gender reassignment.)<br>**Ethnicity**<br>In terms of broad ethnic groups 68% of attendees were white; 12% were of mixed ethnicity; 12% Asian or Asian British; and 8% Black or Black British<br>In terms of specific ethnicities 20% were White Welsh; 40% White British; 8% White and Black Caribbean. Other specific ethnicities cannot be reported, due to the low numbers.<br>**Disability** |

| | The question we asked was 'Do you consider yourself to be a disabled person?' This question is based on self-identification and barriers to participation under the Social Model of Disability. 44% of participants answered yes to this question. 48% answered no to this question 8% did not answer this question |
| --- | --- |
| | **Age** 8% of participants were 16-24; 12% 25-34; 8% 35-44; 12% 45-54; 24% 55-64; and 28% 65+. Given the events were during the day a good range of ages were represented at the event. The higher proportion of older people is expected at daytime engagement events, especially those focused on equality. |
| | **Sexual orientation** 84% identified as heterosexual. 12% identified as Lesbian, Gay or Bisexual. 4% did not answer this question. |
| | **Religion or Belief** 44% identified as Christian; 36% as 'None'; 8% as Muslim. |
| | **Carers and employment situation** 52% stated they are employed; 24% stated they are retired; 12% stated they are receiving benefits. |
| | **Welsh language** 16% stated they are a Welsh Speaker or learner. 76% answered 'no' to the question 'Are you a Welsh Speaker.' 8% did not answer this question. The partnership will share the final Strategic Objectives with those that have requested during the engagement process, so they can recognise their input in the final document. In addition, each member of the partnership has the additional responsibility for engaging with their workforce through existing staff networks, organisation wide engagement activities as well as with services users as appropriate. |
| Does the policy assist services or staff in meeting their most basic needs such as; Improved Health, fair recruitment etc | The strategic objectives identified and supported through the engagement process aim to improve the wellbeing, recruitment |

| | |
|---|---|
| | and strategic outcomes for the population. Working together to share best practice and resources will enable progress. |
| Who and how many (if known) may be affected by the policy? | Population of Wales currently 3.1 million |
| Looking at the Wellbeing Goals as part of the Wellbeing of Future Generations Act. Which goals does this support.<br>• A Prosperous Wales<br>• A Resilient Wales<br>• A Healthier Wales<br>• A More Equal Wales<br>• A Wales of Cohesive Communities<br>• A Wales of Vibrant Culture and Thriving Welsh Language<br>• A Globally Responsible Wales<br><br>If no – could it be adapted to support?<br><br>Please give your reasons. | • A Prosperous Wales<br>The Equality Objectives aim to support a more prosperous Wales by working together to encourage and support a more diverse workforce, representative of the communities, providing positive action scheme for our staff.<br>• A Resilient Wales<br>The partnership recognises the challenges faced in Wales now and in the future, such as climate change and the loss of biodiversity.<br>• A Healthier Wales<br>Health is one of the main drivers for the partnership, looking at the benefits of social prescribing within the partnership to improve wellbeing across the population.<br>• A More Equal Wales<br>One of the key comments as part of the stakeholder engagement was the need to create a more equal Wales, from recruitment itself to support and development when in the workforce, to looking at how accessible each public body in the partnership is, e.g. public transport to access museums, accessible information and signage, sports facilities that meet individual needs and appointments that meet the diverse population.<br>• A Wales of Cohesive Communities<br>The partnership aim to work together to support people to be active in their communities, sharing events and engagement opportunities.<br>• A Wales of Vibrant Culture and Thriving Welsh Language<br>With the Welsh Language Commissioner being a member of the partnership, this will enable welsh language and culture to be a key component of the |

| | shared objectives. Members of the partnership also include National Museum, Arts Council of Wales and Sports Wales, who can lead development and shared learning in a vibrant culture.

- A Globally Responsible Wales
Recognising that the improvement and learning within the partnership is not just for the partnerships gain, but to be shared with other public bodies, Welsh Government and on the wider, more global stage. |

| **Evidenced used/considered**

*Your decisions must be based on robust evidence. What evidence base have you used in support? Evidence includes views and issues raised during engagement; service user or citizen journeys, case studies, or experiences; and qualitative and experience based research, not just quantitative data and statistics.*

*Please list the source of this evidence:*
- *Identify and include numbers of staff, broken down by protected characteristics and other relevant information*
- *What research or other data is available locally or nationally that could inform the assessment of impact on different equality groups? Is there any information available (locally/nationally) about how similar policies/procedures/strategies or decisions have impacted on different equality groups (including any positive impact)?*
*Do you consider the evidence to be strong, satisfactory or and are there any gaps in the evidence?* | At the beginning of the partnership each organisation shared data and insight to gather evidence and research on proposed objective areas. The group used a range of sources including their own organisation's data and experiences and "Is Wales Fairer" the 2018 report from the EHRC.

It should be noted that accurate data in terms of staff by protected characteristics is acknowledged as being difficult to obtain, this is highlighted in the Equality and Human Rights Commissions report Is Wales Fairer? (2018: p9) which states that there are clear data gaps in Wales that make it difficult to understand the experiences of people sharing all protected characteristics especially in relation to sexual orientation, gender reassignment, religion or belief and race.

Analysis of evidence and research highlights some of the key challenges across Public Bodies in terms of data collection:

- Self-disclosure rates are low across all Welsh Government Sponsored Bodies (WGSB). This may be due to individuals not feeling comfortable disclosing their protected characteristic(s) for fear of discrimination which would be in line with the findings of the Is Wales Fairer? (2018) Report which states:
  o A report by Citizens Advice Cymru (2017) found that its clients who were disabled or had a |

health condition encountered bad practice and discrimination by employers.
- o Stonewall Cymru polled over 1,200 gay, lesbian, bisexual and transgender people in Wales and found that many still experience poor treatment while using public services.

**The Equality and Human Rights Commission in their consultation feedback highlight this lack of data stating that: '**Information is insufficient (or lacking altogether) for some people sharing certain protected characteristics. Generally, there is far more large-scale Welsh data for sex than for any other protected characteristic, with a lack of information for sexual orientation, religion or belief, and for transgender in particular. While data is available by ethnicity, small sample sizes mean that it is often not possible to compare particular ethnic groups against the average for all of Wales and is especially difficult to show trends over time. There are also gaps in evidence by topic, for example, zero-hour contracts and types of flexible working; particularly striking is the lack of any recent national survey data on unfair treatment, bullying and harassment in workplaces in Wales. To more effectively address inequalities and discrimination, it is essential that you address data gaps through systematic and robust data collection.'

A lot of work needs to be done across all WGSBs to become an employer of choice amongst those with protected characteristics.

Consistent reporting across all WGSBs is required to enable us to compare like with like. In respect of Social Care data this seems to be even more inconsistent with little to no data available therefore evidence has had to be relied on from National Census (2011).

Locally, a lot of the information used has been from individual bodies own research and experience and previous

| | SEP/equalities work to inform where we have gaps, and where the group's focus should be. The group compiled a research paper on each area of the equality objectives.

The engagement undertaken by Diverse Cymru for the partnership provides further data which has influenced the final objectives. A copy of the engagement report will be available alongside the Shared Partnership Strategic Equality Objectives and Plan. |
|---|---|
| Who is involved in undertaking the EQIA | Ceri Harris, Keithley Wilkinson lead on the EQIA, with feedback and input from the partnership. |
| | |

# Equality Duties, Sustainable Development Principles

| Does the policy/procedure, strategy, e-learning, guidance etc meet • **Public Sector & specific duties - Equality Act 2010,** • **Welsh Language Standards (2011)** • **Principles of the Wellbeing of Future Generations Act 2015?** | Protected Characteristics | | | | | | | | | Additional | | Sustainable | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Race | Sex/Gender | Disability | Sexual orientation | Religion and Belief | Age | Gender reassignment | Pregnancy and Maternity | Marriage/ civil Partnerships | Welsh Language | Carers | Long Term | Collaboration | Involvement | Prevention | Integration |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **To eliminate discrimination and harassment** | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ |
| **Promote equality of opportunity** | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | | | | | |
| **Promote good relations and positive attitudes** | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | | | | | |
| **Encourage participation in public life** | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | | | | | |
| **In relation to disability only, should the policy/service/project or scheme take account of difference, even if involves treating some individuals more favourably?** | ✔ | | | | | | | | | | | | | | | |

| Key | |
|---|---|
| ✔ | Yes |
| x | No |
| - | Neutral |

# Human Rights Based Approach – Issues of Dignity & Respect

| The Human Rights Act contains 15 rights, all of which NHS organisations have a duty. The 7 rights that are relevant to healthcare are listed below. | | | |
|---|---|---|---|
| Consider is the policy/service/project or scheme relevant to: | **Yes** | **No** | **N/A** |
| **Article 2: The Right to Life** | ✔ | | |

| | | | |
|---|---|---|---|
| **Article 3: the right not to be tortured or treated in a inhumane or degrading way** | ✔ | | |
| **Article 5: The right to liberty** | ✔ | | |
| **Article 6: the right to a fair trial** | ✔ | | |
| **Article 8: the right to respect for private and family life** | ✔ | | |
| **Article 9: Freedom of thought, conscience and religion** | ✔ | | |
| **Article 14: prohibition of discrimination** | ✔ | | |
| | | | |

# Measuring the Impact

| Reason for your decision (including evidence used). Include details of how it might impact on people from this group and how opportunities to advance equality and good relations have been maximised. | |
|---|---|
| **Protected Characteristics & Other Areas** | **Impact – operational & financial** |

| | |
|---|---|
| <ul><li>**Race**</li><li>**Sex**</li><li>**Disability**</li><li>**Sexual orientation Religion belief & non belief**</li><li>**Age**</li><li>**Gender Identity**</li><li>**Pregnancy & maternity**</li><li>**Marriage & civil partnership**</li><li>**Carers**</li></ul> | The objectives focus on Workforce diversity, pay gaps, engagement, service delivery and procurement and commissioning. Each of these areas has the potential positive impact on the protected characteristics.<br><br>**Workforce Diversity**<br>As public bodies we have a responsibility to be reflective of the communities we provide our services to and to do that there needs to be representations at all levels within the organisation. Not just at the bottom and or the top. It raises questions as how we recruit staff. Do we do enough to promote the number of different job options and careers available, as well as skills needed? Can we work with schools and further/higher education to talk about our organisations and the opportunities that are available. Where do we advertise jobs and what is the application process like. Is it fair? Do we provide values based recruitment and not just focus on previous work experience but include life experiences? When in post, do we have inclusive policies? Each member of the partnership would be able to respond differently and as a result there will be is a pool of best practice that we can all share which can be measured over the 4 year period of the SEP for improvements and additional learning.<br>**Pay Gaps**<br>When we look at current data, we can look beyond the gender Pay gaps to see if there are additional barriers and gaps where our shared learning and evidence can work to close those gaps. Recognizing that pragmatically means significant changes will take years and not months and that this will be an ongoing area for development in the next rendition of the SEP.<br>**Engagement**<br>The objectives identify the need to share opportunities to engage across the partnership, recognising that each organisation will attract a different audience. However, the learning can be shared to meet any cross cutting themes. In the analysis of data, identifying where engagement has not been successful, such as within some communities or protected characteristics and seeking to redress this imbalance.<br>**Service Delivery**<br>Over the 4 year lifetime of the SEP, we will identify and share good practice in service delivery, by monitoring and responding to concerns and feedback given from service users and the public. We will share that learning wider than the partnership, recognizing that a multi-agency impact could be a factor and therefore acknowledging our responsibility to work with external agencies to ensure that service delivery reflects and responds to individual needs. |

| | Procurement & Commissioning<br>We will develop shared principles and training and share within the partnership and beyond, so procurement is not just about large businesses but means we can then support smaller diverse business, so they can potentially grow and develop. Particularly local businesses who would have a better understanding of grass root needs. |
|---|---|
| **Welsh Language Standards** | **Impact – Operational & Financial** |
| **1. Operational Standards – how we operate**<br>**2. Service Delivery – how we deliver our services**<br>**3. Record Keeping – how we keep a record of our services e.g. language needs of patients or donors**<br>**4. Policy making – how we develop our policies**<br>**5.Supplementary Standards – how we report on our services**<br><br>**Does the policy, service, or project have positive or negative effects on:**<br>    a) **Opportunities for persons to use the Welsh language or**<br>    b) **Does it treat the Welsh language less favourably than the English language** | We will ensure that as public bodies we lead and support others to provide a fully bilingual service from written, audio and staff support.<br>We will use our evidence of recording language needs, so preferred language is used in all interactions.<br>Our policies will reflect Welsh language and culture where applicable, |

**Wellbeing Goals**

**How does the policy/procedure, strategy, e-learning, guidance etc. embed, prioritise the Well-being Goals and Sustainability Development Principle of the Wellbeing of Future Generations(Wales) Act 2015**

*Please describe and provide evidence below of how the 5 ways of working have been met, inclusive of the 7 well-being goals, to maximise the social, economic, environmental and cultural wellbeing of people and communities in Wales.*
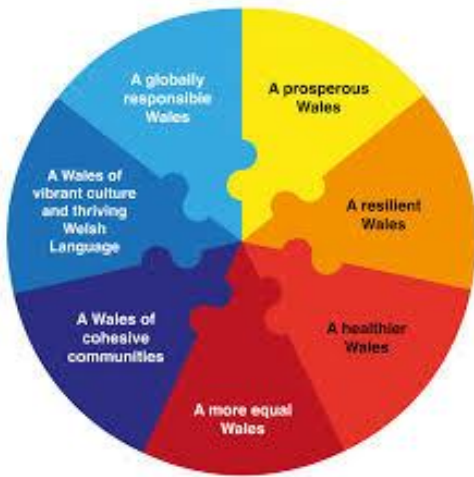
- A Prosperous Wales
  The Equality Objectives aim to support a more prosperous Wales by working together to encourage and support a more diverse workforce that is representative of the communities we serve and by providing positive action schemes for our staff. The elimination of pay gaps, looking at intersectional barriers and gaps as well as gender will be undertaken.
  In relation to procurement, working with SME's to support them to be part of the procurement pathway, is also part of our intended work.

- A Resilient Wales
  The partnership recognises the challenges faced in Wales now and in the future, such as climate change and the loss of biodiversity. One of the members of the partnership is Natural Resources Wales, who can lead development and shared learning in the partnership.

- A Healthier Wales
  Health is one of the main drivers for the partnership, where we will be looking at the benefits of social prescribing within the partnership to improve wellbeing across the population.

- A More Equal Wales
  One of the key comments as part of the stakeholder engagement was the need to create a more equal Wales, from recruitment itself to support and development when in the workforce; to looking at how accessible each public body in the partnership is, e.g. public transport to access museums, accessible information and signage, sports facilities that meet individual needs and appointments that meet the diverse population.

- A Wales of Cohesive Communities
  The partnership aim is to work together to support people to be active in their communities, sharing events and engagement opportunities. Creating the conditions where people and communities can do the things that matter to them. Sharing learning outcomes and objectives that link into accessing wellbeing services, not just physical but mental health and wellbeing is a crucial aspect of the partnership.

| | |
|---|---|
| | • A Wales of Vibrant Culture and Thriving Welsh Language<br>Having the Welsh Language Commissioner being a member of the partnership, will enable welsh language and culture to be a key component of the shared objectives. Not just provision of information in welsh but as a celebration of welsh culture in art and history. Members of the partnership also include National Museum, Arts Council of Wales and Sports Wales, who can lead development and shared learning in a vibrant culture.<br><br>• A Globally Responsible Wales<br>Recognising that the improvement and learning within the partnership is not just for the partnerships gain, but to be shared with other public bodies, Welsh Government and wider. Sharing lessons and best practice on a global stage. |
| **Sustainable Development Principles** | |
| Hirdymor  Long Term<br><br>Balancing short term with long term needs | The Strategic Equality Objectives developed, cover a 4 year period, but it is also recognised that many of the areas identified will not be fully completed over the 4 year period. That these have been part of existing plans within many of the partnerships organisations is an indication of the complexity of meeting long term needs. For example,<br>workforce diversity has been recognised as an area of concern for the over 20 years, but one of the differences of the partnership is where previously this work may have been in isolation, we are now looking at how together we can improve the data. So apprenticeship opportunities are shared, published and promoted for example. Together we interrogate the data and find patterns for success. |

| | |
|---|---|
| Cydweithio **Collaboration**<br><br>Working together to deliver objectives | This is the key driver for the partnership and the shared SEP. The need to work together to create effective change. |
| Cynnwys **Involvement**<br><br>Involving those with an interest and seeking their views | The SEP's were developed through engagement and the lifespan of the SEP has engagement at its core, including representation on boards, panels and meetings where appropriate. |

| | |
|---|---|
| **Atal** · **Prevention**<br><br>Putting resources into preventing problems occurring or getting worse | The engagement identified areas of concern, and the partnership can now take those examples and use them to prevent future developments of those concerns. It means we can identify solutions and put measures in place to improve systems and services. |
| **Integreiddio** · **Integration**<br><br>Considering impact on all wellbeing goals together and on other bodies | The partnership aims to support the wellbeing goals across all areas as a key driver within the SEP. |
| **Socio Economic Impact** | **Impact – Operational & Financial** |
| How does the policy/procedure, strategy, e-learning, guidance etc. ensure transparent and effective measures to address the inequality of outcome that result from socio-economic disadvantage?<br><br>Examples of inequality of outcome might include for example, education attainment, employment and earning potential, health and mental health access to services and goods, opportunity to participate in public life, housing. | The Strategic Equality Objectives and inexorably linked to the social economic impact and duty. The Duty aims to come into being in Wales in April 2020<br>The strategic objectives are established to drive equality, through the work of the group action will be put in place to eradicate pay gaps, experienced by those suffering socio-economic disadvantage amongst other groups.<br>Increase the diversity of the public sector workforce, which will require engagement with people and communities to overcome barriers to accessing employment within the public sector.<br><br>The partnership will need to work with schools across diverse communities to educate those communities under representative within the public sector of the opportunities and routes into work experience and employment. However, the |

| | work of the partnership will need to go beyond its bodies for example to transport which might still determine inequality of outcome despite the positive action of the partnership. |
|---|---|
| . | |
| | Engage with diverse community groups to ensure than public services meet the diverse needs all people from all communities, making changes to services where protected groups and those who suffer socio-economic disadvantage are underrepresented. |
| | Each step or intervention will require consideration of inequality of outcome and insight and engagement will be used to prevent this from the outset, similar to the way that insight and engage has informed the equality objectives. |
| | Possible inequality of outcome may occur where variables are outside of the gift of the group e.g.: Access to transport and cost of transport, however the group will work in partnership to overcome this where possible. |
| | Those inequalities that the work is most likely to positively effect will relate to health, higher education and access to public services. |
| **Positive Action** | **Impact – Operational & Financial** |
| If the policy, procedure, strategy and or decision is intended to increase equality of opportunity through positive action, does it appear to be lawful?<br><br>Positive action is defined as voluntary actions employers can take to address any imbalance of opportunity or disadvantage that an individual with a protected characteristic could face. | Interrogation of data, shared learning etc. will support us to establish positive action where appropriate, especially in regards to workplace diversity, personal development and access to services. |
| | |

# Outcome report

| Equality Impact Assessment: Recommendations<br>Please list below any recommendations for action that you plan to take as a result of this impact assessment | | | GIG CYMRU NHS WALES | Ymddiriedolaeth GIG Prifysgol Felindre<br>Velindre University NHS Trust | |
|---|---|---|---|---|---|
| **Action Required** | | Potential Outcomes | **Time-scale** | **Lead Officer** | **Resource implications** |
| 1 | Establishment of Objective sub groups alongside the Equality Leads group, to develop work plans and actions to meet the objective aims. | Measured and evidenced improvements in diversity, engagement access, pay gaps and procurement areas. | Groups to be set up asap. With regular feedback to the Equality leads partnership group, who can monitor and report progress within each organisation as well as on a Welsh | Chair of National Bodies Partnership or is it the other title Wales Public Body Equality Partnership | Time and support to attend the subgroups as well as resources identified to meet objectives. |

| | | | Government level. | | |
|---|---|---|---|---|---|
| 2 | Share progress and best practice outside the partnerships. | Sharing best practice could lead to multiagency improvements and positive experiences for people across Wales | Minimum of Annual reports to be made over the 4 year lifespan of the partnership. | Chair of National Bodies Partnership or is it the other title Wales Public Body Equality Partnership | Time and support to attend the opportunities to share best practice as well as resources identified to meet objectives. |

## Risk Assessment based on above recommendations – if policy is approved in original format refer to grading in appendix 1

| Recommendation | Likelihood | Impact | Risk Grading |
|---|---|---|---|
| 1 | 2 | 3 | 6 |
| 2 | 2 | 2 | 4 |

| Reputation and compromise position | Monitoring Arrangements |
|---|---|
| Each National Bodies Partnership or the Wales Public Body Equality Partnership has a responsibility to ensure that the commitment it made towards the Partnership and the development and implementation of the Strategic Equality Objectives is met. That the input, involvement and engagement undertaken in the development of the SEP is respected and reflected in its actions now and over the next 4 years. Failure to do so, will negative impact on each organisation within the partnership as well as the ethos of the partnership itself. | The Equality leads partnership group monitor and report progress within each organisation as well as on a Welsh Government level. |
| **Training and dissemination of policy** | |
| The competed SEP to be published on each organisations website, and made available in different formats on request. | |
|  | |

| Is the policy etc lawful? | Yes | ☒ | No | ☐ | Review date |
|---|---|---|---|---|---|
| Does the EQIA group support the policy be adopted? | Yes | ☐ | No | ☐ | 2024 |
| | | | | | |
| Signed on behalf of Trust Equal Impact Assessment Group | | | Signed Lead Officer | | |
| Date: | 3/2/2020 | | Date: | | |
| | | | | | |

| | Impact, Consequence score (severity levels) and examples | | | | |
|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| | Negligible | Minor | Moderate | Major | Catastrophic |

| Statutory duty | No or minimal impact or breach of guidance/statutory duty<br><br>Potential for public concern<br><br>Informal complaint<br><br>Risk of claim remote | Breech of statutory legislation<br><br>Formal complaint<br><br>Local media coverage – short term reduction in public confidence<br><br>Failure to meet internal standards<br><br>Claims less than £10,000<br><br>Elements of public expectations not being met | Single breech in statutory duty<br><br>Challenging external recommendations<br><br>Local media interest<br><br>Claims between £10,000 and £100,000<br><br>Formal complaint expected<br><br>Impacts on small number of the population | Multiple breeches in statutory duty<br><br>Legal action certain between £100,000 and £1million<br><br>Multiple complaints expected<br><br>National media interest | Multiple breeches in statutory duty<br><br>Legal action certain amounting to over £1million<br><br>National media interest<br><br>Zero compliance with legislation Impacts on large percentage of the population<br><br>Gross failure to meet national standards |
|---|---|---|---|---|---|

| LIKELIHOOD DESCRIPTION | |
|---|---|
| 5 Almost Certain | Likely to occur, on many occasions |
| 4 Likely | Will probably occur, but is not a persistent issue |
| 3 Possible | May occur occasionally |
| 2 Unlikely | Not expected it to happen, but may do |
| 1 Rare | Can't believe that this will ever happen |

# Papur Bwrdd

| | Manylion y Papur |
|---|---|
| **Teitl y Papur:** | **Adroddiad ar Berfformiad 2020-21 – Chwarter Un** |
| **Cyfeirnod y Papur:** | 20-09-B10 |
| **Noddir y Papur Gan:** | **Clare Pillman** |
| **Cyflwynir y Papur Gan:** | **Y Tîm Gweithredol** |
| **Diben y papur** | Craffu |
| **Argymhelliad** | Gofynnir i'r Bwrdd graffu ar berfformiad CNC ar gyfer chwarter cyntaf 2020-21, gan roi ystyriaeth benodol i'r canlynol:<br>• Cynnydd o ran pob mesur ar y Dangosfwrdd Perfformiad a'r camau y mae CNC yn eu cymryd |

## Mater

1. Mae'r adroddiad ar berfformiad hwn yn seiliedig ar y mesurau a'r targedau gwreiddiol a osodwyd ar ddechrau 2020-21, pan nad oedd effeithiau Covid-19 ond yn dechrau cael eu teimlo. Mae'n adlewyrchu'r sefyllfa yn unol â'r mesurau hyn ar ddiwedd mis Mehefin 2020. Mae'r adroddiad yn Atodiad 1 yn nodi Dangosfwrdd Perfformiad cyntaf Cynllun Busnes eleni ar gyfer 1 Ebrill hyd at 30 Mehefin 2020. Mae adroddiad chwemisol ar y Rhaglen Cwsmeriaid wedi'i gynnwys yn Atodiad 2. Mae'r Cynllun Busnes a'r Dangosfwrdd Perfformiad, fel ei gilydd, yn cael eu hadolygu i adlewyrchu effaith Covid-19. Mae hyn yn destun papur ar wahân.

## Cefndir

2. Yr adroddiad ar ddangosfwrdd y Cynllun Busnes yw un o brif ffyrdd y Bwrdd o graffu ar ein darpariaeth.

3. Lluniwyd yr adroddiad ar berfformiad (Atodiad 1) yn rhan o'r broses i baratoi Cynllun Busnes 2020-21 gyda'r Bwrdd, y Tîm Gweithredol a Phwyllgor Cyllid, Cynllunio a Pherfformiad y Bwrdd.

4. Mae fformat yr adroddiad wedi'i newid yn sylweddol, ac mae'n cynnwys:

- **Dangosfwrdd** sy'n darparu trosolwg o'r perfformiad o gymharu â mesurau 2020-21 wedi'u rhestru yn ôl Blaenoriaeth Strategol, fel y nodir yn y Cynllun Busnes
- **Tabl o bynciau a blaenoriaethau strategol** i helpu i lywio trwy'r adroddiad
- **Manylion ar gyfer pob pwnc** (yr is-benawdau o dan bob Blaenoriaeth Strategol yn y Cynllun Busnes) sy'n darparu trosolwg
- **Manylion ar gyfer pob mesur** sy'n dangos y sefyllfa gyfredol a'r sefyllfa ddiwedd y flwyddyn – mae yna rhwng un a thri mesur penodol fesul pwnc.

  Mae adroddiad cynnydd chwemisol ar y Rhaglen Cwsmeriaid i'w weld yn Atodiad 2.

5. <mark>Dyma'r adroddiad cyntaf ar ein Cynllun Busnes a'n Dangosfwrdd gwreiddiol ar gyfer 2020-21: mae'n cyfeirio at ein Cynllun Corfforaethol hyd at 2022.</mark>

## Asesu

6. Roedd diwedd 2019-20 a chwarter cyntaf y flwyddyn hon yn ddigynsail – gydag effeithiau pandemig Covid-19 yn dilyn y llifogydd difrifol a gafwyd y gaeaf diwethaf. Mae hyn, yn anochel, wedi effeithio ar berfformiad yn y chwarter hwn, sy'n cael ei adlewyrchu'n arbennig gan y nifer o fesurau oren a choch.

7. Crynhoir ein perfformiad ar gyfer chwarter cyntaf 2020-21 isod:

| | Chwarter 1 (1 Ebrill-30 Mehefin 2020) | Chwarter 2 (1 Gorffennaf-30 Medi 2020) Targedau/Cerrig milltir a adolygwyd ar gyfer Ch2 ymlaen | Chwarter 3 (1 Hydref-31 Rhagfyr 2020) | Diwedd Blwyddyn Disgwyliedig (hyd at 31 Mawrth 2021) |
|---|---|---|---|---|
| Gwyrdd | 19 | | | 27 |
| Oren | 13 | | | 7 |
| Coch | 3 | | | 1 |
| **Cyfanswm** | **35** | | | **35** |

8. Gofynnir i'r Bwrdd graffu ar yr adroddiad ar berfformiad, gan nodi'r canlynol:

- Cyfyngwyd yn ddifrifol ar waith maes o ganlyniad i Covid-19, gan arwain at nifer o sgorau oren yn Ch1. Yn yr achosion hyn (e.e. gwaith mwynfeydd metel, dilysu ceisiadau am grantiau coetir Glastir), mae'r timau wedi anelu at weithio o bell a bwrw ymlaen â gwaith swyddfa lle bo hynny'n bosibl.
- Mae llawer o'n gwaith yn dibynnu ar bartneriaid sydd wedi gorfod, yn gwbl briodol, ailgyfeirio eu gwaith o ganlyniad i Covid-19. Mae hyn yn cynnwys, er enghraifft, ein

gwaith gyda Llywodraeth Cymru mewn sawl maes, yn ogystal â'r asesiad ar gyfer Safon Aur Iechyd Corfforaethol.

- Yn gyffredin â sefydliadau eraill, mae ein staff wedi bod yn gweithio gartref lle bo hynny'n bosibl, ac, yn achos sawl un, roedd yn rhaid i hyn gyd-fynd â chyfrifoldebau gofalu ac addysgu gartref.

9. Isod, rydym wedi amlygu'n fyr rai canfyddiadau o'r adroddiad hwn yn ôl Blaenoriaeth Strategol: gellir gweld y manylion yn yr adroddiad ei hun.

## Ymateb i'r argyfwng hinsawdd

- Rhoddir sgôr **Oren** i'r gwaith o ddilysu ceisiadau am grant Creu Coetir Glastir. Gohiriwyd archwiliadau o safleoedd yn ystod y chwarter hwn, felly bu'r tîm yn canolbwyntio ar waith y gallant ei wneud o bell.
- Mae ein hadolygiad o stormydd y gaeaf wedi cael sgôr **Gwyrdd**, gyda'n hadroddiad ffeithiau bellach wedi'i gwblhau. Mae'r gwaith o gynnal asedau perygl llifogydd mewn cyflwr penodol wedi cael sgôr **Oren**: cynyddodd y nifer sydd o dan y cyflwr gofynnol o ganlyniad i effaith stormydd mis Chwefror. Rydym yn symud ymlaen â'r atgyweiriadau lle bynnag y bo'n bosibl.

## Ymateb i'r argyfwng natur

- Mae statws CNC o ran Safon Sicrwydd Coetir y Deyrnas Unedig (UKWAS) wedi cael sgôr **Oren**. Rydym yn paratoi staff a systemau ar gyfer archwiliad 2020, a bydd gennym ragor o gynllunwyr Adnodd Coedwig mewn swyddi yn y chwarter nesaf.
- Mae ein gwaith i weithredu Cynllun Morol Cenedlaethol Cymru (WNP) wedi cael sgôr **Gwyrdd** ac rydym ar y blaen o ran yr amserlen. Fodd bynnag, mae'r gwaith ar Ardaloedd Morol Gwarchodedig (MPA) wedi cael sgôr **Oren,** a hynny am fod cyfyngiadau Covid-19 wedi atal gwaith archwilio'r gwanwyn rhag cael ei wneud.
- Mae ein mesurau ar gyfer nifer yr ymchwiliadau o ran y Gyfarwyddiaeth Fframwaith Dŵr (WFD) a gwblhawyd wedi cael sgôr **Coch**. Er bos sawl un yn agos at gael ei gwblhau, mae 26 ohonynt wedi'u cwblhau'n llwyr y chwarter hwn. Bu hyn yn destun 'dadansoddiad dwfn' gyda'r Bwrdd.

## Datblygu a defnyddio ein tystiolaeth gyda phartneriaid i eirioli dros Reolaeth Gynaliadwy o Adnoddau Naturiol, a'i chyflawni

- Mae'r broses o gyhoeddi Adroddiad ar Gyflwr Adnoddau Naturiol 2 wedi cael sgôr **Oren**, a hynny o ganlyniad i argaeledd staff allweddol a'r angen i ymgysylltu â rhanddeiliaid. Gyda chytundeb Llywodraeth Cymru, bydd SoNaRR 2020 yn cael ei gyhoeddi fesul cam rhwng mis Rhagfyr 2020 a mis Mawrth 2021.
- Mae'r defnydd o Ddatganiadau Ardal yn CNC a thrwy weithio ar y cyd wedi cael sgôr **Gwyrdd**. Rydym yn gweithio i ddefnyddio Datganiadau Ardal yn sail i'n gwaith ein hunain a gwaith pobl eraill. Yn y chwarter nesaf, byddwn yn datblygu astudiaethau achos ac yn gwella'r modd yr ydym yn cofnodi ac yn rhannu dysgu.

## Datblygu CNC i fod yn sefydliad rhagorol sy'n gwasanaethu cymunedau Cymru

- Mae'r gwaith o Asesu Digwyddiadau (cyn pen awr) wedi cael sgôr **Gwyrdd** ar gyfer y cyfnod hwn. Mae'r gwaith o ymateb i ddigwyddiadau 'categori uchel' (cyn pen pedair awr) wedi cael sgôr **Oren** yn bennaf o ganlyniad i faterion cofnodi. Bu hyn yn destun 'dadansoddiad dwfn' gyda'r Bwrdd.
- Mae ein gwaith i gyflawni asesiad Safon Aur Iechyd Corfforaethol erbyn mis Mawrth 2021 wedi cael sgôr **Gwyrdd** ar hyn o bryd. Fodd bynnag, bydd hyn yn ddibynnol ar Iechyd Cyhoeddus Cymru a'i broses asesu o ganlyniad i Covid-19, nad yw o dan ein rheolaeth. Oherwydd hyn, rydym wedi rhagweld sgôr **Coch** ar ddiwedd y flwyddyn.
- Mae nifer y damweiniau y bu ond y dim iddynt ddigwydd i gyflogwyr, a nifer y digwyddiadau a arweiniodd at golli amser wedi cael sgôr **Coch**. **Fodd bynnag, yr unig reswm dros hyn yw bod llai na'r disgwyl wedi digwydd am fod gwaith maes wedi'i gyfyngu o ganlyniad i Covid-19.** Rydym yn edrych ar dueddiadau o flwyddyn i flwyddyn: byddwn yn parhau i adrodd ar ffigurau gwirioneddol trwy gydol y flwyddyn.
- Rydym wedi oedi cyhoeddi ein Strategaeth Fasnachol fel bod gwaith Adfer Gwyrdd yn gallu cael ei gynnwys, a bod ein Cyfarwyddwr Cyfathrebu, Cwsmeriaid a Gwasanaethau Masnachol (a fydd yn dechrau ym mis Medi) yn gallu cael mewnbwn: Mae hyn yn egluro'r sgôr **Oren**. Mae swm y pren a gynigir i'r farchnad wedi cael sgôr **Gwyrdd**. Roeddem wedi rhagori ar ein targed ar gyfer Chwarter 1 o gynnig 190,000m$^3$ i'r farchnad. Fodd bynnag, mae'r swm cyffredinol disgwyliedig ar ddiwedd y flwyddyn yn Oren, a hynny oherwydd ansicrwydd ynghylch y farchnad a'r potensial i ddirwasgiad leihau'r galw.

## Ymateb i'r ffaith bod y Deyrnas Unedig yn gadael yr Undeb Ewropeaidd ac unrhyw gyfleoedd a allai ddod yn sgil hynny

- Mae'r maes gwaith hwn wedi cael sgôr **Gwyrdd** ar gyfer darparu cyngor ac arweiniad ac ar gyfer parodrwydd yn dilyn gadael yr Undeb Ewropeaidd, fel ei gilydd. Er hynny, nid ydym yn hunanfodlon, ac mae gwaith paratoi yn parhau, wrth i ni weithio gyda Llywodraeth Cymru.

11. Rydym hefyd yn datblygu mesur i fonitro ein hymateb ni, y sefydliad, i Covid-19, a byddwn yn adrodd ar hyn yn y chwarter nesaf.

12. Bydd y Prif Weithredwr yn darparu crynodeb llafar o'r cyflawniadau yng nghyfarfod y Bwrdd, a bydd aelodau o'r Tîm Gweithredol ar gael i ateb cwestiynau.

# Argymhelliad

13. Gofynnir i'r Bwrdd graffu ar yr adroddiad ar berfformiad ar gyfer chwarter un, a chytuno arno, cyn iddo gael ei gyhoeddi.

# Risgiau Allweddol

14. Os nad yw'r wybodaeth am berfformiad a ddarperir yn adlewyrchu'r cynnydd tuag at gyflawni'r Cynllun Busnes yn fanwl gywir, yna ni fydd y Bwrdd yn gallu cyflawni ei rôl o graffu ar gyflawniad CNC.

# Y Camau Nesaf

15. Bydd yr adroddiad ar berfformiad yn cael ei gyflwyno i Weinidog yr Amgylchedd, Ynni a Materion Gwledig, a'i gyhoeddi ar wefan Cyfoeth Naturiol Cymru.

16. Mae'r Cynllun Busnes a'r Dangosfwrdd ar gyfer Ch2 ymlaen wedi cael ei ddiweddaru o ganlyniad i Covid-19, ac mae'n destun papur ar wahân.

# Goblygiadau Ariannol

17. Nid oes yna unrhyw oblygiadau ariannol arwyddocaol o ran darparu'r adroddiad ar berfformiad ei hun; fodd bynnag, mae rhan o'n hadolygiad chwarterol yn amlwg yn ystyried dyraniad ein hadnoddau, ac felly mae yna gyswllt agos rhwng y papurau cyllid a'r papurau perfformiad.

# Asesiad o'r Effaith ar Gydraddoldeb

18. Mae'r asesiad perthnasol o'r effaith ar gydraddoldeb yn cwmpasu ein Datganiad Llesiant, ein Cynllun Busnes ar gyfer 2020-21 a'n Cynllun Corfforaethol hyd at 2022, a chafodd ei ddiweddaru ym mis Mawrth 2020.

# Mynegai o'r Atodiadau

Atodiad 1 – Dangosfwrdd Chwarter 1
Atodiad 2 – Adroddiad ar y Rhaglen Cwsmeriaid

## Annex 1: Draft Business Plan dashboard 2020/21

### Respond to the Climate Emergency

| Current | Measure | Year end | Page |
|---|---|---|---|
| Amber | Climate emergency action across NRW | Green | 5 |
| Amber | Verification of Glastir Woodland Creation grant scheme applications | Green | 7 |
| Green | Area of new woodland created on the NRW Estate | Green | 8 |
| Green | Actions undertaken to restore Welsh peatlands | Green | 10 |
| Green | Complete Natural Resources Wales' review of winter storms | Green | 12 |
| Amber | Maintain flood risk assets in high risk systems at target condition | Amber | 13 |

### Respond to the Nature Emergency

| Current | Measure | Year end | Page |
|---|---|---|---|
| Green | Biodiversity action across NRW | Green | 15 |
| Green | Priority actions undertaken on protected sites to improve condition of features | Green | 17 |
| Green | Actions undertaken on National Nature Reserves on NRW managed land to improve | Amber | 18 |
| Amber | Delivering targeted action for declining species or those on the edge of extinction | Green | 19 |
| Amber | Number of UKWAS Corrective Action Requests and Observations open and progress… | Amber | 21 |
| Green | Support for Welsh Government on Green Infrastructure and advice on using Area Statements | Green | 22 |
| Green | Implement the Welsh National Marine Plan | Green | 24 |
| Amber | Progress of Marine Protected Area network management actions | Green | 25 |
| Red | Number of Water Framework Directive (WFD) investigations completed | Amber | 27 |
| Green | Progress of NRW's proposals to support Welsh Government in improving Air Quality | Amber | 29 |
| Amber | Progress of our work to reduce pollution from metal mines | Green | 30 |
| Green | Performance of regulated industrial, waste sites, and water quality discharges | Green | 31 |

## Developing and using our evidence with partners to advocate for and deliver SMNR

| Current | Measure | Year end | Page |
|---|---|---|---|
| Amber | Delivery of the programme to create a shared vision for the natural environment for 2050 | Amber | 33 |
| Amber | Publish State of Natural Resources Report 2 by Dec 2020 | Green | 35 |
| Green | Use of Area Statements within NRW Place Plans, informing PSB priorities… | Green | 37 |

## Developing NRW into an excellent organisation that serves the communities of Wales

| Current | Measure | Year end | Page |
|---|---|---|---|
| Green | Incident Assessment (within 1 hour) | Green | 39 |
| Amber | Response to 'High category' incidents (within 4 hours) | Green | 40 |
| Amber | Develop our approach to engaging and working with stakeholders | Green | 42 |
| Green | Support Welsh Government's Tourism Action Plan by promoting… | Green | 43 |
| Red | Develop our NRW workforce plan, progressing priority actions | Green | 45 |
| Amber | Review our Equality Impact Assessment process | Green | 46 |
| Green | Progress towards Corporate Health Gold Standard | Red | 48 |
| Red | Number of employee near misses and lost time incidents | Green | 49 |
| Green | Progress customer programme – increasing customer involvement | Green | 51 |
| Green | Review and define all funding mechanisms available to NRW, ensuring alignment | Green | 52 |
| Amber | Publish NRW Commercial Strategy | Green | 54 |
| Green | Timber volume offered to market/sold/dispatched | Amber | 55 |

## Responding to the UK Leaving the EU and any opportunities it could bring

| Current | Measure | Year end | Page |
|---|---|---|---|
| Green | NRW's contribution following EU Exit | Green | 57 |
| Green | Progress of NRW's preparedness for any potential incidents or issues following EU Exit | Green | 59 |

Key to Red / Amber / Green performance assessment: see page 60.  In year, 'Year end' reflects expected position

Priorities and Topics: We have structured our NRW Business Plan around five priorities and 21 topics.  This report summarises recent progress for each topic, and performance in relation to the measure/s reflected for each topic.  Direct links to each of the topic reports are provided below:

| Respond to the Climate Emergency | Respond to the Nature Emergency | Developing and using our evidence… | Developing NRW into an excellent organisation… | Responding to the UK Leaving the European Union… |
|---|---|---|---|---|
| Reducing Our Carbon Footprint (page 4) | Putting Nature at the Centre (page 14) | Creating a Shared Vision for Natural Environment for 2050 (page 32) | Responding to and Managing Incidents (page 38) | Providing Advice and Guidance (page 56) |
| Creating New Woodland (page 6) | Protecting Habitats and Species… (page 16) | Improving and presenting evidence… (page 34) | Benefitting Communities (page 41) | Being Ready for Change (page 58) |
| Restoring Peatland (page 9) | Managing Land Sustainably (page 20) | Work with Partners and communities using Area Statements (page 36) | Developing our Organisation (page 44) | |
| Managing Flood Risk (page 11) | Managing the Sea Sustainably (page 23) | | Well-being, Health and Safety (page 47) | |
| | Improving Water Quality (page 26) | | Focussing on Customers (page 50) | |
| | Controlling Pollution (page 28) | | Making the Most of Commercial Opportunities (page 53) | |

# Priority: Respond to the Climate Emergency

## Topic: Reducing our Carbon Footprint

### Topic summary progress:
- We are committed to acting in 15 priority areas to address the Climate Emergency, to reduce emissions, increase sequestration, to enable adaptation and provide leadership in relation to public sector decarbonisation.
- Having established an appropriate governance structure - the Climate Change and Decarbonisation Change Programme (CCDCP), we are working to develop a programme to identify actions and resources needed across Directorates to deliver against the priority areas and to identify gaps.
- The Carbon Positive Project has started work to reduce emissions from our supply chain, which is responsible for 59% of our emissions.

Topic owner/s: Ruth Jenkins / Rhian Jardine

### Business Plan dashboard measure/s:
- **Climate emergency action across NRW:** The measure will help us understand how we're doing to meet the 2030 carbon neutral ambition for the public sector, and in delivering our role as exemplar and support body for the wider public sector. The measure includes reporting on actions undertaken to reduce our carbon footprint in our buildings, transport, and our procurement and that we need to develop our carbon reporting in light of emerging Welsh Government guidance.

## Measure: Climate emergency action across NRW

**Latest position** (to end of June 2020):
- Our milestone activity for this period was to agree priority actions and resources with contributions to take forward agreed priority actions, drawing out the actions for teams across each Place and our Corporate Services, Regulation & Permitting; Flood Risk & Incident Management; Land Stewardship teams.
- We have identified the areas of the business that have made commitments to tackle NRW's 15 priority actions in their annual plans.
- We have commissioned an analysis of resources allocated against key priorities, this activity has been delayed as a consequence of our finance team needing to prioritise work on the impact of the Welsh Government's First Supplementary Budget on NRW.

**What we are doing next:**
- Our next steps will be to compare the budget assigned to the 15 priority areas and carry out a gap analysis to establish if all priority areas are resourced and relevant actions prioritised.  The results will be discussed at the next Leadership Team Group (LTG) meeting in August to ensure ownership across the business.  Any gaps will also be raised at the Climate Change and Decarbonisation Change Programme.  This will bring the Quarter 1 measure back to Green.
- Our next milestone activity is to report on implementation of the programme.  Work has begun to address emissions from our supply chain. Reporting on emissions from our fleet and buildings continues to be done quarterly. We are currently on track to meet our year end activity milestone to report on the programme and our carbon footprint in our supply chain.  We currently expect we will be Green at year end.

Measure owner/s: Ruth Jenkins / Rhian Jardine

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Amber | | | Green |

## Topic: Creating New Woodland

### Topic summary progress:
- Our woodland creation programme contributes towards Welsh Government's ambition for 2,000 ha of new woodland per annum from 2020 rising to 4,000 ha per annum as rapidly as possible with work on funding, review of regulation, expanding the Welsh Government Woodland Estate (WGWE), Centenary Trees, Plant!, Glastir, National Forest, and urban trees and green infrastructure.

Topic owner/s: Ruth Jenkins / Martyn P Evans / Dominic Driver / Richard Ninnes

### Business Plan dashboard measure/s:
- **Verification of Glastir Woodland Creation grant scheme applications:** NRW works with the sector and Welsh Government to verify applications from Woodland Agents and Land Owners who have applied for Glastir Woodland Creation and Woodland Restoration grants   This work ensures the applications are in line with the UK Forestry Standard and so Welsh Government can be confident that, when confirming the grants, the proposed woodland creation/restoration is for quality assured work.  This leads to better management of existing woodland and expansion of woodland cover in Wales.  Both are key Climate Mitigation controls for Wales.
- **Area of new woodland created on the NRW Estate (ha acquired / identified if already in ownership and ha planted):** shows the contribution of NRW's land estate to woodland creation and progress on the commitment to the WGWE being bigger in 25 years than it was in 2018.

## Measure: Verification of Glastir Woodland Creation grant scheme applications

**Latest position** (to end of June 2020):

- NRW received 90 Expressions of Interest and verified 19 of these to the end of June in relation to Glastir Woodland Creation Rounds 7 (GWC7) and GWC8 respectively.
- In parallel the Woodland Programme (WP) Team received in advance of GWC7 and GWC8, 25 Glastir Woodland Restoration Round 7 (GWR7) Expressions of Interest, which totalled 152.06ha of which 21 (140.51ha) were verified to the end of June, which have a set completion date of 5 October 2020.
- Due to Covid-19 restrictions in line with Welsh Government's own suspension of any new site inspections, site visits have been delayed since 17 March by both the Woodland Planning Team and the Forest Regulation Team, with work focussing on those plans that could be completed remotely and which did not require a site visit.  This means that the figures above do not fully represent the progress made during the period: we are awaiting the resumption of site visits where needed.

**What we are doing next:**

- As of 6 July, the WP Team resumed site visits, which will enable completion of 75 EOIs with a Welsh Government set completion date of 5 October 2020. As of 13 July, there are 60 working days left to this deadline.
- Applications for Glastir Woodland Creation round 9 will start to be received towards the end of Quarter 2.  £8 million will be distributed over two claim years at approx. 50% in each year (tbc).  A rule change for round 9 means that there is no defined plan submission deadline - a Registered Planner can submit a plan at any point after selection, but they must have a verified plan before they commence capital works. This will have obvious impacts on the team if we have an uneven distribution of plans, particularly if a large number are received shortly before the March claim deadlines.  We are looking at how we can manage this.

Measure owner/s: Ruth Jenkins / Martyn P Evans

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Amber | | | Green |

## Measure: Area of new woodland created on the NRW Estate (ha acquired / identified if already in ownership and ha planted)

**Latest position** (to end of June 2020):

- Our target is acquire/ identify if already on our estate ("secure") 150 hectares (ha) of land and create 60ha of woodland by year end, continuing the commitment for 350ha new woodland as compensation for that removed for renewable energy developments.
- In 2019/20 we secured 60ha, explaining the target of 60ha woodland planted in 2020/21. The target of 150ha of land secured is the 2020/21 contribution to this commitment.
- We are considering increasing our ambition for woodland creation to 1,770ha over 5 years (subject to approval and funding). The area of woodland on the NRW Estate decreased from 105.2kha in 2013/14 to 104.7kha in 2019/20, is set to carry on decreasing to 102.8kha 2029/30, including with the current 350ha target for woodland creation. The increased ambition would ensure the WGWE is bigger in 25 years than it was in 2018 and increase the Estate's contribution to Wales' woodland expansion targets.

**What we are doing next:**

- We are investigating 12 potential sites (836ha) and have an accepted offer on one site (47ha).
- We will continue to secure land. Planting the 60ha already acquired will be in Q4.

Measure owner/s: Dominic Driver / Richard Ninnes

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Green | | | Green |

## Topic: Restoring Peatland

### Topic summary progress:

- We are preparing a national programme for peatland restoration. The draft 5-year National Action Plan was completed and submitted to our internal Natural Resources Management (NRM) Board (Q1). Procurement routes for spend are under development (Q2). The Draft Specification for Welsh Government Woodland Estate (WGWE) peat assessment will be completed (Q3) and 100% of groundworks programme identified (Q4).
- The New LIFE for Welsh Raised Bogs project also continues to work on seven raised bogs across Wales including Cors Fochno and Cors Caron National Nature Reserves

Topic owner/s: Ruth Jenkins / Martyn P Evans / Dominic Driver / Richard Ninnes

### Business Plan dashboard measure/s:

- **Actions undertaken to restore Welsh peatlands:** This measure reflects actions taken to restore Welsh peatlands across Wales, including on the NRW woodland estate (the Welsh Government Woodland Estate).  The peatlands of Wales support an outstanding biodiversity resource. The 90,995 ha of deep peat (with 11,345 ha on the NRW estate) also play an important role in regulating greenhouse gas emissions, with the peat profiles comprising our most important store of carbon nationally. Degraded peat is a source of current greenhouse gas emissions. We are embarking on a national programme of peatland restoration across Wales to ensure their ongoing sustainable management and in order to safeguard and recover their critical biodiversity resource, store carbon, reduce greenhouse gas emissions, and ensure that Welsh peatlands play their important role as a component of Natural Flood Risk Management in Wales.

## Measure: Actions undertaken to restore Welsh peatlands

**Latest position** (to end of June 2020):
- Our milestone activity for this period was to have a draft National Action programme in place.
- We have completed this activity and the plan was submitted to our internal Natural Resource Management (NRM) Board on the 9th of June. Comments received have been addressed.

**What we are doing next:**
- We have plenty of draft projects and are now developing funding routes for groundworks delivery (Q2 milestone). We aim to have this confirmed for Q2.
- We have also developed a draft specification for delivery of Q3 milestone with the aim of rolling the survey out in the next quarter subject to procurement support.
- Our next milestone activity is to commence the ground works programme. We are currently on track to have 80% of programmed groundworks delivered through NRW direct delivery and activities of partners. We currently expect we will be Green at year end.

Measure owner/s: Ruth Jenkins / Martyn P Evans

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Green | | | Green |

# Topic: Managing Flood Risk

## Topic summary progress:

- Much work has taken place this quarter on the Flood Recovery and Review work, after the winter floods.  This has progressed well, alongside and on top of routine (core) FRM (Flood Risk Management) work such as maintenance, capital programme delivery and all other areas of FRM work.  We also have several significant ICT projects in flight, and a programme of improvement projects.

Topic owner/s: Jeremy Parr / Mike Evans

## Business Plan dashboard measure/s:

- **Complete Natural Resources Wales' review of winter storms 2019/20 and report on implementation of recommendations:** The February floods left an estimated 2,500 properties flooded in communities across Wales and was one of the most significant floods in Wales since the late 1970s. The operational activity and the services NRW provide to the public were severely stretched during these events. There are significant lessons to be learnt, and a review into our internal performance is underway. The review will capture the key facts and data on the severity of the events, analyse NRW's performance, and identify key areas for improvement.  We plan to develop options for implementation, with indicative costs (as far as possible).  This work is progressing well and to target, with the review scheduled for final sign off at NRW Board in September. We will then work on implementation, as resources allow. This work is taking place alongside a programme of recovery work, dealing with more urgent and short-term issues from the events.
- **Maintain flood risk assets in high risk systems at target condition:** NRW owns and maintains over 3,900 flood risk assets which form part of the national flood defence infrastructure and provide benefit to 73,000 properties in Wales. As well as reducing the risk to life and providing protection to property and vital infrastructure, they also provide protection to several nationally and internationally designated sites such as SSSIs, SACs and SPAs. It is vitally important that these assets are maintained and perform to their required condition.  This measure is for the assets in our high-risk systems being at target condition. A system is typically a sub-catchment or stretch of river, and a poor condition asset anywhere within the system can impact that location – it is only as good as its weakest link.  Our target is 98% and current performance is at 96.9%.  This reflects the impact of the winter storms on our asset stock, and some of the repairs will take months to deliver as they are not quick fixes.

## Measure: Complete Natural Resources Wales' review of winter storms

**Latest position** (to end of June 2020):

- The Flood Recovery and Review Programme has 4 areas of work: capturing the facts of the events, reviewing our flood performance, reviewing the management of our estate and how that impacts floods, and recovery work.
- All of these components are progressing well and are on target. The targets for Q1 were to establish the governance framework and to deliver the report capturing the facts of the February Events.
- Project and Programme Governance has been set up around both the Recovery and Review work, with fortnightly Programme and Project Board meetings, and monthly meetings with the FRM Committee of the NRW Board.
- The 'factual report' has been produced and a final draft is under consideration by the NRW Board and FRM Committee. This report will act as an evidence report and consolidates a wide range of review work focussed on the significance of the February events and particularly Storm Dennis.
- Issues and lessons have been captured through staff debrief sessions, questionnaires, interviews and discussions with working groups. This has identified over 1,000 comments, concerns and recommendations directly from staff.

**What we are doing next:**

- The two review reports focus on the internal performance and are expected to be completed in draft form by the target of end of July.
- These reviews will be considered for approval by the NRW Board. Discussions are ongoing regarding the way this work will be shared externally or published.
- The timelines are very challenging and therefore carry risks e.g. staff illness would have significant impacts. Nonetheless, we are currently on track to meet the targets for delivery this financial year and expect to be Green at year end.

Measure owner/s: Jeremy Parr / Mike Evans

| Q1 | to Q2 | to Q3 | Expected year end |
|:---:|:---:|:---:|:---:|
| Green | | | Green |

## Measure: Maintain flood risk assets in high risk systems at target condition

**Latest position** (to end of June 2020):
- Our target for this measure is to maintain 98% of flood risk assets in high risk systems at target condition. This means we can have up to 70 assets in high flood risk systems not meeting their target condition to achieve the 98% target.
- For this period, we have maintained 96.9% of flood risk assets in high risk systems at target condition.
- The number of assets below required condition has increased during Q1 from 85 to 110. This increase is due to the impact of the February storms and asset defects picked up by the approximately 2000 follow-up inspections in the first quarter 20/21.  These were additional inspections to assess for storm damage.

**What we are doing next:**
- Our action plan to improve asset performance was shared with the Board in March 2020. One of the actions is to assess options to refine the measure to include the consequence of failing assets to the risk of flooding. We are doing this work now and will incorporate the outputs into future reporting.
- We will ensure that significant fixes identified from the post storm inspections have the required funding and are programmed for delivery and monitor that the simple fixes are completed.  We will work on the other actions (9 in total) in the coming months.  Our target for this measure remains 98% of flood risk assets in high risk systems at target condition over the next reporting period.
- We will assess whether we can speed up the repairs that need significant fixes, but at present we consider this unlikely (due to their more complex nature).  We therefore consider that we are not likely to meet our year-end target to maintain 98% of flood risk assets in high risk systems at target condition.  This is largely due to the number of assets that require significant fixes as a result of the February storms.  Plus of course we can expect further asset defects as we progress through the year, adding to the work required as we recover from the winter storms.  We therefore anticipate that we will be Amber at year end but are working to get to Green through the implementation of the action plan and advancing the fixes required wherever possible.

Measure owner/s: Jeremy Parr / Mike Evans

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Amber | | | Amber |

# Priority: Respond to the Nature Emergency

## Topic: Putting Nature at the Centre

### Topic summary progress:

- We have published our ecosystem resilience atlas (CuRVe) and initiated an associated internal specialist review.
- We established a development group for our internal ecosystem resilience guidance, conducted associated literature reviews and held end user focus sessions to help refine the guidance as it develops. We have begun drafting a Nature Network Practitioner Guide for external use.
- Our Section 6 (of the Environment (Wales) Act 2016) action audit has begun with structured skype interviews undertaken with some NRW Environment Team Leaders.
- We have allocated funding to 25 projects to support Vital Nature commitment delivery in 2020/21 after prioritising and ranking the 71 we received as part of the 1st call for proposals. Vital nature is NRW's strategic steer for biodiversity to 2022.

Topic owner/s: Ruth Jenkins / Martyn P Evans

### Business Plan dashboard measure/s:

- **Biodiversity action across NRW:** This measure demonstrates how we in NRW are responding to the nature emergency and putting biodiversity at the core of our work. We are doing this by identifying the key priorities that NRW needs to focus on and establishing a programme to help manage and track Vital Nature delivery through our wide range of roles across NRW for the duration of the current Corporate Plan and beyond.

## Measure: Biodiversity action across NRW

**Latest position** (to end of June 2020):
- Our milestone activity for this period was to agree priority actions in responding to the nature emergency.
- We have completed this activity culminating in taking a paper and discussion to the NRW Board in May 2020.
- The priority actions agreed reflected the pathway to transformative change, through our collective focus on place making, engaging and collaborating with others to deliver nature recovery and accepting this will take time to realise benefits, and that in the meantime direct action is needed.

**What we are doing next:**
- Our next milestone activity is to develop a programme to take forward agreed priority actions, drawing out the actions for NRW teams across each Place and our Regulation & Permitting; Flood Risk & Incident Management and Land Stewardship teams.
- We are currently on track to meet our year end activity milestone to report our progress, identifying any gaps or barriers.
- We currently expect we will be Green at year end.

Measure owner/s: Ruth Jenkins / Martyn Evans

| Q1 | to Q2 | to Q3 | Expected year end |
|:---:|:---:|:---:|:---:|
| Green | | | Green |

# Topic: Protecting Habitats and Species including Terrestrial Freshwater and Marine

## Topic summary progress:
- We developed a communications plan and advice process for Welsh Government's SMS (Sustainable Management Scheme) grants.
- We have drafted an NRW biosecurity embedding plan and continue working on the Invasive Alien Species Order to incorporate both into NRW processes.
- We continue to manage 3 EU LIFE programmes to help deliver landscape-scale improvements that support our Vital Nature commitments and have submitted 2 additional LIFE programme Concept Notes.
- We want Wales' National Nature Reserves (NNRs) to form part of the core of a resilient ecological network.

Topic owner/s: Ruth Jenkins / Martyn P Evans / Dominic Driver / Richard Ninnes

## Business Plan dashboard measure/s:
- **Priority actions undertaken on protected sites to improve condition of features:** Improving protected site condition is essential for maintaining biodiversity and building ecosystem resilience. We want these sites to function as a core component of a resilient ecological network enabling habitats and wildlife to thrive, to expand to recolonise areas from which they have been lost, and so to contribute to ecosystem services well beyond site boundaries. This measure shows how we are progressing with actions to improve these sites and enable them to fully provide their associated ecosystem service benefits.
- **Actions undertaken on National Nature Reserves (NNRs) on NRW managed land to improve condition and features:** Of the 76 NNRs in Wales, we manage 58, 41 entirely and 17 through partnerships. This measure shows how well we are doing in maintaining or enhancing the condition of "our" NNRs.
- **Delivering targeted action for declining species or those on the edge of extinction**: This reflects actions to address biodiversity loss and build ecosystems resilience. Unless we reverse biodiversity decline and build resilient ecosystems, our well-being and that of future generations will suffer. The measure demonstrates what we are doing as targeted actions for declining species or those on the edge of extinction in Wales.

## Measure: Priority actions undertaken on protected sites to improve condition of features

**Latest position** (to end of June 2020):
- Our milestone activity for this period was to have the 2020/21 workplan of NRW actions agreed.
- We have completed this activity and our Operational Environment Officers have captured their planned actions for 2020-21 in the Actions database.

**What we are doing next:**
- We will regularly review the actions planned as regards feasibility due to Covid-19 restrictions.
- We will review the actions planned in the River Basin Management Planning process for cycle three against this year's action plan.
- NRW is working with Welsh Government to deliver the Sustainable Management Scheme Supporting Natura 2000 Restoration, a £4M capital grant scheme for projects in 2020-21.
- Our next milestone activity is for 30% of actions to be completed or underway.  We are currently on track to have 80% of actions completed or underway in Quarter four. We currently expect we will be Green at year end

Measure owner/s: Ruth Jenkins / Martyn Evans

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Green | | | Green |

## Measure: Actions undertaken on National Nature Reserves on NRW managed land to improve condition and features

**Latest position** (to end of June 2020):

- We have set up, costed the annual work programme of nearly 1,600 actions across the 58 NRW managed NNRs. This is all funded.
- Of these, we will report here on a subset of 350 key projects with a total cost of £830k including rewetting wetlands, grazing and mowing on grassland sites, scrub control, control of invasive non-native species and infrastructure works e.g. fence replacement.
- For Q1 we have also done some survey and monitoring work so are ahead of our plan. However, a small number of projects may have to be delayed or curtailed due to COVID19 which puts us Amber overall by year end.

**What we are doing next:**

- Start work on or complete projects, our milestone for Q2 is 30% of key projects complete or in-hand.
- We will work out how to manage the impact of Covid19 (e.g. using streamlined procurement processes) to increase confidence we will achieve our target of 85% complete or in-hand in Q4.

Measure owner/s: Dominic Driver / Richard Ninnes

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Green | | | Amber |

## Measure: Delivering targeted action for declining species or those on the edge of extinction

**Latest position** (to end of June 2020):
- Our milestone activity for this period was completion of the Pen Llyn pearl mussel river restoration plan.
- We have completed the first stage of the Pen Llyn pearl mussel river restoration plan but have not been able to complete the full report due to the Covid-19 pandemic.

**What we are doing next:**
- We will now complete the second stage of the Pen Llyn pearl mussel river restoration plan in Q2.
- Our next milestone activity is the delivery of priorities in Plan of Action for salmon & sea trout. We are currently on track to meet our year end activity milestone on delivery of priorities in Plan of Action and are progressing the WG capital project activities. We currently expect we will be Green at year end.

Measure owner/s: Ruth Jenkins / Martyn Evans

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Amber | | | Green |

## Topic: Managing Land Sustainably

### Topic summary progress:
- We sustainably manage the natural resources on our 156,000ha land estate including the Welsh Government Woodland Estate (WGWE), National Nature Reserves, Visitor Centres, and other land assets.
- Our work to develop guidance and best practice in relation to Green Infrastructure is ongoing.

Topic owner/s: Dominic Driver / Richard Ninnes / Ruth Jenkins / Rhian Jardine

### Business Plan dashboard measure/s:
- **Number of UK Woodland Assurance Standard (UKWAS) Major Corrective Action Requests (CARs), Minor CARs and Observations (Obs.) open on NRW managed land from most recent annual audit and progress in closing them:** Being certified to UKWAS shows we sustainably manage the WGWE reaching Forest Stewardship Council® (FSC®) and Programme for the Endorsement of Forest Certification (PEFC) international standards. It means we can certify our forest products; we produce 60% of Wales' timber. Wales' state forests have been certified to UKWAS since 2001 and we aim to keep it that way. The World Wide Fund for Nature (WWF) awarded the UK a "Gift to the Earth" for being the first country in the world to achieve certification of all its state forests.
- **Progress on our support for Welsh Government on Green Infrastructure in urban areas, developing guidance to help the production of Green Infrastructure Assessments (GIA) and advice on using Area Statements during the Local Development Plan making process:** Welsh Government's (WG) Natural Resources Policy, PPW (Planning Policy Wales) 10 and the draft National Development Framework identify Green Infrastructure as a key mechanism to deliver nature based solutions and multiple benefits. We are working with WG to develop guidance and best practice in relation to Green infrastructure, informed by our area statement evidence and key themes, to inform local green infrastructure assessments and their integration with the National Development Framework and Local Development Plans.

## Measure: Number of UK Woodland Assurance Standard (UKWAS) Major Corrective Action Requests (CARs), Minor CARs and Observations (Obs.) open on NRW managed land from most recent audit and progress in closing them

**Latest position** (to end of June 2020):
- In 2017 our certification was nearly suspended while we closed out 4 Major CARs.  In 2019 we retained certification with 1 major CAR, 8 minor CARs and 12 Obs.
- This is progress but "good" is no major CARs and maybe a few minor CARs or Obs.  We have retained certification but have further work to do. The 2019 major CAR was closed in good time.  The next audit is Oct. 2020.  Success would be indicated by retention of certification and fewer CARs and Obs.  We are at Amber for achieving this at both Q1 and year end.  At end June 2020, all minor CARs and Obs. remained open.  We believe that we have sufficient evidence to close 3 CARs and 7 Obs.

**What we are doing next:**
- Responding to any feedback from our auditors on the evidence of closure provided to date and collecting evidence of closure for the remaining 5 CARs and 5 Obs.  Forest Resource Planning is a key requirement.
- Preparing staff and systems for the 2020 audit.
- Readiness has improved since 2019, progress on closure of CARs and Obs. is now reasonable.  We should be more confident once we hear back from our auditors on evidence so far and have completed preparing staff for the 2020 audit.

Measure owner/s: Dominic Driver / Richard Ninnes

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Amber | | | Amber |

21

## Measure: Support for Welsh Government on Green Infrastructure in urban areas, developing guidance to help the production of Green Infrastructure Assessments (GIA) and advice on using Area Statements during the Local Development Plan making process

**Latest position** (to end of June 2020):
- Our milestone activity for this period was the preparation of draft guidance and advice.
- We have completed the milestone activity for Q1: We produced drafts of two guidance documents. The first is a good practice guide to green infrastructure and the second a guide to NRW datasets that we think would be useful for informing Green Infrastructure Assessments (GIAs). A draft of the good practice guide has been discussed with Welsh Government and we also started a process of talking to both internal and external stakeholders to ensure the guidance is fit for purpose. The draft of the evidence guide is subject to some further refinement in July 2020, before we plan to consult with Welsh Government and local authorities during Q2 as per the original timetable for the production of this guidance. We also discussed with WG how our guidance and advice can inform the package of guidance being prepared to support the implementation of the National Development Framework.

**What we are doing next:**
- We will continue the stakeholder engagement we started in Q1; we have set up an internal expert group to inform the development of the guidance and are waiting for feedback from a small group of local authorities, after which we plan to update the guidance documents and seek views from all local authorities in Wales
- Our next milestone activity is to consult key stakeholders.  We are currently on track with our year end milestone to disseminate new guidance and advice. We currently expect we will be Green at year end.

Measure owner/s: Ruth Jenkins / Rhian Jardine

| Q1 | to Q2 | to Q3 | Expected year end |
|:---:|:---:|:---:|:---:|
| Green | | | Green |

# Topic: Managing the Sea Sustainably

## Topic summary progress:
- The Marine Protected Area Network is a key level in response to the Climate and Nature emergencies contributing to the maintenance and restoration of favourable conservation status for marine habitats and species and the provision of ecosystem benefits such as carbon sequestration. The Wales National Marine Plan is a new statutory framework for decisions affecting Welsh Waters, integrating social, economic and environmental objectives.

Topic owner/s: Ruth Jenkins / Rhian Jardine

## Business Plan dashboard measure/s:
- **Implement the Welsh National Marine Plan:** This measure reflects progress in relation to Wales National Marine Plan implementation milestones.  This reflects the need to take integrated action to improve the condition and resilience of the marine environment, and to support proportionate decisions that take full account of environmental, social and economic considerations under the new planning framework of Wales National Marine Plan (WNMP).  Key drivers for this area are: the WNMP, the Environment (Wales) Act 2016, Well- being of Future Generations (Wales) Act 2015, the Marine and Coastal Access Act, and the requirement in the remit letter to apply a proportionate approach to consenting and advice.
- **Progress of Marine Protected Area network management actions:** This measure reflects progress with Marine Protected Areas network management actions.  The marine protected area network is a key tool in developing greater resilience in the marine environment and is an integral consideration for all developments in the marine area, through Wales National Marine Plan policy. Key drivers for this area are: the Environment (Wales) Act 2015, the Marine and Coastal Access Act, the Marine Strategy Framework Directive, OSPAR (the Convention for the Protection of the Marine Environment of the North-East Atlantic) Marine Protected Area network requirements, and the climate and nature emergencies.

## Measure: Implement the Welsh National Marine Plan

**Latest position** (to end of June 2020):

- Our milestone for this period in relation to implementing the Welsh National Marine Plan (WNMP) was to commence priority processes/guidance/tools
- We have commenced implementing the Welsh National Marine plan through our evidence, advisory and regulatory functions, starting with our marine advice and marine licensing teams. Work has also begun to raise awareness of the WNMP with our other regulatory teams such as Species Licensing.
- We have commenced work on a guidance document to help us advise on implementation of the Resilient Marine Ecosystems policy of the WNMP.
- We have set up an internal group to identify opportunities to improve the evidence base for recreational use of the Welsh marine area, which will address a range of needs across our remit.

**What we are doing next:**

- We will now focus on progressing actions under the Marine Planning theme of the Marine Area Statement including completion of the guidance document.
- Our next milestone activity is to convene expert groups. We have already done this so are ahead of schedule and will continue to work on the required guidance and processes to implement the WNMP in Q2. We are currently on track to meet our year end milestone to sign-off and commence active use. We currently expect to be Green at year end, notwithstanding ongoing disruption due to Covid-19.

Measure owner/s: Ruth Jenkins / Rhian Jardine

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Green | | | Green |

## Measure: Progress of Marine Protected Area network management actions

**Latest position** (to end of June 2020):
- Our milestone for this period was to commence NRW's actions in the Wales Marine Protected Areas (MPA) action plan, subject to funding
- We have, in discussion with WG, had to adjust the NRW MPA management actions as a result of Covid-19 restrictions preventing spring survey work going ahead, such as the MPA monitoring programme, and bait collection survey.  We also have a reduction in initial funding from WG due to diversion of WG budgets for Covid-19 support. We did however identify alternative sources of funding internally, through reallocation of existing budgets and bids to the Vital Nature fund so all feasible actions are going ahead. As a result, all feasible actions are now underway or in the planning stages.
- Q1 progress is currently amber as we re-adjust to re-planned actions and continue to respond to changing Covid-19 impacts

**What we are doing next:**
- Our milestone for this period was to commence NRW's actions in the Wales Marine Protected Areas action plan, subject to funding.
- We have, in discussion with WG, had to adjust the NRW MPA management actions as a result of Covid-19 restrictions preventing spring survey work going ahead, such as the MPA monitoring programme, and bait collection survey.  Our next milestone activity is progress reviews.  We are currently on track to meet our year end milestone to sign off final delivery, we currently expect we will be Green at year end – assuming planned changes due to Covid-19 impacts are not considered amber in terms of final delivery.

Measure owner/s: Ruth Jenkins / Rhian Jardine

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Amber | | | Green |

## Topic: Improving Water Quality

### Topic summary progress:

- For 2020-21 performance measures we have made some positive changes, Groups have been commissioned to assess multiple similar investigations across Wales, e.g. pH failures, in order to improve efficiency, Governance has been secured with scrutiny given by the Land and Water subgroup of our Natural Resource Management Business Board. While Q1 targets have not been achieved many investigations are at an advanced stage and will be delivered in Q2. The delivery of investigations will help develop our third cycle targets for River Basin Management Planning.  Covid-19 restrictions have meant a redesign in delivery of some investigations (e.g. not been possible to continue with water quality sampling due to restrictions).

- We have been developing the third cycle River Basin Management Plans which will have a 6 month statutory public consultation at the end of the year. This involves bringing together a draft Programme of Measures which reflects the broad remit of NRW and working with partners to identify measures they can deliver. We have also been developing Opportunity Catchments which will be the focus of the third cycle improvements. This will require engagement with several partners, much of which has not been possible over the last few months due to Covid-19. Work has also been ongoing on the 2021 classification which we will publish with the final River Basin Management Plans in 2021.

Topic owner/s: Ruth Jenkins / Sian Williams

### Business Plan dashboard measure/s:

- **Number of Water Framework Directive (WFD) investigations completed based on number required at start of year; this is this year's contribution to a multi-year target:** The objective of the Water Framework Directive is to aim to achieve good status in water bodies over 3 six-year cycles.  River Basin Management Plans, set out a programme of local and strategic measures and investigations, and an ambition of 5% improvement to good status by 2021.

## Measure: Number of Water Framework Directive (WFD) investigations completed based on number required at start of year; this is this year's contribution to a multi-year target

**Latest position** (to end of June 2020):
- Our target for this quarter was for 67 Water Framework Directive (WFD) investigations completed
- We have not achieved this. We have completed 26 investigations. However, many of the investigation are nearing completion.
- Investigations included those relating to metal failures and where expert judgement was required.

**What we are doing next:**
- We will now continue to progress with the investigations and will focus on prioritising pH, heavily modified water bodies and water resources related investigations where a national steer is being developed and local groups have been set up should result in further closure of investigations in Q2.
- Our target for this measure in the next reporting period is 135 (202 cumulative) investigations completed. This will now increase to 176 in order to meet the cumulative total. We are not currently on track to meet our year end target of 270 investigations completed (which represents 70% of investigations completed by year end). This is mainly due to the Covid-19 restrictions and developing a way forward with several similar investigations which has impacted on the progress with the investigations programme. We currently expect we will be Amber at year end.

Measure owner/s: Ruth Jenkins / Sian Williams

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Red | | | Amber |

27

# Topic: Controlling Pollution

## Topic summary progress:

- Progress for Q1 in relation to the Air Quality and Compliance Breaches measures has been as expected. Both are Green

Topic owner/s: Isobel Moore / Martin Cox / Ruth Jenkins / Sian Williams

## Business Plan dashboard measure/s:

- **Progress of NRW's proposals to support Welsh Government in improving Air Quality:** This measure reflects how we are working with Welsh Government to assess how we can best contribute towards the delivery of their Clean Air Plan
- **Progress of our work to reduce pollution from metal mines:** This measure reflects progress with the assessment and remediation of high risk sites, in line with our Metal Mine Strategy - Delivering a safe local environment and improvements to local air and water quality and ensuring the sites are safe.
- **Performance of regulated industrial, waste sites, and water quality discharges – number of category 1 and category 2 compliance breaches with appropriate regulatory response determined within 6 months:** Poor performance at permitted sites has the potential for impacts on the environment, communities and the reputation of a sector. They are also resource intensive in terms of our regulatory effort and are considered to pose a greater risk of incidents, which can also then consume a large amount of our resources and impact communities.

## Measure: Progress of NRW's proposals to support Welsh Government in improving Air Quality

**Latest position** (to end of June 2020):

- Our milestone activity for this period was to make our proposal to the NRW Board
- We have completed this activity and the Board have supported in principle NRW providing an Air Quality (AQ) Service for Wales as outlined in the Board paper, but only if the additional work is fully funded by WG.
- We have estimated that to provide the AQ service to fully support WG Clean Air Plan will cost about £1.5M. The Board have indicated that if the WG are unable to fully fund the proposed service, that we should work with WG to agree the nature of the AQ Service that we could provide for a lower level of funding.
- We have been informed by WG that they are in the process of commissioning a design of an air quality monitoring network for Wales to in line with the objectives described in the Clean Air Plan. The output of this work will be key to establishing the basis for the AQ service.

**What we are doing next:**

- We will now await the outcome of the consultancy work and then continue to work with WG to understand the detail of the role that they wish NRW to play in the delivery of WG Clean Air Plan.
- Our next milestone activity is a project plan for the implementation of any new responsibilities. We are not currently on track to meet our next and end of year milestones of progress against implementation plan as the AQ service for Wales will only be able to commence after the completion of the detailed design of the air quality monitoring network being commissioned by WG and as a result the project milestones will move accordingly. The current expectation from WG is that the AQ Service will be in place by December 2022. Previously we were aiming for the service to be in place by end of 2021. We currently expect we will not meet the milestones due to above reasons

Measure owner/s: Isobel Moore / Martin Cox

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Green | | | Amber |

## Measure: Progress of our work to reduce pollution from metal mines

**Latest position** (to end of June 2020):
- We have seen delays to field work and construction due to Covid-19. During this delay each programme has been reviewed to ensure all possible work that can be done remotely is completed.
- We have worked with the Coal Authority to deliver a MoU (Memorandum of Understanding) to ensure a large proportion of the programme can be delivered by them.
- We have worked with our Programme Delivery group to develop those projects they can deliver for us.
- All projects in the programme have been signed off.

**What we are doing next:**
- Site work has recommenced, and a lot of the ground works will be progressed quickly in order to catch-up in lost time.
- The higher risk sites, including those with "blow-out" risks are being focussed on during Q2.
- We are building our continuing programme including looking at next year's programme so that timely bids for capital can be made to WG.
- We are assessing the delivery of the programme so that any amendments as a result of the delayed start can be built in.

Measure owner/s: Ruth Jenkins / Sian Williams

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Amber | | | Green |

## Measure: Performance of regulated industrial, waste sites, and water quality discharges – number of category 1 and category 2 compliance breaches with appropriate regulatory response determined within 6 months

**Latest position** (to end of June 2020):

- Our target for this period was for 90% of category 1 and category 2 compliance breaches to have an appropriate regulatory response determined within 6 months.  There have been 43 category 1 and category 2 compliance breaches that have required us to respond over the last six months, and 100% have had an appropriate regulatory response in line with our publicised Offence Response Options.
- NB – Performance against a version of this measure for 2019-20 was Amber.

**What we are doing next:**

- We will continue to monitor against this target and also to assess that the type of regulatory response continues to be appropriate and determined within 6 months. We are currently on track to meet this and expect we will be Green at year end, but this will be subject to potential resource pressures during the year.

Measure owner/s: Isobel Moore / Martin Cox

| Q1 | to Q2 | to Q3 | Expected year end |
|:---:|:---:|:---:|:---:|
| Green | | | Green |

# Priority: Developing and using our evidence with partners to advocate for and deliver SMNR

## Topic: Creating a Shared Vision for Natural Environment for 2050

### Topic summary progress:
- In September we will hold the inaugural meeting of the 2050 Advisory Group. We will be designing the outline shape of the Vision document, developing the scenarios / questions for stakeholders and finalising our approach for the engagement sessions.

Topic owner/s: Sarah Williams

### Business Plan dashboard measure/s:
- **Delivery of the programme to create a shared vision for the natural environment for 2050:** This measure reflects progress in relation to the milestones achieved in developing a shared vision for the natural environment for 2050. The vision will play an important role in developing a shared understanding across Wales of the value and importance of our natural resources and drive action by everyone. The Climate and Nature emergencies underline the importance of this work.  The vision will draw on socio-economic scenarios to illustrate how the use and management of natural resources in Wales in 2050 may change, and on the range of opportunities for action to drive multiple benefits.

## Measure: Delivery of the programme to create a shared vision for the natural environment for 2050

**Latest position** (to end of June 2020):

- The communications plan has been agreed by our Programme Board, with close alignment in this early phase to the work to the Green Recovery.
- Terms of reference for the external 2050 Advisory Group for the Vision programme have been prepared.
- Members for the proposed Advisory Group have been agreed and letters are being sent. The first meeting is scheduled for September 2020.
- The milestone for this period relates to the review of existing evidence, which will be completed by the end of August 2020.

**What we are doing next:**

- The first meeting of the 2050 Advisory Group will be held. We will seek their advice on designing the outline shape of the Vision document and developing the scenarios / questions.
- Developing our engagement approach considering the challenges of Covid-19 and procuring specialist services to support the engagement sessions.
- Our next milestone activity is to develop the products for engagement sessions.  We are currently not on track to meet our year end activity milestone to complete initial engagement sessions and begin to develop draft shared vision for follow up engagement sessions and are Amber.  We currently expect we will be Amber at year end.

Measure owner/s: Sarah Williams

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Amber | | | Amber |

## Topic: Improving and presenting evidence about the natural environment

### Topic summary progress:

- SoNaRR 2020. The project plan has been revised to meet a phased publication in December 2020 and March 2021. Ecosystem and thematic technical chapters are nearing completion following drafting, internal and external review. Drafting of the SMNR (Sustainable Management of Natural Resources) assessments and the Natural Resources Register based on the evidence presented in those chapters has commenced.

Topic owner/s: Helen Wilkinson and Steve Morgan

### Business Plan dashboard measure/s:

- **Publish State of Natural Resources Report 2 by December 2020:** This measure reflects progress in relation to our statutory duty to publish the report by December 2020, its purpose and the way we are planning to improve and present evidence during this year. This is important to maintain our reputation, to ensure the Welsh Government take sound evidence into account in the development of the next Natural Resources Policy and to ensure our staff and stakeholders can access the most appropriate evidence when working to deliver the Sustainable Management of Natural Resources.

## Measure: Publish State of Natural Resources Report 2 by Dec 2020

**Latest position** (to end of June 2020):
- Our planned activity for this period was to progress activity to publish the State of Natural Resources Report 2 by December 2020
- The coronavirus pandemic has had an impact on the availability of some key staff and our ability to engage with internal and external audiences. Risks of resource availability for certain sections remain.
- In response, we have reviewed the publishing schedule with Welsh Government. SoNaRR 2020 will be published in phases between December 2020 and March 2021 and we have revised the project plan to meet the phased publication deadlines.
- We have drafted and sought external review of most technical chapters. We have commenced writing the conclusions sections: The Natural Resources Register and the assessments against the aims of SMNR.
- We have continued our discussion with Welsh Government to ensure SoNaRR delivers what they require for the Natural Resources Policy.

**What we are doing next:**
- We will continue to progress activity to publish the State of Natural Resources Report 2020 by December 2020 and March 2021. We will finalise the agreement with Welsh Government to implement the revised project plan to meet the agreed phased publication dates.
- We will complete the SMNR assessments and Natural Resources Register, seek stakeholder and Welsh Government input at workshops in July and undertake appropriate external review.
- We are currently on track to meet our year end activity. By managing the resourcing risks through phased publication, seeking stakeholder engagement and investigating contracting out certain tasks; we currently expect we will be Green at year end.

Measure owner/s: Helen Wilkinson / Steve Morgan

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Amber | | | Green |

## Topic: Work with Partners and communities using Area Statements

### Topic summary progress:

- In Q1 the development of a work programme began to capture lessons learnt from the Area Statements process to inform future learning and monitoring. We are on track to complete this work in Q2. The programme is moving into the corporate governance model of our NRW Business Boards and sub groups with teams in Operations embedding Area Statements into their Place Plans.

Topic owner/s: Ruth Jenkins / Martyn Evans

### Business Plan dashboard measure/s:

- **Use of Area Statements within NRW Place Plans, informing Public Service Board (PSB) priorities through joint working**: This measure is to ensure that Area Statements drive the work of NRW and with our partners, particularly PSBs and that our place plans and service plans align to ensure the wider business supports the Area Statements delivery. It is particularly important this year that we ensure PSBs are aware of and use Area Statements for their post Covid-19 recovery planning and delivery, as well as informing their refresh of local well-being assessments (2021).

## Measure: Use of Area Statements within NRW Place Plans, informing PSB priorities through joint working

**Latest position** (to end of June 2020):

- We have published the Area Statements we are working to look at how we embed these in our work and that of others.
- Our milestone activity for this period was to develop a work programme, including how we monitor progress and record our learning.
- We are focusing on supporting Public Services Boards (PSBs), other partnerships and our own programmes. Area Statements information is contributing to PSB discussions on a post Covid-19 and Green Recovery.
- Our Operations Directorate is working to ensure Area Statements are embedded in, or become, their Place Plans. Each Place will ensure delivery contributes to Area Statement actions and outcomes. Area Statements information is contributing to PSB discussions on a post Covid-19 and Green Recovery.

**What we are doing next:**

- We are developing how best to capture and share learning to respond to or inform internal and external policy and programmes. This will be through a case study approach illustrating how using Area Statements and the ways of working can lead to nature-based solutions, identifying what's different. The Area Statements webpages are being updated to provide information to specific sectors and allows for feedback.
- Work across our Place-based teams will ensure tie in between our Operational / Place Plans and National Programmes of work. The next quarter will be firming up the opportunities for developing the case studies and improving internal communication mechanisms.

Measure owner/s: Ruth Jenkins / Martyn Evans

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Green | | | Green |

# Priority: Developing NRW into an excellent organisation that serves the communities of Wales

## Topic: Responding to and Managing Incidents

### Topic summary progress:

- NRW is a Category 1 responder under the Civil Contingencies Act and is required to prepare for and to respond to environmental incidents and emergencies. We have introduced a new triage system, incident categorisation guidance and new incident response structures, and are undertaking work to improve our incident reporting database and tools. Together these changes and improvements will enable us to deliver a more consistent, efficient and quicker response to incidents, concentrating on the high-impact incidents where we can make the biggest difference.

Topic owner/s: Jeremy Parr / Lyndsey Rawlinson

### Business Plan dashboard measure/s:

- **Incident Assessment (within 1 hour):** We have introduced a centralised triage approach to ensure that all reports of incidents are assessed according to our Incident Categorisation Guidance within an hour. This allows us to prioritise our resources and provide an immediate and effective response to incidents we categorise as High and helps us to mitigate and reduce the impact to communities and the environment.
- **Response to 'High category' incidents (within 4 hours):** For incidents we class as High Level (using our Incident Categorisation Guidance criteria), we aim to respond within 4 hours of being notified. This is to ensure we prioritise our efforts on the high impact incidents, and we act within a suitable timeframe to minimise harm and impact. Response may include physical attendance at the site, but also includes other activities, such as contacting professional partners.

## Measure: Incident Assessment (within 1 hour)

**Latest position** (to end of June 2020):
- Our target for this measure is incident assessment within one hour for 95% of incidents
- We continue to consistently achieve this target. For this period, incident assessment has taken place within one hour for 97.5% of incidents.

**What we are doing next:**
- Performance in this measure since we implemented the triage approach in April 2019 has been consistently high. We will closely monitor performance to ensure this high performance continues.
- Our target for this measure remains at 95% for the next reporting period.
- We are currently on track to meet our year-end target of 95% and expect we will be Green at year end.
- We track this measure monthly; if we get any dips in performance we will investigate and take action as needed.

Measure owner/s: Jeremy Parr / Lyndsey Rawlinson

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Green | | | Green |

## Measure: Response to 'High category' incidents (within 4 hours)

**Latest position** (to end of June 2020):

- Our target for this measure is response to 95% of 'High category' incidents within four hours. Q1 performance is at 76%, according to the information solely contained in the Wales Incident Recording System (WIRS). However, with further information and evidence being obtained from duty officers, we are confident that our actual performance is 94%. We are reporting the 76% figure recorded on WIRS (rather than the higher figure) because this is where the data is held and is our record.
- The issues behind the lower reporting on WIRS are: Staff are not providing enough detail on the timing of the response and technical issues within WIRS. Incident management staff have been acting as Single Points of Contact during the Covid-19 pandemic and have been unable to spend the required time working with operational teams to improve information and follow up reporting errors.

**What we are doing next:**

We will focus on closing the gap between what is recorded in WIRS (our official record and primary evidence base) and actual performance by:

- Implementing a technical fix within WIRS from August 2020, making it easier for incident response to be accurately recorded. Our newly appointed place-based incident management staff will spend more time supporting our operational teams to assist in ensuring staff are trained and competent in using our Wales Incident Recording System (WIRS), and will quality assure the data that is recorded.
- We will continue to offer centralised support and training for incident response staff on the use of WIRS and incident response procedures.
- We have recently designed a new incident response structure: we will provide training to new alongside existing incident response staff.

The fix to the reporting system and the increased support of the place-based officers should enable us to improve performance from September/Q3 onwards. However, if Covid-19 restrictions continue or are re-imposed, then this is likely to adversely affect performance.

Measure owner/s: Jeremy Parr / Lyndsey Rawlinson

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Amber | | | Green |

## Topic: Benefitting Communities

### Topic summary progress:

- We have looked at cross cutting efficiencies across the whole stakeholder engagement piece, including correspondence, complaints and external activity such as meetings and events, to ensure alignment with work around the Green Recovery and Vision 2050 consultation.
- In Q1 the Public Relations and Marketing Plan to promote the Wales Coast Path and National Trails was agreed with our partners. Work underway includes a toolkit to support tourism businesses to promote the trails, a WCP app, "Welcome Back" webinars and promotion for young people.

Topic owner/s: Catrin Hornung / Helen John / Ruth Jenkins / Martyn Evans

### Business Plan dashboard measure/s:

- **Develop our approach to engaging and working with stakeholders – both new stakeholders and those we know well:** Our relationships with stakeholders and partners are increasingly important as we aim to delivery better environmental outcomes through increased collaboration and closer working with communities of all kinds.
- **Support Welsh Government's Tourism Action Plan by promoting the Wales Coast Path and National Trails:** We will invest at least 95% of the allocated budget in the Wales Coast Path to fund infrastructure maintenance and development, marketing, monitoring and running costs. This will benefit local communities and visitors by facilitating coastal access, with resulting economic and health benefits.  This measure concerns promoting the Wales Coast Path and National Trails with our partners.

## Measure: Develop our approach to engaging and working with stakeholders

**Latest position** (to end of June 2020):
- Our milestone activity for this period was to compile a comprehensive thematic map of NRW's existing and potential audiences and devise a system to regularly appraise relationship/perception.
- We have not completed this activity as we are taking this opportunity to look at cross cutting efficiencies across the whole stakeholder engagement piece, including correspondence, complaints and external activity such as meetings and events, and ensuring alignment with other stakeholder work around the Green Recovery and Vision 2050 consultation.

**What we are doing next:**
- Our next milestone activity is to develop and begin implementation of a strategic stakeholder engagement plan which focusses on widening the NRW community, consolidates current relationships and provides sector specific engagement opportunities for our senior staff and board. We are currently on track to meet our year end activity milestone to undertake review of stakeholder perception via survey; appraisal of media coverage and advocacy; and evaluation of consultation feedback. We currently expect we will be Green at year end.

Measure owner/s: Catrin Hornung / Helen John

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Amber | | | Green |

## Measure: Support Welsh Government's Tourism Action Plan by promoting the Wales Coast Path and National Trails

**Latest position** (to end of June 2020):

- Our milestone activity for this period was to finalise and agree, with partners, a combined plan of action for promotion of the Wales Coast Path (WCP) and National Trails (NTs) to promote the Wales Coast Path (WCP) and National Trails (NT) – this has now been done.
- NT: We have finalised the business engagement toolkit to support tourism businesses to promote the trails, finalised the brand guidelines. We are starting planning for Offa's Dyke NT 50th anniversary (2021) and have commissioned photography and film. We have also commissioned translation of the Welsh trails pages on the website.
- WCP:  Further development "Track my Walk" function on the WCP app, finalised leaflet redesign, finalised completer's certificate and badges designs. Finalised agreement for a merchandising pilot.

**What we are doing next:**

- NT – Supervision of PR contract and we will relaunch the social media feeds. We will be using the finalised business engagement toolkit to run two "Welcome Back" webinars, one to the travel trade and one to visitors as part of our Covid-19 recovery plan. We will be supporting the filming and photography work, as well as continuing to support the NT officers planning for the anniversary including commissioning itineraries. We will be promoting the NT website and facilitating media visits for the anniversary. Commissioning work to pilot an approach for accessible sections on the WCP in Gwynedd will also be undertaken.
- WCP We will run joint "Welcome Back" webinars with NT and develop partnership working to promote WCP to younger people. We will also be involved in PR activity for ITV series "Wonders of the Coast Path" on UK TV network, promotion of completer's certificates and badges, and will have a leaflet distribution contract in place (both WCP and NT).

Measure owner/s: Ruth Jenkins / Martyn Evans

| Q1 | to Q2 | to Q3 | Expected year end |
|:---:|:---:|:---:|:---:|
| Green | | | Green |

## Topic: Developing Our Organisation

### Topic summary progress:
- Workforce plan priority actions are progressing: a Recruitment project group are developing recommendations for change; a Training and Learning plan is being developed collaboratively across both teams.
- Equality Impact Assessment (EQuIA) review work is progressing broadly as planned. The EQIA work is amber because we want to ensure the review is broad enough to ensure the end product is fit for purpose.

Topic owner/s: Su Turney / Steve Burton

### Business Plan dashboard measure/s:
- **Develop our NRW workforce plan, progressing priority actions:** This measure reflects how we are progressing priority actions related to our workforce plan. Our workforce plan sets out a clear workforce vision for the future, identifies current risks and opportunities and defines our strategic approach to the development of our current and future workforce. Priority actions that we will be working on this year related to the workforce plan will begin the important work to ensure we have the right skills, environment and culture to enable us to deliver our Corporate Plan and to serve the communities of Wales.
- **Review our Equality Impact Assessment process so that we engage with communities in a more equitable way:** The EqIA is required to assess the potential impact on any proposed organisational plans. A more robust EqIA will help challenge our thinking and provide assurance that we are engaging with a variety of communities and not disadvantaging any specific groups. The measures will be outlined within the Equality Action Plan and will include: that our services are accessible to all and encouraging a diverse customer base.

## Measure: Develop our NRW workforce plan, progressing priority actions

**Latest position** (to end of June 2020):
- Our milestone activity for this period was to complete scope of Competency Based Framework.
- We have not completed this activity. However, an approach for a Core Competency framework has been developed and will be shared with our Leadership Team Group and Executive Team for endorsement and sign-off by the end of Q2.
- Work on a Technical Competency framework is also underway in Regulatory, Forestry and Marine. Next step is to identify all professions and their relevant technical competency frameworks, by end April 2021. We are continuing to work towards having a full Competency Based Framework in place by the scheduled completion date of Q3 2021.

**What we are doing next:**
- Clarify twelve statements under each of our Values, which will be descriptive not prescriptive, facilitating behavioural competency conversations which will link to the revised Code of Conduct. This will be shared and will enable individuals to identify examples of where they have demonstrated the values during their performance review and one to one meeting with their manager. Our next milestone is to progress the Leadership and Management Development Plan (including Leadership Capabilities), which we are taking to our Leadership Team Group in September to gather feedback and seek their endorsement to our proposals. An updated version of the Plan with be submitted to Executive Team in October 2020 and presented to the People and Renumeration Committee (PaRC) in December 2020.
- Work will begin in November on developing a strategic approach to enhancing our existing Placements framework, which will include Apprenticeship Schemes/Graduate Placements and Work Experience opportunities across the organisation, to ensure a continuous pipeline of talent by December 2021.
- We are on track to complete the refreshment of our current recruitment process by end of Q3.
- We are currently on track to meet our year end activity milestone that we have the Workforce plan updated / begin to develop Apprenticeship and Graduate recruitment framework. We anticipate we will be Green at year end.

Measure owner/s: Su Turney / Steve Burton

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| **Red** | | | Green |

## Measure: Review our Equality Impact Assessment process

**Latest position** (to end of June 2020):
- We have not completed this activity as yet; however, we have: -
    - Contacted two public sector organisations to see what they do and why
    - Looked at Welsh Government training hub available to all (practice hub) including the Welsh duties.
    - Been considering different options as to whether we include Welsh Language, Health Impact Assessment and Children's Rights

**What we are doing next:**
- Our next milestone is completion of the review.  We are on track to meet this target.
- We will develop an Action plan
- Engage with others to develop the EqIA
- Write an options paper for consideration by our Leadership Team
- Further develop the assessment, share with our Equality, Diversity and Inclusion forum
- We currently expect we will be Green at the end of Quarter 2.

Measure owner/s: Steve Burton

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Amber | | | Green |

# Topic: Well-being, Health and Safety

## Topic summary progress:
- Covid-19 has impacted the progress on both these targets.
- Corporate Health Standard – Public Health Wales who will assess whether we have achieved the Gold standard or not have understandably had to divert their resources so we will not be assessed until 2021/22
- Near Misses/ Lost Time Incidents (LTI's): will have declined in this period given most staff have been working from home.

Topic owner/s: Steve Burton

## Business Plan dashboard measure/s:
- **Progress towards Corporate Health Gold Standard:** This measure reflects how we are working to achieve an enhanced level of certification to the Corporate Health Standard, where we are looking to build on our current Silver rating (and are aiming to be in a position of having the evidence ready to attain Gold rating by the end of the year).
- **Number of near misses and lost time incidents:** This measure reflects the culture of the organisation - the principle being the more staff feel confident and able to report near misses the more likely we are to avoid more serious incidents because we will apply lessons from those near misses and as a result LTI's decrease.

## Measure: Progress towards Corporate Health Gold Standard

**Latest position** (to end of June 2020):
- Our key activity for this period was to provide a progress update in relation to progress towards the Corporate Health Gold Standard.
- We have continued to meet with business representatives to capture the evidence against the requirements of the Gold standard. The staff wellbeing group now meets on a monthly basis to discuss the evidence gathered.  Each staff representative has been allocated a lead theme e.g. employee engagement, mental health & wellbeing. With the unprecedent times we find ourselves in, further initiatives have been promoted and communicated to staff and this will form part of the evidence to support potentially achieving the gold standard. These have included daily external webinars and newsletters from our Employee Assistance Provider on a variety of topics e.g. mental health, how to manage change, etc.
- This will mean we will have the evidence available by Q4 albeit we will not be able to be assessed

**What we are doing next:**
- Next quarter, our key activity is again to provide a progress update in relation to progress towards the Corporate Health Gold Standard.
- We will be on track to achieve Corporate Health Gold Standard assessment by March 2020/2021: this is dependent on Public Health Wales and their assessment process due to Covid-19.
- We aim to complete in full 5 themes with supporting evidence linked to the action plan by the end of next quarter.

Measure owner/s: Steve Burton

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Green | | | **Red** |

## Measure: Number of employee near misses and lost time incidents

**Latest position** (to end of June 2020):

- This measure is currently assessed as red as the number of near misses reported have decreased due to Covid-19 (with reduced site work being undertaken and offices being closed due to lockdown).  This measure is based on the reporting of employee near misses and lost time incidents.  Now that the public areas of interest have now re-opened and with more site work re-commencing due to lockdown restrictions being lifted, the number of near misses will increase.
- There have been 22 employee near misses (compared with 72 in Q1 19/20) and 0 lost time incidents (compared with 2 in Q1 19/20) over this period. (Near miss reporting - constitutes a mixture of employees, contractors and members of the public. In the 19/20 reporting year there were a total of 226 near misses and 8 lost time incidents).

**What we are doing next:**

- We will continue to report the number of employee near misses and lost time incidents next period.
- The Wellbeing, Health & Safety team will be running training sessions on the importance of reporting incidents and near misses and how to access the system to log a report to the business every quarter.  These training sessions will be aimed at team leaders /managers and employees.
- In our September manager's monthly guide there will be an action for team leaders/managers to engage with their teams and promote the reporting of incidents and near misses.
- We expect these activities will help increase the number of near miss reporting so that, overall, at the end of year we have still seen an increase – this will take time hence the reason next quarter is still expected to be amber as we start to see an increase of lockdown being lifted.

Measure owner/s: Steve Burton

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| **Red** | | | Green |

## Topic: Focussing on Customers

### Topic summary progress:

- We have been reviewing best practice tools and methods that support an inclusive engagement approach, and as part of this we have rolled out two online consultation tools. We have also begun work on 3 co-production pilots within Permitting, Area Statements and Visitor Centres, in partnership with Co-Production Network for Wales.
- We have identified all the grant funding mechanisms being considered and are focussing on two processes for improvement: Land Management Agreements (LMAs) and Memorandums of Agreement (MOAs). We have commissioned a Task and Finish group for the LMAs and will continue with our review of the MOAs to highlight areas for improvement to our processes and customers' experience.

Topic owner/s: Naomi Lawrence / Catrin Hornung / Ruth Jenkins / Rob Bell

### Business Plan dashboard measure/s:

- **Progress customer programme – increasing customer involvement:** A key outcome for the programme is to increase and improve the ways that our customers can contact and interact with us through a range of accessible ways that suit them. Providing a service that is consistent in quality and easy to use will ensure we get more right first time for our customers, build longer term relationships and increase our customer satisfaction levels.
- **Review and define all funding mechanisms available to NRW, ensuring alignment with our Grants Policy and focussing on customer needs:** The funding mechanisms available to NRW must be clearly defined and understood to ensure effective project and programme management that meets the needs of internal and external customers.

## Measure: Progress customer programme – increasing customer involvement

**Latest position** (to end of June 2020):

- Our milestone activity for this period was to develop inclusive engagement approaches and methods. Work has begun on collating and quality assuring best practice tools and methods, that will support a quality engagement approach across NRW. These include the rollout of new online consultation tools - citizen space and dialogue.
- Work has begun on co-production pilots in partnership with the Co-production Network for Wales. This work comprises three stages: A mapping exercise, to identify business areas where application of co-production could yield the greatest impacts (spring 2020). Pilot activities within Permitting, Area Statements and Visitor Centres, putting co-production principles into practice. (ongoing).  Case studies – reflecting on pilot activities, highlighting learning points and good practice, and supporting the dissemination of good practice and sustainability of positive outcomes (to be completed, autumn 2020).
- The short-term success of the project will be judged on the extent to which pilot projects generate positive customer experiences, new learning, encourage new ways of working, and stimulate similar innovations across other areas of the organisation. The long-term success of the project will be judged on the extent to which this contributes to overall improvements to internal/external customer experience and involvement, and improved decision making across NRW.

**What we are doing next:**

- We will introduce external benchmark surveys with the Institute of Customer Services and utilise pulse surveys to track internal staff customer focus.  Re-establish the Engagement Practitioner Group who will act as an internal specialist advisory group. They will assist with development of a professional development framework for staff and advise on recruitment to the Customer Involvement Forum.  We are currently on track to meet our year-end target to review programme findings using customer insights to begin embedding good practice across the organisation. We currently expect we will be Green at year end.

Measure owner/s: Naomi Lawrence / Catrin Hornung

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Green | | | Green |

## Measure: Review and define all funding mechanisms available to NRW, ensuring alignment

**Latest position** (to end of June 2020):

- Our milestone activity for this period was to identify all funding mechanisms that are being considered e.g. Memorandum of Agreement and Land Management Agreements highlighting the opportunities for process improvement
- We have completed this activity and concluded that the two main funding mechanisms that require process improvement are Land Management Agreements and Memorandums of Agreement
- We have presented a paper to our NRM Board on 9th June to consider the role of Land Management Agreements in delivery of improvements for biodiversity and in building ecosystem resilience. It was agreed to commission work via a Task and Finish Group to address current challenges in delivery of Land Management Agreements and consider opportunities for their future use. The review of Memorandums of Agreement is already under-way and a working group has been established.

**What we are doing next:**

- We will now set up the Task & Finish Group for the Land Management Agreements and continue the work to review Memorandums of Agreement. The work of the groups will identify and highlight any opportunities for process improvement for these funding mechanisms.
- Our next milestone activity is to begin process improvement if required. We will also provide an update on Grants delivery.  We are currently on track to meet our year end activity milestone to report on progress of funding mechanisms undergoing process improvement and provide further update on the Grants awarded.  We currently expect we will be Green at year end.

Measure owner/s: Ruth Jenkins / Rob Bell

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Green | | | Green |

# Topic: Making the Most of Commercial Opportunities

## Topic summary progress:
- Commercial operational activity during Covid-19 has been reactive and supportive, focussed on protecting Timber and Energy Developments.
- Recreation development discussions have continued with Forest Holidays and Zipworld, throughout the period, highlighting adaptation requirements post Covid-19.
- Green Recovery is now the primary focus of future commercial opportunities, and publication of the commercial strategy has been delayed to take this into account.

Topic owner/s: Sasha Davies / Richard Ninnes

## Business Plan dashboard measure/s:
- **Publish NRW Commercial Strategy:** The Commercial Strategy will supersede the Current Enterprise plan and will for the first time unite under a common approach NRW's income generating portfolio areas. It sets out what we will focus on in the next five years and NRW's approach to commercial opportunities, including the development of the People, Planet, Prosperity measurement of commercial success and value.
- **Timber volume offered to market/sold/dispatched:** NRW currently offers an available timber harvest of 850,000m3 per annum or around 2/3 of the total Welsh market, which generates a typical gross income of approximately £20 million and supports the timber economy in Wales. This is a commitment set out in the Timber Sales and Marketing Plan.

## Measure: Publish NRW Commercial Strategy

**Latest position** (to end of June 2020):
- Our milestone activity for this period was for a Commercial Strategy draft to go to the NRW Board in July for final approval with a public launch in September.
- We have not completed this activity. The Commercial Strategy was produced and sent to NRW Board for comment in July. However, due to the work that is now ongoing in relation to the Green Recovery and the start of the new Director of Communications, Customer and Commercial in early September, the draft has now been delayed and is expected for final sign-off in November

**What we are doing next:**
- We will now continue to revise and amend the strategy based on input from the new Director and in line with the outcomes and aspirations of the Green Recovery Strategy.
- We have formed a Commercial Evidence Group that will:
  - Explore how to use the allocated Feasibility Funding to obtain better market intelligence and routes to market and
  - Will produce business cases for new diverging commercial opportunities and innovations that will then on finalisation proceed to the Business Board for final approval (before any other approval processes are required as outlined in NRW's governance procedures).
- Development Actions plans will be drafted, a risk register completed, and Marketing and Communications Plans produced for the relevant portfolio areas.

Measure owner/s: Sasha Davies / Richard Ninnes

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Amber | | | Green |

## Measure: Timber volume offered to market/sold/dispatched

**Latest position** (to end of June 2020):

- We exceeded our Q1 target of putting 190,000m3 to market.  The actual volume was 204,000m3 offered, from which we awarded 190,000m3 of timber sale contracts.
- We are currently on track to meet our year-end target of offering 850,000m3 to market, subject to any new restrictions imposed by the Coronavirus pandemic.

**What we are doing next:**

- Timber dispatches are dependent on the market place and performance of customers operations, both of which are outside the control of NRW.  At the end of Q1 timber dispatches delivered 166,000m$^3$, which is 78% against a straight-line performance profile of 212,500m$^3$ per Quarter required to meet the 850,000m$^3$ end of year outturn.  The low dispatch amount reflects the impact of Covid-19 halving the industry's uplift of timber in April and part of May.  Timber dispatches increased again and have been satisfactory through June and into July.
- Despite timber production to date being lower than performance profiles the income to date is good, mainly due to the quality of timber lots being offered and the cessation of long-term contracts at the end of FY 2019/2020. Only 5,000m$^3$ remains on 1 Long Term Contract this Financial Year.
- Overall expected year end is amber, owing to uncertainty over the market forces that determine demand for our product and the potential for recession reducing that demand.

Measure owner/s: Sasha Davies / Richard Ninnes

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Green | | | Amber |

# Priority: Responding to the UK Leaving the EU and any opportunities it could bring

## Topic: Providing Advice and Guidance

### Topic summary progress:
- Q1 delays to the Transfer of Functions and legislation to implement the new Environmental Principles and Governance Body will be replaced with increased activity over the summer months. We continue to engage with Welsh Government and track trade negotiations at UK and international levels, sharing key messages with senior management, policy and regulation leads to inform our preparations.

Topic owner/s: Ruth Jenkins / Isobel Moore

### Business Plan dashboard measure/s:
- **NRW's contribution following EU Exit including milestones on: i. Transfer of functions, ii. Environmental Principles, governance and the new oversight body, iii. New legislation (development of Agriculture and Fisheries Bills):** NRW must respond effectively to developing issues and changes for advice and guidance to staff, customers and stakeholders. To support our operations, policy and regulatory work it is essential that NRW maintains and updates advice and guidance effectively in response to issues and changes following EU exit. This will support effective customer engagement and enforcement and regulation of permits, licences, certificates and exemptions and support our wider role and remit in the pursuit of SMNR and Well-being of Future Generations.

**Measure: NRW's contribution following EU Exit including milestones on: i. Transfer of functions, ii. Environmental Principles, governance and the new oversight body, iii. New legislation (development of Agriculture and Fisheries Bills):**

**Latest position** (to end of June 2020):

- Our milestone for this reporting period was to provide an update on NRW's contribution following EU Exit.
- A Transfer of Functions exercise over the summer led by WG policy leads will develop a clear picture of new work areas for Wales. We will need to work closely with WG to understand new duties and functions that may transfer to us post EU Exit.  Legislation to implement the Environmental Principles & Governance body (EP&G) has delayed due to Covid-19. Interim measures will be in place by the end of 2020, to apply until at least March 2021. Guidance on application of these principles, in Wales, is due by the 1st January 2021. Development and full cost analysis of the permanent approach is ongoing and is due by Autumn 2020. We will work closely with WG on both the development of EP&G in Wales and the new body.
- The draft Agriculture White paper is due towards the end of September, with launch in mid-December. NRW is working closely with WG policy leads, setting up a core and technical Sustainable Farming Scheme (SFS) group to develop a comprehensive response to the consultation and further work over the Summer. A written statement on the Brexit and Our Seas consultation is due in the Summer with a White Paper to follow. We will work closely with WG on the development of this legislation.

**What we are doing next:**

- We will continue to monitor these work areas and develop a comprehensive NRW response to feed in to WG, supporting key policy and legislation post EU Exit. Measures are green as we are providing regular updates but there it is recognised that there are delays at WG and UKG level and the inherent risk of these issues not being implemented effectively.  We will continue to provide updates on progress each reporting period.  We currently expect we will be green at year end.

Measure owner/s: Ruth Jenkins / Isobel Moore

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Green | | | Green |

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## Topic: Being Ready for Change

### Topic summary progress:

- The transition period following the UK leaving the EU ends on 31st December 2020. Future legislation and trading agreements have not been finalised, and there is the risk that environmental incidents increase.  We are preparing for this possibility, as we did ahead of the previous EU Exit dates.  There is also the possibility of business continuity challenges and requirements made on us to participate in multi-agency responses through the Local Resilience Fora and Civil Contingencies Act framework.  This could stretch our incident capacity, especially if it is exacerbated if we also have Covid-19 related incidents to manage.

Topic owner/s: Jeremy Parr / Lyndsey Rawlinson

### Business Plan dashboard measure/s:

- **Progress of NRW's preparedness for any potential incidents or issues following EU Exit:**  This measure specifically focusses on the incident response work we need to undertake as an organisation to plan and prepare NRW for what may happen as a result of the UK leaving the EU and the end of the transition period, which will occur on 31st December 2020. This work involves us ensuring our internal policies and procedures are in place to allow us to manage this as an incident, which includes focussing on our business continuity planning which is key to help us manage any significant business disruption. It involves ensuring we have a resilient incident management system in place, to manage this as an incident as required with key staff trained and prepared to deal with this. We will ensure we consider and provide mitigation for the key risks that may affect us through this, which may be external risks coming from the arrangements of how we leave; it may be multiple incidents to manage, including Covid-19 and environmental incidents or it may be internally focussed risks that may affect our ability to deliver our duties. Through this there will also be a focus on how we work with Welsh Government throughout, and also the relationship we have and the role we play with our multiagency partners through the 4 Local Resilience Forums.

## Measure: Progress of NRW's preparedness for any potential incidents or issues following EU Exit

**Latest position** (to end of June 2020):

- We are preparing for the end of the EU Exit transition period in December 2020 and the possibility of an increase in environmental incident and business disruption. Our assessment is that we are currently Green for preparedness as our actions are on track.  We are not complacent though and more preparation work is needed (see below).
- We have:

  – Appointed 8 Strategic Brexit Incident Management Advisors, 2 to the Incident Management Team and 6 who are Place-based.  These staff will provide a dedicated focus on incident response preparedness actives.

  – Reviewed previous EU Exit preparedness activities, and NRW's Covid-19 response arrangements, and the outcomes are informing our planning and actions for the end of the transition period.

  – Identified Strategic Risk Register and Covi-19 Risk Register risks, and both refer to the risks of concurrent incidents and identify mitigation measures.

**What we are doing next:**

- We are undertaking a strategic review of concept exercise in Q2 which will test our ability to respond to concurrent incidents. The scenario includes the end of EU exit transition phase.
- We are training new staff to add resilience to our incident response arrangements.
- We will continue to work closely with Welsh Government and the 4 Local Resilience Fora to ensure we are aligned on our preparedness to respond.
- We will continue to develop and refine our Business Continuity Plans.
- The measure is about preparedness and we expect to be Green to the point of EU exit. After that, it is a matter of response rather than preparedness, and the test will be what actually happens and how we respond.

Measure owner/s: Jeremy Parr / Lyndsey Rawlinson

| Q1 | to Q2 | to Q3 | Expected year end |
|---|---|---|---|
| Green | | | Green |

# Key: Red / Amber / Green ratings

The detail of how the Red / Amber / Green (RAG) measure status is determined for each measure in our Business Plan dashboard is shown below.  We typically use a common RAG approach for each measure type (e.g. milestones or numeric targets).  We only depart from this common RAG approach where necessary, for the specific measure being considered (e.g. using more specific RAG tolerances for numeric targets to be a fair reflection of performance, and to ensure alignment with long-standing performance reporting approaches for these).

Each quarter we report both a current position, and a year end expected position. The reported year end expected position is based on our measure leads' expert knowledge around the activity area.  This typically includes reflection around action being undertaken, current or emerging issues and various categories of risk. As a result, during the year, the reported year end position is clearly subject to significant uncertainty in many cases, with this also being dependent on the nature of the individual measure being considered.

Some measures have no pre-set RAG categorisation in place.  This is often the case for measures that are new/emerging work areas, or where a pre-set RAG approach would not make sense.  RAG ratings for these measures are therefore based on a common-sense reflection approach in year – i.e. a fair reflection of the position at that time.

## Respond to the Climate Emergency

| Page | Measure | Type | Red is… | Amber is… | Green is… |
|---|---|---|---|---|---|
| 5 | Climate emergency action across NRW | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| 7 | Verification of Glastir Woodland Creation grant scheme applications | Numeric | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Red rating applies, | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Amber rating applies, | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Green rating applies, focused |

| Page | Measure | Type | Red | Amber | Green |
|---|---|---|---|---|---|
| | | | focused on fair reflection of position | focused on fair reflection of position | on fair reflection of position |
| 8 | Area of new woodland created on the NRW Estate | Numeric | Figure / target not achieved. | Within 30% of figure / target | Figure / target effectively achieved. |
| 10 | Actions undertaken to restore Welsh peatlands | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| 12 | Complete Natural Resources Wales' review of winter storms | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| 13 | Maintain flood risk assets in high risk systems at target condition | Numeric | Figure / target not achieved. | Within 30% of figure / target | 98% (with integer rounding, i.e. >=97.5% would be green) |

## Respond to the Nature Emergency

| Page | Measure | Type | Red | Amber | Green |
|---|---|---|---|---|---|
| 15 | Biodiversity action across NRW | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |

| 17 | Priority actions undertaken on protected sites to improve condition of features | Milestone / Numeric | Q1: Activity reflected in milestone is not near completion Q2-Q4: Figure / target not achieved. | Q1: Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) Q2-Q4: Within 30% of figure / target | Q1: Activity reflected in milestone is effectively complete Q2-Q4: Figure / target effectively achieved. |
|----|----|----|----|----|----|
| 18 | Actions undertaken on National Nature Reserves on NRW managed land to improve | Milestone / Numeric | Q1: Activity reflected in milestone is not near completion Q2-Q4: Figure / target not achieved. | Q1: Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) Q2-Q4: Within 30% of figure / target | Q1: Activity reflected in milestone is effectively complete Q2-Q4: Figure / target effectively achieved. |
| 19 | Delivering targeted action for declining species or those on the edge of extinction | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| 21 | Number of UKWAS Corrective Action Requests and Observations open and progress closing them | Numeric | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Red rating applies, focused on fair reflection of position | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Amber rating applies, focused on fair reflection of position | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Green rating applies, focused on fair reflection of position |

| | | | | | |
|---|---|---|---|---|---|
| 22 | Support for Welsh Government on Green Infrastructure and advice on using Area Statements | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| 24 | Implement the Welsh National Marine Plan | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| 25 | Progress of Marine Protected Area network management actions | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| 27 | Number of Water Framework Directive (WFD) investigations completed | Numeric | Figure / target not achieved. | Within 30% of figure / target | Figure / target effectively achieved. |
| 29 | Progress of NRW's proposals to support Welsh Government in improving Air Quality | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |

| 30 | Progress of our work to reduce pollution from metal mines | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
|---|---|---|---|---|---|
| 31 | Performance of regulated industrial, waste sites, and water quality discharges | Numeric | Figure / target not achieved. | Within 30% of figure / target | 90% (with integer rounding, i.e. >=89.5% would be green) |

## Developing and using our evidence with partners to advocate for and deliver SMNR

| Page | Measure | Type | Red | Amber | Green |
|---|---|---|---|---|---|
| 33 | Delivery of the programme to create a shared vision for the natural environment for 2050 | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| 35 | Publish State of Natural Resources Report 2 by Dec 2020 | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| 37 | Use of Area Statements within NRW Place Plans, informing PSB | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be | Activity reflected in milestone is effectively complete |

| | | | | | |
|---|---|---|---|---|---|
| | priorities through joint working | | | completed a month later than planned) | |

## Developing NRW into an excellent organisation that serves the communities of Wales

| Page | Measure | Type | Red | Amber | Green |
|---|---|---|---|---|---|
| 39 | Incident Assessment (within 1 hour) | Numeric | Figure / target not achieved. | Within 30% of figure / target | 95% (with integer rounding, i.e. >=94.5% would be green) |
| 40 | Response to 'High category' incidents (within 4 hours) | Numeric | Figure / target not achieved. | Within 30% of figure / target | 95% (with integer rounding, i.e. >=94.5% would be green) |
| 42 | Develop our approach to engaging and working with stakeholders | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| 43 | Support Welsh Government's Tourism Action Plan by promoting Wales Coast Path and National Trails | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| 45 | Develop our NRW workforce plan, progressing priority actions | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |

| 46 | Review our Equality Impact Assessment process | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| --- | --- | --- | --- | --- | --- |
| 48 | Progress towards Corporate Health Gold Standard | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| 49 | Number of employee near misses and lost time incidents | Numeric trend | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Red rating applies, focused on fair reflection of position | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Amber rating applies, focused on fair reflection of position | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Green rating applies, focused on fair reflection of position |
| 51 | Progress customer programme – increasing customer involvement | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| 52 | Review and define all funding mechanisms available to NRW, ensuring alignment | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be | Activity reflected in milestone is effectively complete |

| | | | completed a month later than planned) | |
|---|---|---|---|---|---|

| | | | | | |
|---|---|---|---|---|---|
| 54 | Publish NRW Commercial Strategy | Milestone | Activity reflected in milestone is not near completion | Activity reflected in milestone is near complete (e.g. expected to be completed a month later than planned) | Activity reflected in milestone is effectively complete |
| 55 | Timber volume offered to market / sold / dispatched | Numeric | Figure / target not achieved. | Within 30% of figure / target | Figure / target effectively achieved. |

## Responding to the UK Leaving the EU and any opportunities it could bring

| Page | Measure | Type | Red | Amber | Green |
|---|---|---|---|---|---|
| 57 | NRW's contribution following EU Exit | Text update | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Red rating applies, focused on fair reflection of position | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Amber rating applies, focused on fair reflection of position | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Green rating applies, focused on fair reflection of position |
| 59 | Progress of NRW's preparedness for any potential incidents or issues following EU Exit | Text update | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Red rating applies, focused on fair reflection of position | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Amber rating applies, focused on fair reflection of position | No pre-set Red / Amber / Green rating approach in place, i.e. common-sense approach to Green rating applies, focused on fair reflection of position |

# Annex 2 Customer Hub Dashboard Summary January – June 2020

## Key Messages

Due to COVID-19 the Customer Hub are managing all services while working from home. We received huge support from ICT to ensure a smooth transition to home working, without any noticeable change in service for our customers. We have introduced new ways of working, which includes increased flexibility and communication and supporting each other to ensure we maintain our services to all our customers and staff.

The team have all adapted well to these new ways of working.

## Hot Topics

**COVID-19:** Customer contact across all channels significantly reduced at the end of March to coincide with lockdown restrictions brought in across the country. However, as lockdown restrictions started to ease and with different measures being introduced across England and Wales, we saw surges in customer enquiries relating to;

- Accessing the land we manage, particularly Newborough Beach and other beauty hotspots
- Angling especially related to travelling to fish, rod licences and enforcement action
- Regulatory activities including permit applications, waste carrier applications and waste exemptions once restrictions were lifted

We worked very closely with several teams across the business to ensure we had key messages, FAQs and key contacts so we could respond quickly and effectively to customer enquiries. The Comms team also supported us by keeping the website up-to-date. Due to the constant review of Government Advice we had to react quickly to all changes to ensure our messages were up-to-date.

**February Storms:** We experienced a surge in all forms of customer contact both during and after the storms which resulted in devasting flood across parts of Wales. We liaised closely with colleagues in Comms to ensure consistent messages went out across all customer channels. We collated data across all customer channels which was fed into the wider flood review and recovery work. We continue to liaise with the team leading on the review and to manage customer complaints relating to the impacts of the flooding.

**Hafod Landfill Fire, Wrexham:** On Wednesday the 27th of May, a fire broke out at Hafod Landfill site in Wrexham. This generated 25 customer complaints relating to the fire and other historic issues.  Officers dealing with the fire, provided us with key messages and we worked with them to produce a more detailed response which was used to respond to all customer complaints.  The North Wales Industry and Waste Regulation Team also carried out proactive customer engagement with concerned residents.

**Waste Carrier Online Public Register:** Working with Digital Comms and the Waste Policy Team we made customer service improvements to the online Waste Carrier Public Register, which went live in May.  The new Waste Carrier Public Register makes it easier for customers, Local Authorities and staff to comply with their duty of care obligations and check if a waste operator has a carrier licence.  We will be monitoring the feedback we receive from the new register to ensure it remains fit for purpose and make further improvements as necessary.

## Risks

Several staff have left the Customer Hub during the last 6 months, which has created a skills and knowledge gap in the team.  Recruitment to these posts has also been affected by COVID-19.

However, we have now recruited 3 new team members who begin their training in August and several team members have now completed online training courses to improve their complaint handling and Freedom of Information knowledge.

In August for the first time since the creation of the Customer Hub we will have a fully resourced team.

## Celebrating success

Small sample of the commendations we have received since January;

- Rhuddlan Team for their hard work carried out during the recent storms
- Pembrokeshire Environment Team for resolving a recurring pollution problem
- Tim England for his engagement work with communities after flooding
- Fly Tipping Action Wales team for responding and clearing fly tipping during coronavirus
- Michelle Cheshire and Sian Craig for their response with the Hafod Fire in Wrexham
- Dawn Beech, Nick Thomas and their team's efforts with the whale incident

## Future Development

- In future we will be capturing not only the volume and type of customer contact we receive but also the customer experience.  This will be reflected in the Dashboard and allow us to drive forward customer improvements based on continuous customer feedback.
- As this is the first Customer Hub Summary we have provided to the Board, we would appreciate any feedback regarding improving the content or layout based on what you would find useful and interesting.

# Customer Hub Dashboard Infographic
# January - June 2020

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

**10503**
CALLS HANDLED
**494**
WELSH CALLS RECEIVED
**87%**
OF CALLS WERE ANSWERED IN 15 SECONDS

**3823**
EMAILS RECEIVED

**82**
COMPLAINTS

**648**
DATA LICENSING REQUESTS

**186**
ACCESS TO INFORMATION REQUESTS

**43**
COMMENDATIONS

**6490**
REGISTRATIONS & PERMITS PROCESSED

AVG. 171 PM — WASTE ENQUIRIES
AVG. 78 PM — FLOOD ENQUIRIES
AVG. 57 PM — FISHERIES ENQUIRIES

## FOCUS ON: FEBRUARY STORMS
31% Increase in customer contact
24 Requests for information
12 Complaints
4 Commendations

## FOCUS ON: COVID-19
25% reduction in all forms of customer contact and applications due to strict lockdown measures
7 Formal complaints relating to car park closures
105 General Enquiries around fishing and accessing land we manage during the pandemic