

Natural Resources Wales
Board Meeting
Tuesday 21st May 2013

Paper Title	Draft Stakeholder Engagement Strategy
Paper Reference:	Paper NRW B (O) 5/13 – May 2013
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Purpose of Paper:	This paper proposes a draft Stakeholder Engagement Strategy for Natural Resources Wales and a draft stakeholder analysis.
Recommendation:	To discuss and agree Natural Resources Wales' stakeholder engagement strategy
Decision Required:	Endorsement of Stakeholder Engagement Strategy.

Impact: To note – all headings might not be applicable to the topic Avoid generic statements and aim to tease out any specific impacts related to the overall purpose of the paper	Impact on the Environment: Impact on the Economy: Whilst no direct impact on these two elements, we will consider all aspects and perspectives which in turn will result in better decision-making Impact on Community: By using the Working with Others approach and tailoring our engagement processes we will seek to work with communities in ways that suits them. Stakeholder engagement will ensure that relevant people and organisations have the opportunities to influence our programmes and ways of working. Impact on Knowledge: We do not have all the answers and so by ensuring strategic and proactive stakeholder engagement we can harness the knowledge and expertise of our partners. We will ensure that all stakeholder engagement is based evidence and working in a transparent, open and honest way.
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Issue

1. Involving the public and stakeholders in decision-making by Natural Resources Wales will be vital to the long-term success of the organisation in supporting delivery of our business priorities.
2. This paper presents our stakeholder engagement strategy and sets out the key principles and ways of work to ensure effective stakeholder engagement.

Summary

3. Natural Resources Wales has a large and diverse stakeholder group. We should recognise that we will need to engage with different stakeholders for different reasons and that we will need to engage in constructive dialogue.
4. As well as these policy reasons for developing effective approaches to engagement, both international and European law now emphasise the importance of public participation, especially in relation to environmental and natural resource management decision making

Proposals

5. The Board discussed stakeholder engagement principles at the February Board Meeting and the Executive was mandated to develop a Stakeholder Engagement Strategy for Natural Resources Wales. The Communities Board Group met with the staff from the Communications team on 15 April to consider an initial high-level principles paper.
6. Using the feedback from this meeting, as well as the wide experience embedded within the staff of Natural Resources Wales, the draft Stakeholder Engagement Strategy (Annex 1) has been developed for consideration by the Board. The Board is invited to discuss and agree the strategy, including any changes or additions that need to be made.

Next Steps

7. It is crucial that all staff understand their responsibilities to stakeholder engagement and so this strategy will be communicated by cascading to all relevant staff once approved
8. The Stakeholder team will help local and specialist teams to conduct their own stakeholder mapping and assist in pulling together relevant engagement plans

Risks

9. There are many risks associated with not taking a proactive approach to stakeholder engagement including the
 - Missed opportunities for partnership working, developing our evidence knowledge base
 - Duplication of services provided by other organisations
 - Rapid damage Natural Resources Wales' reputation, leading to a loss of confidence or even mistrust and suspicion, and a breakdown of partnerships.
 - Generation of complaints, distracting time and resources away from our key work.

Financial Implications

10. Stakeholder engagement should be considered as part of all aspects of our work, and costs should be built into the operational budget.

Legal and Compliance Issues

11. We will comply with Natural Resources Wales' Welsh Language Scheme.
12. We will adopt Participation Cymru's Principles for Engagement.

Communications

13. An internal communications plan will be developed to ensure that staff are aware of their stakeholder engagement responsibilities and to raise awareness of what the communications team can offer in terms of support and advice.