

Annex 2 – NRW B O 8.14

Natural Resources Wales - Workforce Statistics (1 April 2013 – 31 March 2014)

Analysis

Our staff were encouraged to complete an equality and diversity monitoring form in November 2013. We received a return rate of 57% and the information provided below has been taken from both the monitoring forms and management information reports currently available. The figures are post a voluntary exit scheme which the organisation held in July 2013.

A new integrated HR system is due in October 2014. This will enable us to report accurately on our workforce diversity statistics, moving away from our current reliance on two systems which have different reporting fields and limited access to historic legacy body data.

Gender

The workforce figures in table 1(below) show our gender balance of 58% male and 42% female. However it is also clear from the figures that there are fewer women in our higher graded roles.

We are aware that the most senior roles within the organisation are predominately male, with women representing just 26% of our Leadership Team. With limited recruitment opportunities over the next 12 months, we will focus on increasing the gender balance through management campaigns whilst ensuring fairness of opportunity for all.

Race

Currently 2.8% of our workforce identify themselves as BaME. More work is required to compare our workforce with the population of Wales to ensure we are representative of the communities we serve. The new HR system will help us produce accurate figures by geographical location, we will then be able to compare our data by region, with external data on the population of Wales and ensure appropriate plans are developed.

Age

Table 2 (below), shows the majority (63%) of our workforce fall within the ages of 35-55. 3% of our staff is under 25 but we expect this figure to increase as more of our Apprenticeship Schemes are launched. Only 1% of our workforce is aged 65+.

Disability

As we currently do not have an integrated HR system the figures we have available do vary. According to our HR systems, 0.3% of our workforce have declared a disability. However, data from the equality and diversity monitoring questionnaire completed in November 2013 shows 3.8%, with a further 1% of the workforce preferring not to say. Interestingly, the number of staff who then completed the following section asking them to indicate the nature of their disability increases to 5.8%. Clearly we have more work to do with our staff to validate the data and to ensure that we have the right policies in place to assist them wherever possible.

We are currently working with a group of staff that have specific IT requirements (e.g. Dragon software) to ensure that the new IT systems and packages created for NRW are accessible to all. This initiative has been well received – as often in the past the needs of this particular group would not have been considered until after any new systems were introduced. Copies of our publications can also be produced in alternative formats e.g. easy to read, large print, Braille and audio tape.

Sexual Orientation

2.5% of our workforce identified themselves as LGBT in our equality and diversity monitoring questionnaire. Our staff network, LGBT+, launched in June 2013 offering guidance and support to staff. The network also offers support to the organisation on policy development. We are Diversity Champions with Stonewall Cymru and support our staff to attend LGBT specific training.

Full and Part-Time Status

NRW has inherited various working patterns from legacy bodies including home working, term-time working and career breaks. We intend to produce a new NRW Flexible Working Policy in 2014 as part of our Equality and Diversity Action Plan. From our management information reports we have established that 16% of our workforce currently work part-time with 3.5% of these being male. Statistics show that more staff from the lower grades working part time than higher graded staff. Flexible working opportunities are available to all staff. Additionally our monitoring questionnaire data also shows that 23% of our workforce have caring responsibilities.

Marriage and Civil Partnership

Results from the equality and diversity monitoring questionnaire show that 62% of our workforce declared they are married or in a civil partnership.

Religion or Belief

Only 24% of the workforce declared having a religion or belief, the majority of which identified themselves as Christian.

Workforce Statistics (1 April 2013 - 31 March 2014)

Table 1: Workforce Equality Statistics by Salary and Gender

Headcount	Male	Female
1966	1140	826

	Male	Female	Total
< £15,000	7	10	17
£15,000 - £20,000	114	95	209
£20,000 - £25,000	261	223	484
£25,000 - £30,000	235	209	444
£30,000 - £35,000	350	184	534
£35,000 - £40,000	73	67	140
£40,000 - £45,000	47	20	67
£45,000 - £50,000	14	3	17
£50,000 - £55,000	24	12	36
£55,000 - £60,000	4	1	5
£60,000 - £65,000	3	1	4
£65,000 +	8	1	9

Table 2: Workforce Equality Statistics by Gender and Age

Headcount	Male	Female
1966	1140	826

	Male	Female	Total
< 25	31	32	63
25 – 35	218	200	418
35 – 45	333	309	642
45 – 55	384	210	594
55 – 65	164	74	238
65 +	10	1	11

Annex 2

Natural Resources Wales Equality and Diversity Action Plan 2014 – 2015

Priority Objective 1: Leadership of our Equality and Diversity Work

We will demonstrate clear leadership with senior management commitment and accountability for embedding equality and diversity into all aspects of our business

What we mean:

- Leadership Team have the necessary information they need to understand and meet their equality responsibilities as employers and service providers
- Leadership Team feel confident that they know what their legal obligations are under Equality Law
- The Business recognises the benefits and takes ownership for embedding equality and diversity into business as usual.
- Equality is considered in all areas of organisational change

Tasks (what needs to be done to achieve objectives)	Success Criteria (how we identify our successes)	Time Frame (by when do we need to achieve the task)	Status (progress against each task)
• Identify leaders as role models for others and support them to play an active part in encouraging others. • Equip senior leaders to actively champion equality and diversity.	• Delivery of Diverse Cymru's 'Leading on Diversity' training for senior managers • Senior leaders actively champion equality and diversity through sponsorship of staff networks, participate in cross Government networks and events, and are confident talking about equality and diversity.	September 2014 Ongoing	

• Improve the capability of our leaders and managers to develop and harness the richness of diverse teams to enable NRW to deliver against its objectives. • Embed equality and diversity into leadership and management behaviours.	• Delivery of Diversity Leaders Programme which would be open to anyone with an interest in equality. • Delivery of equality impact training programme for senior managers and others involved in project, programme or policy design and monitoring outcomes. • Equality considerations are embedded within our business planning and reporting cycle. • We will ensure that equalities and diversity is embedded within the policy cycle / project and programme management processes and that it demonstrates a positive impact on policy development and outcomes.	March 2015 September 2014 Ongoing Ongoing	
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of our decisions on different groups of people when we are developing or reviewing policies, contracts, functions or services relevant to equality. • Raise awareness of equality and diversity by developing a communications plan to celebrate key E&D culture events e.g. LGBT History Month, Black History Month etc. • Improve the awareness and understanding of all staff to manage and respect E&D by ensuring access to diversity learning, guidance and support. • Ensure all new staff receive diversity training. • Encourage and recognise corporate behaviours that help develop an inclusive culture.	undergone equality impact assessments and are fair and inclusive • Regular communications on equality and diversity events/successes • Equality and diversity is openly discussed throughout our internal communications e.g. intranet, staff networks, internal bulletins and staff feel confident to participate in discussions. • We shall introduce a Diversity Leaders Programme and ensure all staff have the opportunity to attend E&D training and that policy makers and those who develop services undertake Equality Impact Assessment training. • Staff will understand what is expected of them and also be confident that reporting inappropriate behaviour (e.g. bullying and harassment) will result in action being taken (when necessary).	Ongoing Ongoing Ongoing Ongoing	
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• Develop a zero tolerance statement to bullying and harassment, setting clear expectations of how we will behave towards one another, towards our customers and how we expect our customers to behave towards us. • Take focused action to identify and reduce harassment, bullying and discrimination (including associative discrimination). • Ensure NRW E&D policies are developed in conjunction with our staff networks and TUs	• Statement of zero tolerance signed and championed by CE and published on intranet. • We will have an understanding of the levels of reported bullying and harassment across the organisation and local managers will have plans in place to address the issues. • We will monitor all reported incidents of harassment, bullying and discrimination. • Priority policies are identified and new NRW policies are developed taking into account best practice from legacy body documentation. E.g. bullying and harassment policy and flexible working policy. • Develop a mental health and wellbeing policy.	June 2014 Ongoing September 2014 Ongoing September 2014	
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Priority Objective 3: Realising the Potential of our Workforce

We will make Natural Resources Wales a good place to work that attracts, develops and retains the most talented people from the widest range of backgrounds

What we mean:

- Different people from a variety of backgrounds view Natural Resources Wales as a potential employer of choice.
- Our recruitment and employment policies are inclusive and fair
- We monitor data to help us to know if there are issues or concerns for staff

Tasks (what needs to be done to achieve objectives)	Success Criteria (how we identify our successes)	Time Frame (by when do we need to achieve the task)	Status (progress against each task)
• Improve our knowledge and understanding of our workforce profile. • We will undertake routine monitoring of our core HR process to identify potential equality issues. • Identify, develop and nurture diverse talent at all levels.	• Data will be collected on a consistent basis and we are confident of the profile and composition of our workforce. • Our Total Reward Programme will work towards redressing issues identified with protected groups. • Quarterly reports produced and actioned. • We will be able to attract new staff from diverse backgrounds who view NRW as	December 2014 September 2014 Quarterly Quarterly	

• Improve the capability of our managers to develop and enable staff from protected characteristics to reach their full potential. • Improve the capability of our managers to better manage and respect E&D and have a better understanding of their legal obligations (e.g. disabled staff and staff on maternity leave). • To identify barriers and increase the ratio of women in our senior management posts. • Continue to work with key external suppliers/diversity organisations to raise the profile of NRW as an Employer of Choice. • We will continue with our annual membership to Stonewall as Diversity Champions and produce our submission for the Workforce Equality Index for 2015.	an Employer of Choice. • Develop and implement a training strategy for all staff. • We will promote flexible working opportunities for our staff including home-working, career breaks and term-time working. • We will provide leadership training for women • We will put in place a mentoring system to support potential women candidates • We will promote our apprenticeship schemes across Wales to attract applications from a range of candidates and monitor progress. • Will we improve our position within the Workplace Equality Index for 2015.	March 2015 Ongoing September 2014	
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Priority Objective 4: Customer

We will ensure our people have the skills and tools they need to make Natural Resources Wales a high performing organisation that understands and responds to the needs of our customers.

What we mean:

- Members of the public are able to find out information easily and quickly and publications and documents are made available in alternative formats e.g. easy to read, large print, braille and audio tape
- Our facilities and services are inclusive and accessible to the public

Tasks (what needs to be done to achieve objectives)	Success Criteria (how we identify our successes)	Time Frame (by when do we need to achieve the task)	Status (progress against each task)
• Ensure NRW has plans in place to enable staff to deliver services to customers in line with the requirements of the Equality Act 2010. • We will ensure that our buildings are accessible to both staff and members of the public.	• Key customer facing staff have received equality training • Diverse groups know about the work of Natural Resources Wales and how they can get involved. • Our accommodation strategy will ensure that all NRW buildings are accessible and where necessary improvement plans are in place. • Disabled staff and visitors are consistently satisfied with the reasonable adjustments request and application process.	March 2015 Ongoing Quarterly	

Annual audits will be undertaken on our visitor centres and reserves to ensure they remain accessible.	We will consult with visitors, local access groups and disability organisations to ensure our visitor centres are accessible and information is available in all requested formats.	Ongoing	
We will work to improve access to the Welsh countryside, our visitor centres and reserves to encourage/promote use of the countryside to people from the protected characteristics.	Removing or minimising disadvantages experienced by people due to their protected characteristics.	Ongoing	
We will ensure that equality considerations are built into the procurement process and that suppliers are compliant with equality law.	Increased visits to nature reserves and visitor centres by people from the protected characteristic groups.	Annually	
	Equality is mainstreamed throughout the procurement process and we are able to attract diverse suppliers who meet their equality law obligations	Ongoing	

Annex 3

Natural Resources Wales Action Plan for 3 year Strategic Equality Plan

Priority Objective: Produce a 3 year Strategic Equality Plan (SEP) 2015-2018 for publication in March 2015

Production of our 3 year Strategic Equality Plan will enable us to meet the general and specific equality duties as required by the Equality Act 2010 and by the Welsh Government Measures for public sector bodies.

Tasks (what needs to be done to achieve objectives)	Success Criteria (how we identify our successes)	Time Frame (by when do we need to achieve the task)	Status (progress against each task)
Senior Management contributions to identify what equality related issues need to be addressed and considered for inclusion as objectives in the SEP.	Leadership Team sessions held to discuss and agree priorities for inclusion in the Objectives.	Sessions held during March 2014 and feedback collated and agreed at ET in April 2014.	Diverse Cymru will facilitate the sessions.
External Engagement Workshops with stakeholders to identify equality and diversity issues and propose solutions to address the issues.	3 external workshops using Diverse Cymru (DC's) to facilitate. Use DC's network of contacts and partner organisations who promote awareness of equality and diversity, including all sectors and others with an interest in the work of NRW. The business to provide stakeholder details for inclusion. Objectives and success criteria discussed and agreed.	May 2014	

Internal Engagement Workshops with staff, Networks and TU's to contribute and quality assure proposed objectives	Road shows to be held around Wales to identify equality & diversity issues and propose solutions	June and July 2014	
Consultation documents produced and submitted to the Board for approval before being published for public consultation	Draft consultation documents produced. Papers submitted to ET Papers submitted to the Board for approval. Draft papers published for a 12 week public consultation period.	July, Aug & Sept 2014 Sept 2014 2 October 2014 6 Oct 2014 to 9 Jan 2015	
Strategic Equality Plan (SEP) 2015-2018 produced and published.	Draft SEP documents produced including feedback from consultation. Papers to ET for approval. Papers to the Board for final sign off. Final SEP published on website.	Jan and Feb 2015 Feb 2015 Feb / Mar 2015 Mar 2015	
Annual Report with stats and progress published, this will include analysis of equality data from year one of NRW as this will then be the benchmark for setting targets and monitoring progress regarding objectives	Annual Report and stats produced. Paper to ET for approval. Papers to the Board for final sign off. Annual Report published on website.	Nov 2014 – Jan 2015 Feb 2015 Feb / Mar 2015 Mar 2015	