



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

# Equality Annual Report 2016 - 2017

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## Welcome

We are pleased to present our fourth annual report on Natural Resources Wales' achievements and our future plans in respect of equality, diversity and inclusion.

As a key organisation in the Welsh Public Sector, we provide a range of important services to Welsh communities and businesses and we recognise the importance of providing equality of opportunity to everyone. As an employer, we are committed to building an organisation that is representative of Welsh society and that makes full use of the talents, skills and experience of all our people. As a service provider, we are committed to providing services that are accessible, that eliminate discrimination, and that promote equality, celebrate diversity and are inclusive in everything we do.

We welcome the Environment (Wales) Act and the Well-being of Future Generations (Wales) Act. These, together, create modern legislation for managing Wales' natural resources which in turn improve the social, economic, environmental and cultural well-being of Wales.

Our Sustainable Management of Natural Resources principles will enable us to deliver on both of these acts to ensure that we think more about the long term; working better with people and communities as well as other statutory bodies, looking to prevent problems and take a more joined-up approach in a sustainable way.

Equality, diversity and inclusion is a central element in delivering business success and we want to embed our equalities work at the heart of how we plan and deliver our services.

**Diane McCrea**  
Chair

**Dr Emyr Roberts**  
Chief Executive

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## Executive Summary

To achieve our purpose, we currently have 1,865 staff located throughout Wales in a wide variety of roles and we work with local authorities and communities, together with a wide range of partners in the Third Sector, to achieve better outcomes for the people of Wales.

The Environment (Wales) Act sets out our statutory purpose.

In the exercise of its functions Natural Resources Wales must:

- pursue sustainable management of natural resources in relation to Wales, and
- apply the principles of sustainable management of natural resources.

We understand the vital contribution that our work on equality, diversity and inclusion can make to successful business delivery. It is important to ensure that we make full use of the talent, skills and experience of our staff and partners, and that the services that we provide to the people and communities of Wales are both inclusive and fair.

Over the past year and into the future, we are looking closely at ourselves to ensure that we are in the best position to deliver. We are currently reviewing our business areas which in turn will mean our organisational structure will look different as we adjust to meet our future needs so we can best deliver. It is vital that we look after our people during this time of change and ensure that our People and Teams Strategy takes full account of the diversity of our people.

Our self-disclosure rate continues to improve and we now know the protected characteristic make-up of over 67% of our people. This is particularly important as knowing this information helps us to ensure our people are properly supported.

Our Board continue to support our equality, diversity and inclusion agenda. We have a new dedicated Board champion for equalities, diversity and inclusion, Zoë Henderson, whose role it is to ensure that equality remains central to Board discussions and decisions and is essential in projecting a visible and high profile presence for our equalities work, not just with staff members and staff networks, but also with our customers together with external organisations.

## Complying with the Public Sector Equality Duties

The Welsh Specific Duties state we must involve people who we consider representative of one or more of the protected groups and who have an interest in how we carry out our functions. This duty to engage provides us with expert knowledge and advice in terms of understanding the key issues and barriers facing people with protected characteristics. This information can then be used to achieve shared aims and to deliver better decision-making, for example, in policy and service development and in setting priorities for action. Assessing the impact on protected groups is one of the key ways in which we can demonstrate we have had 'due regard'.

## Key issues

### Well-being Objectives

We have developed well-being objectives in a collaborative way through internal and external workshops. We have shared our learning and process with other public bodies via the Future Generations Commissioner's office's workshops which have proved to be very valuable. We see this as a first step in bringing our well-being objectives closer to those of other public bodies and next year we will begin to link these to the well-being objectives coming out of the Public Services Boards.

Our well-being objectives are:

- Champion the Welsh environment and the sustainable management of Wales' natural resources
- Ensure land and water is managed sustainably and in an integrated way
- Improve the resilience and quality of our ecosystems
- Protect people and communities from environmental hazards like flooding and pollution
- Help people live healthier and more fulfilled lives
- Promote successful and responsible business, using natural resources without damaging them
- Develop NRW into an excellent organisation, delivering first class customer service

### People Survey 2016

In April 2016 we conducted our second internal People Survey. Our staff engaged well with a total of 82% of the organisation taking part. From the results we know that we must find ways to encourage a culture of trust and engage everyone far more in how we plan and run NRW to get the best out of people and the collective skills that we have.

We are acutely aware that the recent and current change programmes as well as reduced budgets and seeing some of our colleagues leave under the last voluntary exit scheme has come at a cost to many of us, both in terms of uncertainty and personal sacrifice.

We very much value the opinions given in the survey and we are using the results to prioritise the work of the People and Teams working groups which are made up of staff from across the organisation as well as grades top to bottom.

Our next survey will be aligned to the timescale of the Civil Service people survey which is in October. This will enable us to benchmark ourselves more accurately externally whilst we continue to look closely at the data provided by our own result trends.

### Titles

We have reviewed the way we ask for people's titles on our application forms and web based portals.

The review uncovered a host of inconsistencies which needed resolving such as:

- A male first, female second hierarchy (Mr then Mrs, Lord then Lady)
- Exclusion of a gender neutral option (Mx, pronounced mix)
- Lack of a 'prefer not to say' option
- Lack of an 'other' option with a free text box for the customer's preference

Following a lot of discussion, legal advice and agreement from the Chief Executive we now have a standard way we will ask for titles:

Miss  
Ms  
Mr  
Mrs  
Mx  
Doctor  
Prefer not to say  
Other \_\_\_\_\_

Given the quantity of forms and portals we use, it will take time for this question set to be adopted in all that we do. We will however use this question set when reviewing our forms and services. We are proud to be taking steps to offer a more modern way of asking.

### Positive about disabled people

In August 2016 we were given 'Disability Confident Employer' accreditation by the Department for Work and Pensions. This scheme replaces the positive about disabled people 'two ticks' scheme. Our positive approach to both staff and prospective employees ensures that we continue invite to interview any applicant who meets the minimum job criteria and considers themselves disabled in line with the Equality Act 2010 definition of disabled.



During 2016/17, We had a total of 10 internal candidates who applied for a guaranteed interview. 8 were given an interview and 2 were not short-listed due to not meeting the minimum criteria.

### Equality policies

- Equality, Diversity and Inclusion policy. (Launched October 2015)
- Gender Identity Policy. (Launched October 2016)

Our Equality, Diversity and Inclusion policy recognises the benefits of having a diverse workforce and that we will strive for fairness and equality of opportunity in all areas of employment, identifying and removing barriers that prevent any employee from progressing and developing their potential.

The Gender Identity Policy goes further still by covering the specific information and support that staff and managers need around the sometimes little known subject of gender identity. We recognise the unique contribution that transgender staff can add to the strengths of our organisation.

Transgender people can unfortunately also experience discrimination and harassment in the workplace. To tackle this, we as employers need to make our workplace 'Trans-friendly'.

The concentration on 'friendly' is to highlight the importance of going beyond our bullying and harassment policy and create a culture that enables people to be open about their gender identity.

## Our workforce

Natural Resources Wales is trying, wherever possible, to become more representative of the people of Wales. There is real benefit for all in this type of approach. This in mind, we monitor who our people are and then compare ourselves to identify particular areas to concentrate efforts.

For instance, from recent research by Cardiff University, we know that in Wales, men hold nearly two thirds (64%) of all the available full-time jobs while women hold around 80% of all the available part-time jobs.

Looking at our own working patterns by gender, we know that we mirror the Cardiff University findings in that 64% of males and 36% of females are full-time and for part time staff, we have an 80% female and 20% male split.

Through this type of comparison we know we are representative of the population of Wales with regards to gender and working patterns. This allows us to focus efforts where we are not quite representative and we will continue to work towards being an employer with a workforce that looks like the population of Wales.

## Gender Pay Gap

In November 2015 we undertook our last gender pay-gap analysis exercise with the highlight figure that there is a 7.78% Difference Distribution of gross hourly Earnings. The current gender pay gap in the Civil Service is 9.8%, a drop from 11% in 2014.

We are concluding a Job Evaluation exercise which will re-align pay scales and give commonality throughout the organisation and once complete, we will run a workforce and pay data analysis using the Gender Employment and Pay Analysis (GEPA) method as designed by Cardiff University's Women Adding Value to the Economy (WAVE) programme.

This method is designed to allow us to gather evidence and create action plans to fulfil our statutory requirement against the Welsh Equal Pay Duty.

## Workplace Equality Index 2017

January 2017 saw Natural Resources Wales being placed 184th in the United Kingdom in the Stonewall Workplace Equality Index (WEI). This is a decrease of 24 places from last year, due in part to the success of the new organisations who have joined the index.

To maintain the score of the previous year, organisations need to improve by approximately 10%. During 2016 we improved our score by 7%.

Whilst there is a decrease in our placing, we are still proud to be in the top 50% of UK organisations and 15th top employer in Wales.

Summary of NRW's Stonewall WEI journey			
Stonewall WEI Year	NRW Ranking	# Participants (UK)	Rise in NRW's position
2014	296	369	
2015	238	397	↑ 58

2016	160	415	↑ 78
2017	<b>184</b>	439	↓ 24



## Procurement

There is a specific Public Sector Equality Duty (PSED) in Wales focused particularly on [procurement](#) which recognises what an important lever procurement provides. This underpins all of our objectives and Natural Resources Wales will take every opportunity through public procurement to advance equality and inclusion and to improve employment practices.

The specific duty means that Welsh public authorities must:

- have due regard to whether it would be appropriate for the award criteria for that contract to include considerations to help meet the general duty
- have due regard to whether it would be appropriate to stipulate conditions to help meet the three aims of the general duty.

We have developed and implemented the Market Approach Plan (MAP). The purpose of the MAP is to set out the procurement strategy for a specific purchase. The MAP asks questions about the purchase in order to identify the core requirements and states that where equality is identified as a core requirement then consideration must be given to ensuring that equality requirements are included in the contract specification.

## Equality Impact Assessments (EqIAs)

The past 16/17 financial year has seen a number of important EqIAs being undertaken especially on the major areas of work such as the creation of our new Corporate Plan and Business Plan. Specific major projects have also been impact assessed such as job evaluation, accommodation reviews, the Senior Management and Leadership Team change programmes as well as the eight Business Area Reviews.

EqIAs continue as organisational change embeds and we will see new key opportunities through the work of the Public Services Boards (PSB) on which we sit. 2016/17 has seen the 19 PSBs submit 20 Well-being Assessments and during the next financial year we will be helping to develop the well-being plans which are due for publication between March and May 2018.

Completed EqIAs are available [upon request](#) in English or Welsh as well as other languages and accessible formats.

## Recreation and access

In collaboration with Phil Chambers Consultancy, we have concluded the EqIA work at 5 of our visitor centres as well as Newborough Forest National Nature Reserve. The report has

made many recommendations which we will be able to act upon over the coming years as budgets allow. An [Executive Summary](#) can be found on our website with a full copy of the report available [upon request](#).

We are currently working with the Sensory Trust to update the 'By all reasonable means: Least restrictive access to the outdoors' publication.

This guide has been developed as part of Natural Resources Wales' commitment to ensuring that access to the countryside and open spaces is equally available to all.

The guide responds to the Equality Act 2010, updating and expanding the original document published in 2005 and embracing a wider and more diverse range of visitors. It is based on the principle that access improvements will benefit all visitors, as diversity threads its way through people of all ages, personal circumstances and backgrounds.

The guide is due for publication in early 2017/18 and will likely be adopted by others as the definitive document on the subject.

### Equality, Diversity and Inclusion Forum

The Equality and Diversity Forum group acts as a lead in delivering the Strategic Equality Plan described in our Corporate Plan.

The Forum also helps embed equality, diversity and inclusion into every aspect of the business and everybody's job, as well as opening barriers, challenging assumptions, seeking out opportunities for ourselves, our colleagues and customers.

#### Forum membership

- Chair (Executive Director for Organisational Development & People Management)
- NRW Board Champion
- Executive Team Equality and Diversity Champion
- Equality and Diversity Senior Advisor
- One representative from each directorate:
  - Customer, Communications and Information
  - Evidence, Policy and Permitting
  - Finance & Corporate Services
  - Office of the Chief Executive
  - Organisational Development & People Management
  - Operations – North & Mid Wales
  - Operations – South Wales
- One representative for all our recognised Trade Unions
- One representative from each Staff Network

### Staff Networks

We continue to work with our staff to encourage the establishment of networks for those with protected characteristics. Currently we have four staff networks:

- Assisted User Group (IT and Telephony)
- Christian Fellowship
- Gender Equality and Women's Network
- Lesbian, Gay, Bisexual and Transgender Network

Our networks have all been given a presence on our intranet and adhere to their own Terms of Reference. An update from the network leads can be found at the end of this report.

## Dementia Friends

Our staff have started to organise Dementia Friend information sessions for anyone interested to come along. 7 sessions were arranged between January and March 2017, with an average of 15 attendees at each, generating around 100 new Dementia Friends throughout the organisation this year.

Given the interest these sessions have generated, Natural Resources Wales will start the process of becoming an accredited dementia friendly organisation from April 2017. This takes a few years to complete, typically three, and we will work closely with Alzheimer's Society Cymru in order to set annual objectives during this period and measure our progress. This commitment is detailed in our 2017/18 equality action plan.

We are currently drafting high level action plans setting out our objectives for the first year of the accreditation process. We will register Natural Resources Wales and the agreed first year targets with Alzheimer's Society Cymru by the end of March 2017.

By becoming a dementia friendly organisation we will develop a culture that understands and supports staff who may be directly affected by dementia, either as an individual living with the condition or as a carer. We will enable all staff to access either face-to face or online training to learn more about the condition and register as a dementia friend. In turn this will enable members of our organisation to provide a more inclusive service to our local communities, in both a professional and private capacity.



## Equality Action Plan 2016/17

Our Equality Action Plan was developed to support delivery of the Natural Resources Wales Strategic Equality Plan 2015 to 2019. The Strategic Equality Plan sets out in one place our objectives and other arrangements for embedding equality into all our functions. It contributes to our purpose and is underpinned by our values and a policy statement outlining our commitment to equality.

An update on our Equality Action Plan 2016/17 can be found at Annex 1

## Equality Action Plan 2017/18

A key change to our next Equality Action Plan is to its design. We have made our Equality Action Plan more focussed on key areas that will positively impact the most on the people and communities in Wales as well as supporting cultural change within Natural Resources Wales.

For the coming financial year, and given the new legislation, we will be focussing efforts in the following areas amongst others:

## **Well-being of Future Generations**

We have a need to ensure that the equality, diversity and inclusion agenda is included in the work of the Public Services Boards (PSB) to ensure that the well-being goals are fully optimised as this year will see the drafting of the Well-being Plans. There are 20 PSB areas across Wales all serviced by 19 PSBs (two areas covered by one PSB). We have a real opportunity to ensure that positive changes happen and are inclusive of all communities and protected characteristic groups.

We know that natural resources make a significant contribution to the physical and mental well-being of people in Wales.

## **People and Teams Strategy**

Internally, a lot of work will be undertaken by the People and Teams working groups and the wider organisation to effect change in our culture. The Equality, Diversity and Inclusion Forum over the coming financial year will actively help design and 'land' the outputs from this strategy taking fully into account the fact that not everybody looks, thinks and acts in the same way.

We will assist in delivering our Teams & People Strategy to help Natural Resources Wales become a great place to work and grow, so that people and teams can excel and deliver improved business performance on a sustained basis.

The new plan containing this information can be found on our Website. We welcome any comments on our Strategic Equality Objectives and Action Plans.

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## **Directorate Updates**

### **Customer, Communications and Information**

The Customer, Communications and Information directorate is committed to supporting and promoting equality and diversity in everything that we do.

The standout achievement is that the [naturalresources.wales](https://naturalresources.wales) website is now listed at number 1 out of 208 in the [Site Morse Index](#) of UK Central Government websites for accessibility. This is compared to 185<sup>th</sup> position the same time last year. The Index looks at the standard of code, broken links, spelling, use of alternative text description etc. to make it easier for people using assistive technologies (e.g. screen readers for users with visual impairments) to use online services. We are currently working on further improvements in customer experience of our website and we are testing these in terms of accessibility before launch in April, with the aim of sustaining our current performance.

We have helped promote our equalities and diversity work within the organisation, via all corporate channels.

### **Evidence, Policy and Permitting**

The EPP directorate have been key in planning and developing work for communities in Wales from designing sensory trails, working with Communities First, establishing opportunities for volunteering and developing Forest School areas to be used by local schools and community groups.

The Strategic Funding Team alongside the Partnerships Teams have co-ordinated two rounds of NRW grant funding. £9million of funding has been committed to a wide range of

projects which deliver for habitat & species biodiversity, access, recreation, education and communities. In the second round of competitive funding in 2015 applicants were specifically asked for projects that contributed to biodiversity improvements on Natura 2000 sites but also embedded opportunities for engagement with the local community and/or volunteering.

### Finance & Corporate Services

Finance and Corporate Services have been able to support and promote equality and diversity in a variety of ways. Our ICT teams have been working with disabled staff to incorporate and develop assisted user technology and imbed this within the organisation. We're constantly reviewing and upgrading these programmes and work closely with the Assisted Users Network to achieve this.

Our Business Support Services (BSS) Recruitment Team have been incorporating equality and diversity policies in our recruitment processes and where necessary, highlighting areas of opportunity for disabled staff, ensuring we confidently satisfy the criteria to say we are a Disability Confident Employer. The Payments Team within BSS have also provided direct support to our LGBT Network Lead in allowing him to drive the Network as well as participate in the Equality & Diversity Forum. The BSS also runs the MyNRW system which monitors and protects the confidential self-disclosure information that our staff complete regarding gender, ethnicity, sexuality and disability status amongst other information.

The Procurement Team have been able to assist in ensuring that our Market Approach Plan (MAP) is considerate of equality issues and that Welsh Government's Supplier Qualification Information Database (SQUID) has been fully embedded, which includes equality information. They also assisted the LGBT Network to complete our Stonewall Workplace Equality Index submission with an entire section focussing on how we procure goods and services.

### Operations – North & Mid Wales

As mentioned earlier in the report, we were pleased to welcome Phil Chambers to North and Mid, where he carried out a review of access at our visitor centres and Newborough Forest and NNR. This included working with our team, site visits and also discussion with members of the public. It was good to receive such positive feedback from Phil about our sites, access and facilities and trails available for those with limited mobility. There is some work to be done to implement all his recommendations, but it is good to note that the recommendations were around improving things that are already good rather than fixing problems.

We recently assessed the visitor centre at Ynyslas National Nature Reserve and looked at the pressures, such as the large number of visitors that come to the beach at Ynyslas over the Summer months. To allow for more accessible access, in particular for wheelchair users, we have constructed a new boardwalk that connects the beach to the Visitor Centre giving easier access through the dunes, and it is hoped we will see even more visitors.

We have carried out a number of public consultation events during the year, ranging from flood risk schemes to permit applications and community engagement around the future of Newborough Forest and NNR. All these events allowed for disabled access, and we also ensured a sufficient mix of Welsh and non-Welsh speaking staff to enable all our customers to speak to us in their language of choice.

We are playing a full part in the Public Service Boards across North and Mid Wales, and we are very excited to see these develop. It is an excellent opportunity for us to work with others and the communities we serve in order to deliver services that the communities want and need in a joined up way. This will develop further over the next year or so, but at present, we are looking at a variety of issues such as:

- how our sites can be used for "Social Prescribing" for people with chronic illnesses, for example by prescribing exercise in the outdoors for those with joint issues, mental health or high blood pressure, also connecting art with landscape, again for those with chronic illnesses
- Childhood obesity and adverse childhood experiences. What can we do to work with others to combat these?
- Economy, language, social isolation, social deprivation and others are all discussion points too, and we are likely to need to change some of the ways we think, and some of the ways we work in order to combat these issues in partnership with others.
- In addition, as mentioned earlier in the report, we are also looking at our own Wellbeing Goals, and how other organisations could help deliver these for the benefit of our communities.

### Operations – South Wales

We have carried out a number of operational activities and engagements which demonstrate our commitment to equality and how we have embedded inclusion on our standard of service.

In constructing the new flood defences in Risca, we have ensured that they allow easy access for all through Waunfawr Park. To achieve this, we have put in a flood gate which our Operations Delivery Team will operate at times of high rivers flows. The gate is in place of a permanent embankment. An embankment would have been the easiest solution for the flood scheme, but the layout and topography of the park would have required ramps up and over our defence making disabled access more difficult. We therefore installed the flood gate option to maximise access to this important recreational amenity.

Further examples include our work on the 'Down to Earth' project which has run since 2005 near Swansea specialising in supporting the most 'hard to reach' and disadvantaged communities to engage in practical, outdoor, sustainable activities that not only develop their own community facilities and environment but also develops their own personal skills and well-being through accredited training opportunities. This financial year via our grants programme we have helped to fund the project Sustaining Gower Ash Woods where volunteers from hard to reach groups are working in the woodlands to improve access and control invasive species. The work is supervised and leads to increased self-confidence and learning of practical transferable skills as part of an accredited training scheme.

Disabled access has been a high priority in our work. We have facilitated all access ability through our Mynediad scheme, including the Pont' community group in Ceredigion, (Ponrhydfendegid), where with the assistance of aggregates levy funding, this group has developed a series of educational sites and all ability access walk in a community woodland on the WGWE. In Garwnant, we have worked with Forest Holidays to gain planning permission for 40 log cabins in Coed Taff forest. This development includes all ability access cabins, as well as the established all ability access site at the visitor centre. We have also repaired a disabled fishing platform on the Tawe near Clydach and are

constructing some new 'access for all' angling platforms at Cadoxton Ponds in Barry with Glamorgan Angling Club.

The Spirit of Llynfi project has many examples of inclusion and community involvement. We have linked in with the Special Families Maesteg group (charity set up by local parents in valley who have children with additional needs) to develop a willow dome on site, and draw up plans for a sensory trail on site and have worked with Actif Woods, active nutrition and a contractor to design a set of standard details for green gym apparatus as part of a health trail on site in the future.

NRW are a key partner in the Heritage Lottery supported Living Levels Landscape Partnership. During recent "Development Phase" activities, the Living Levels Community Engagement Officer, has met with the South East Wales Race Equalities Council (SEWREC) to discuss how the project can involve different ethnic and vulnerable communities particularly in south Newport. Volunteering is expected to be central to the way the project involves and inspires these groups.

As in the North, Ops South are key members of the Public Service Boards and will be continuing to work with them to ensure that the development of wellbeing plans are fully inclusive and recognise the diverse mix of South Wales populations. As one sepciefc example, Cwm Taf Public Services Board carried out a series of public engagement events on the development of Wellbeing Assessments, arranged at suitable venues for disabled access and made Welsh language translators available so meeting could be fully bilingual.

### Organisational Development & People Management

Organisational Development and People Management (ODPM) play a key role in ensuring that equality, diversity and inclusion are fully embedded in the services that NRW provide. Our Senior Equalities Advisor sits on many groups including our Public Services Boards to provide consistent advice to groups working across the country. Others are such as the Welsh Public Sector Equality Network who meet regularly to share best practice.

Our self-disclosure data covers approximately 70% of the organisation which means we can more confidently consider possible impacts (positive as well as negative) through Equality Impact Assessments as we implement our organisational change programme.

Work continues with projects such as the annual Stonewall Cymru Workplace Equality Index which whilst focussed on sexual orientation, goes wider to support other protected characteristic groups through challenges made to us via the question set.

Future challenges will be around helping to shape the culture within Natural Resources Wales through the work of the People and Teams Strategy.

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## Staff Network Updates

### Assisted User Group (IT and Telephony)

We have a number of staff who use assistive technology such as the screen reader and speech to text software JAWS, Dragon Naturally Speaking, Zoom Text Reader, Dolphin

Supernova etc. It is important we ensure that the Information Technology hardware and software as well as telephony systems do not disadvantage people.

This staff network formed in 2014 and has already been key to ensuring our systems are usable by all staff be it current or future members of staff. The network has already tested new software packages such as MyNRW which is our new financial and HR system. The staff network shares best practices between user group members and regularly user-tests newly proposed systems on behalf of the organisation. A particular instance of this is the network's contribution to the usability of our 2016 People Survey.

As there is an ever grown population of people with disabilities within the workplace we have also produced guidance that show's staff how to create digital content in an accessible format that will benefit the whole of NRW. We are also looking at publishing that will help staff make digital content easier to read for staff with colour blindness.

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### Christian Fellowship

The Christian Fellowship has been a network in Natural Resources Wales for two years and remains currently the only Faith Network. It aims to create a space where people can get together and support each other through prayer.

It exists to provide an opportunity and a place at work for Christians and others who want to meet together for quiet reflection on Christian biblical principles for life, to discuss topics of interest, to offer mutual prayer and support for those in the network and across the organisation.

The Christian Fellowship is available to assist our managers and to respond to consultations on policies, procedures and change programmes that impact those of Christian faith. The Fellowship also recognises that there are work colleagues of other faiths and in the absence of network leads for any other faiths represented within the organisation, when asked, will endeavour to provide fair comment to the best of their knowledge on the potential organisational needs of other faiths, until such time as an appropriate faith network can be established.

### Gender Equality and Women's Network

The network continued to develop during 2016 attracting staff from across the organisation to engage in our work.

We saw success with an update to the organisation's shared parental leave policy, making it equal to the maternity and adoption leave provisions offered to staff.

2016 saw the formation of the Wales and West sub-group of the UK Civil Service 'Cross Government Women's Network'. This means dedicated events more local to our staff,

which included an International Women's Day event at the Senedd and Pierhead buildings in Cardiff.

2017 will see us reporting on our gender pay gap. As a network we plan work with our Organisational Development and People Management directorate to communicate what this means, and what actions are required to reduce any gap that we have.

We continue to work with all parts of the organisation to achieve the aim of Natural Resources Wales being recognised as a leader on gender equality issues in Wales and an employer of choice for any gender.

### Lesbian, Gay, Bisexual and Transgender Network

With support from Friends of the Network (straight allies) the network continues to increase its visibility. The Network has also participated in Pride Cymru's march through Cardiff this year and had a stall at North Wales Pride, highlighting externally that we support LGBT staff.

Network members share and engage in a wide range of social events with a number of external organisations including Welsh Government's network PRISM as well as the February 2016 Stonewall Cymru LGBT History Month Quiz in Cardiff. Network members take part in football training with the Cardiff Dragons, as well as organised walks in North Wales with The Outdoorlads. The Network continues to work with Pride organisations in Wales as part of our engagement with external LGBT communities.

The LGBT+ Network has worked with the organisation to provide support and consultation on our Equality Action Plan and also contributed significantly to the Natural Resources Wales' submission to the Stonewall Workplace Equality Index.

Following changes in the Network's committee membership, a new role-based committee has been proposed by new Network Lead Ben Reardon. It is hoped that this change will enable the network to streamline resources, drive activity and increase visibility even further.

## Annex 1 - Equality Action Plan 2016/17 review

Objective	Action	Measurable	By end of	Responsibility	Status R/A/G
1.1	Our Equality Impact Assessment (EqIA) Tool is reviewed, streamlined and adopted	Our reviewed and streamlined Equality Impact Assessment Tool has been published and is in use	June 16	Equalities Senior Advisor	Complete
<p>The EqIA guidance and assessment tool have been revised and relaunched. The tool now gives more of a hand-holding experience to the user making it more intuitive and producing greater value in the assessments of impact to both protected characteristic groups and use of the Welsh language. The new tool has been well received.</p>					
1.2	Board updates on EqIAs have been delivered twice in the financial year	<ul style="list-style-type: none"> <li>Deliver mid-year equalities update to Board</li> <li>Deliver end of year equalities report to Board</li> </ul>	Sept 16	Equalities Senior Advisor	Complete
			Mar 17		Complete
<p>This end of year paper delivers on the second Board update deadline.</p>					
1.3	The two lowest inclusion and fair treatment People Survey results will improve by at least 5% during the course of 2016/17	People Survey Q28 "I feel valued for the work I do" has improved by 5%	Mar 17	Executive and Leadership Teams	White
1.4	The two lowest inclusion and fair treatment People Survey results will improve by at least 5% during the course of 2016/17	People Survey Q29 "I think that the organisation respects individual differences" has improved by 5%	Mar 17	Executive and Leadership Teams	White
1.5	Our Bullying and Harassment Policy is widely communicated, implemented and is effective	Bullying and harassment People Survey results have reduced to 5% or below	Mar 17	Executive and Leadership Teams	White
<p>The early 2016 People Survey results showed an actual drop in positive scores for questions 28 and 29 down from 54% to 47% for Q28 and from 63% to 60% for Q29. The have you experienced bullying in the past 12 months question remains constant at 9% but with one less 'yes' response and one extra 'prefer not to say'.</p> <p>Work in this area is being focused on by the People and Teams working group however, measurable results are not available until the next People Survey which is due in October 2017</p>					

Objective	Action	Measurable	By end of	Responsibility	Status R/A/G
2.1	Equality impact assessments will be completed for all internal and external facing plans and projects to ensure that we have consulted with, and listened to, the needs of protected characteristic groups	Records on how we have targeted protected characteristic groups for the Sustainable Management of Natural Resources approach have been recorded and reported on	Mar 17	Access and Recreation, Operations Directorates and the Equalities Senior Advisor	Complete
<p>We have conducted a number of high level change programmes internally from our Senior Management and Leadership Team Change Programmes, externally facing we conducted six Equality Impact Assessments at our visitor centres and Newborough Forest National Nature Reserve.</p> <p>The change programme impact assessments are available on our internal document management system and the Equality Impact Assessment for the visitor centres is available on the Natural Resources Wales' website</p> <p>Excerpt from the assessment's executive summary:</p> <p>"There is no doubt that NRW is meeting its obligations to people with protected characteristics in the services and facilities that it is providing at the six key visitor destinations sites visited. The commitment of NRW to working more closely with all current and prospective user groups was clear and NRW staff were very positive"</p>					
3.1	Guidance and an Action Plan will be developed to deliver the recommendations and future actions resulting from the 'Equality audits' of our key recreational sites	A report on the recommendations of the Visitor Centre and Newborough Forest National Nature Reserve 'audits', including proposals for ongoing and future actions has been published	May 16	Access and Recreation	Complete
<p>The now published report has made many recommendations which we will be able to act upon over the coming years as budgets allow. An <a href="#">Executive Summary</a> can be found on our website with a full copy of the report available <a href="#">upon request</a>.</p>					
3.2	Conduct stakeholder engagement events in developing our Corporate Plan for 2017 to 2022	We have delivered a minimum of 4 face-to-face stakeholder engagement events in conjunction with developing our Corporate Plan 2017 to 2022	Dec 16	Corporate Planning	White
<p>The Corporate Plan is tied to the development of our Wellbeing Objectives and our Wellbeing Statement, these are due by March 2017 and need to be developed using the NNRP (National Natural Resources Policy) , which is itself still being developed by Welsh Government – this gives us limited scope to engage externally with our customers at the moment. There will be scope to engage further with the public as we further develop our Plans.</p>					

Objective	Action	Measurable	By end of	Responsibility	Status R/A/G
3.3	Complete our Delivering Customer Focus review, aiming to engage with our customers, communities and stakeholders.	We have completed our Delivering Customer Focus review	Sept 16	Delivering Customer Focus Programme Manager	Complete
<p>The DCF programme has delivered the planned 2015/6 tranche programme outputs including:</p> <ul style="list-style-type: none"> <li>• Active Yammer Group</li> <li>• Intranet pages</li> <li>• Customer Journey Mapping</li> <li>• Personas</li> <li>• Skeleton Dashboard</li> <li>• Digital Improvements (focused on accessibility)</li> </ul> <p>Tools from the programme must have demonstrable benefits to warrant investment of resource into their use. Pilots, Projects and Case Studies have solved significant problems in the business and benefits have been communicated. Development is also ongoing of additional tools - specifically around customer training and tone of voice packages of work. A website improvement project has been scoped and initiated and work is underway on this project at the time of this report.</p> <p>We need to turn these small preliminary benefits into outcomes across the organisation. This will include a package of work to train staff at all levels in customer service, support the use of programme tools and skills and measure the effect. It is part of and supports the making NRW a better place to work Marcomms campaign.</p>					
3.4	We will engage by using site based 'Quality of Experience' Surveys in order that we understand the socio-demographic profile of our visitors	Five site based 'Quality of Experience' Surveys have been conducted and reported upon	Mar 17	Access and Recreation	Red
<p>We have been unable to progress this element of our work over the past year. However, we do see this as an important way in which to understand, monitor and evaluate our visitor demographic and our aim is to re-introduce our Quality of Experience work at a later date.</p>					
4.1	Review and revise (if necessary) the MAP and associated guidance document to ensure that equality considerations are highlighted.	We have reviewed and revised (if necessary) the MAP and associated Procurement guidance document	Mar 17	Procurement	Complete
<p>The Market Approach Plan template (MAP) has been revised with the new version in use from 1st July 2016. The template asks staff to consider and include appropriate equality considerations where they are relevant to the core requirements of the contract. A review will be undertaken at the beginning of the next of the financial year to see how well this is being implemented.</p>					

Objective	Action	Measurable	By end of	Responsibility	Status R/A/G
4.2	Guidance on including equality considerations in procurement will be circulated to all procurement staff, to raise awareness.	Guidance on including equality considerations in procurement has been circulated to all procurement staff	Apr 16	Procurement	Complete
<p>The Equality and Human Rights Commission's document called 'Buying Better Outcomes' was circulated to all procurement staff on 24th February 2016 for their guidance.</p>					
4.3	All tenders will use the SQuID question set and adoption of the 2 tier approach will be made mandatory for NRW.	The 2 tier SQuID approach has been made mandatory for NRW.	Apr 16	Procurement	Complete
<p>Use of the Supplier Questionnaire Information Database (SQuID) has been standardised and since 24th February 2016 a 2 tier approach adopted as follows:</p> <ul style="list-style-type: none"> <li>• A light-touch approach with basic questions on equality included in our pre-qualification stages for all contracts.</li> <li>• An in-depth approach with contract specific questions on equality included in our pre-qualification stages for contracts where equality is identified as a core requirement.</li> </ul> <p>We are currently working towards the creation of contract monitoring systems to ensure that the supplier's performance in this area is managed and monitored to ensure that the equality considerations are being met throughout the life of the contract.</p>					
5.1	We will continue to monitor our recruitment processes to ensure we are 100% compliant with the Disability Confident scheme commitments.	We are 100% compliant with the Disability Confident guaranteed interview scheme	Mar 17	BSS Recruitment and HR Business Partners	Complete
<p>As part of NRW's annual audit by Job Centre Plus on 16 August, we looked at the diversity monitoring data collected by the Recruitment Team and were recognised that we are delivering on the Disability Confident Employer scheme.</p> <p>For 2016 to 2017 we have had 17 applicants saying they have a disability and would like to be considered for guaranteed interview.</p> <p>7 - Were offered interviews  9 - not offered interviews because they didn't meet the minimum criteria at shortlisting  1 - we are still waiting the outcome of shortlisting.</p>					
5.2	We will be audited by Job Centre Plus against our Disability Confident commitments	We have successfully complete our Job Centre Plus Disability Confident audit.	Aug 16	Equalities Senior Advisor and Recruitment	Complete

Objective	Action	Measurable	By end of	Responsibility	Status R/A/G
<p>On the 2<sup>nd</sup> August, NRW were successfully audited by Job Centre Plus. We have so far met all the commitments of the 'Positive about disabled people' Two Ticks scheme. In July however, this evolved into a new '<a href="#">Disability Confident</a>' scheme which has three levels; Disability Confident 'Committed', 'Employer' and 'Leader'.</p> <p>Given work to date in this area, NRW has been entered into this scheme at level 2 – Disability Confident Employer, and over the next two years will be working to:</p> <ul style="list-style-type: none"> <li>challenge attitudes towards disability</li> <li>increase understanding of disability</li> <li>remove barriers to disabled people and those with long term health conditions in employment</li> <li>ensure that disabled people have the opportunities to fulfil their potential and realise their aspirations</li> </ul>					
5.3	We will intensify our communications to increase the staff self-disclosure response rate which will allow us to accurately identify trends in employment for the benefit of the success of the organisation.	Our self-disclosure response rates will have increased to over 70% by the end of the financial year.	Mar 17	E&D Forum and all Directorates	Red
<p>Self-disclosure continues to rise at a slow but steady pace and at 20<sup>th</sup> February 2017 stood at 67%. Collecting this data has already proven worthwhile as it has helped inform pieces of work such as the Senior Management Review, the Business Area Review work and also understanding who left the organisation as a result of Voluntary Exit Scheme 3. Protected characteristic disclosure is voluntary.</p>					
5.4	We will establish a working group to ensure a high quality Workplace Equality Index benchmarking submission is produced.	We have improved on our 2016 equalities benchmarking result of 160 <sup>th</sup> best workplace in the United Kingdom.	Jan 17	ODPM, Procurement and LGBT+ Staff Network	Red
<p>A working group was set up in early June and met regularly to ensure our LGBT Network lead submitted our entry before the September deadline. The results back showed a slight drop in ranking from 160<sup>th</sup> to 184<sup>th</sup>. However, initial feedback from Stonewall Cymru indicated that many of the additional organisations who took part this year were in a good position to start with. We were reminded that to simply maintain a ranking, organisations need to improve year on year by 10%. Given the increase in participants, our improvement calculates at 7%.</p> <p>Stonewall Cymru also congratulated us on great improvements which have been made since last year especially in the area of procurement and transgender inclusion.</p>					

Published by:  
Natural Resources Wales  
Cambria House  
29 Newport Road  
Cardiff  
CF24 0TP

0300 065 3000 (Mon-Fri, 9am - 5pm)  
[enquiries@naturalresourceswales.gov.uk](mailto:enquiries@naturalresourceswales.gov.uk)  
[www.naturalresourceswales.gov.uk](http://www.naturalresourceswales.gov.uk)

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