

Board Paper

27 March 2015

Paper Title	Communities and Regeneration Enabling Plan 2015-2020
Paper Reference:	NRW B B 18.15
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Purpose of Paper:	To present the Communities and Regeneration approach for NRW to deliver our corporate plan commitments.
Recommendation:	To approve the Communities and Regeneration Enabling Plan 2015-2020, the associated Action Plan and indicative Results Based Accounting (RBA) Plan.
Decision Required:	YES

Impact: To note – all headings might not be applicable to the topic	Impact on the Environment: Promoting natural resource management and working to facilitate deeper connections between communities and their local green spaces will help people to understand, value and care for the environment. Impact on the Economy: There are opportunities to support skills development and green growth by facilitating community access to land we manage; including community benefit delivery in our procurement activities; and skills and employment opportunities. Impact on Community: Community engagement with their environment promotes social cohesion, delivers direct health and well-being benefits, provides opportunities for skills development and learning, and helps reduce the impacts of pollution, flooding and climate change. Impact on Knowledge: The delivery of this Enabling Plan will be evidence based – making best use of available data and ensuring robust monitoring and evaluation of our activities.
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Issue

1. In our Corporate Plan we committed to helping ensure people are able to live, work in, and visit a good quality environment and using natural resources to help Wales' most disadvantaged communities and tackle poverty. We have reviewed our approach to communities and regeneration and how to make this fit for delivering our purpose and the commitments in our Corporate Plan. The key aspects for the Board to consider are:

- An effective Communities and Regeneration Enabling Plan is crucial to our ability to influence and engage with our most disadvantaged communities by supporting them through the opportunities Natural Resource Management offers, including on the land we manage.
- The aims of this Enabling Plan have clear links with other 'people engagement' enabling plans that have been approved or are currently being developed. We must ensure that these links are established early in the process of delivery and that the enabling plans complement each other.
- By implementing this Enabling Plan, NRW is committing to a change in direction for this work focussing on how we will assist, support and facilitate others to deliver and achieve our outcomes through sharing our expertise, facilities and assets. It also prioritises our role in strategically influencing the most disadvantaged communities in Wales.

The Plan is one of a suite of Good for People Enabling Plans, links closely with priorities set out in our Plans for Education and Sector Skills, and Outdoor Recreation and Access – and with our Communications, Enterprise and Procurement Strategies.

Summary

2. This Enabling Plan delivers four main components:

As a public body and land manager:

Being an exemplar public body, promoting and maximising opportunities for enterprise, skills development, and the promotion of well-being through the land we manage and influence, and the way we run our business.

As a regulator:

Increasing community resilience in relation to the impacts of pollution, flooding and climate change.

As a facilitator:

Increasing provision of and community involvement in the management of accessible natural green space.

As an influential adviser:

Championing the contribution of green space as powerful and versatile natural assets which support well-being, local economies and climate change mitigation.

3. We will monitor the progress of these components through the Results Based Accounting approach (RBA). RBA is an outcome focused performance management system. Welsh Government has tasked us with using the approach throughout our organisation.

4. The role of NRW as an enabling organisation is key to this Enabling Plan - facilitating and encouraging others and working with our partners will be a core part of our work. Helping others to deliver where they are best placed to do so, both on and off our own managed land, will be embedded in our work.

Background

5. This Enabling Plan will bring our current Communities and Regeneration work to align it with our delivery of Natural Resource Management across the business. Its scope is wide – it covers the way in which we:

- manage our business and enable others to use the land we manage to deliver a range of environmental, economic and social benefits
- advise and support others to deliver similar wide-ranging benefits for communities across the rest of Wales.

6. The Enabling Plan will guide our communities and regeneration resource so that we offer an influential and integrated service using the skills and support of the necessary staff and specialists throughout the organisation. Our role will be embedded in our core delivery activities and our role to influence will be more strategic.

7. The Enabling Plan, Action Plan and RBA approach have been developed with support from our Communities and Knowledge Board Sub Groups and with input of colleagues throughout the organisation and consultation with external organisations that have a strong community development focus.

8. A 'Good for People GIS Toolkit' is being developed that will guide NRW's delivery of the Action Plan. It will provide a spatially based approach for informing decisions on how best to prioritise and use of our resources in order to maximise our efficient delivery of benefits to the communities most in need of them.

Next Steps

9. If approval is given to the Enabling Plan and associated Action Plan and RBA Plan, we will:

- Ensure colleagues across NRW, and external stakeholders, are aware of its status and contents
- Work with colleagues in all Directorates to facilitate the appropriate actions being included in Directorate Delivery Plans, using the spatial targeting approach to focus on our priorities.
- Apply an RBA approach to monitoring the implementation of the Plan
- Work with colleagues to develop our data and evidence requirements

Risks

10. If approval is given then, given our reducing resource, NRW will need to ensure that the realignment of our delivery (as a result of our spatial targeting approach) will need to be applied consistently and coherently on both a national, regional and local basis. Not doing so will risk a misalignment of the use of our resources and those people and areas that could benefit the most from our recreation and access delivery.

There is a growing move for public sector bodies to engage on more equal terms with the communities they serve – collaborating and making decisions jointly about what communities view as priorities. As a significant land and contract manager, we will be under scrutiny to ensure that these resources are delivering the greatest possible benefits for communities. We will need our staff to be skilled and facilitate this new way of working.

11. Successful delivery of this Enabling Plan requires a small central experienced team, who support 'place based' skilled and specialist staff responsible for the delivery of our core activities and the identified actions.

Financial Implications

12. The need to maintain our work with the communities we serve at a time when resources are reducing will require careful planning across Directorates. Spatial targeting (as detailed in the Plan) will help Directorates plan delivery in a consistent way. Using our resources in a targeted way, and ensuring the spatial targeting approach is utilised in our decision making will help us make the best use of our resources, both staff and monetary. It will also support our withdrawal from work in non-priority areas.

The majority of the actions set out in the 5 year action plan are either continuing priorities, or enhanced ways of delivering business as usual. KSP will discuss, agree and support delivery of priorities for each year.

Teams across the business work with communities in various capacities. We estimate that the staff costs of those involved most directly account for an expenditure of approximately £1million each year.

Communications

13. All communication with colleagues, partners and networks will be in line with the recommendations of our recently published Communications Strategy. This also applies to all the data and resources provided internally and publically to ensure that our materials are consistent with our branding style and format.

14. We have developed the Enabling Plan using the input of Communications Directorate staff and section 5 of the Action Plan sets out what will be done to communicate and promote this Enabling Plan.

Equality impact assessment (EqIA)

15. NRW has statutory obligations under the Equality Act 2010, on our own land we are classed as a service provider under this Act. An initial screening of this Enabling Plan has been carried out under NRW's Equality Impact Assessment (EqIA) and Stage 1 completed – see Annex 4. We will work with Diverse Cymru to complete Stage 2 - the Full Impact Assessment.

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Annexes

Annex 1 - Communities and Regeneration Enabling Plan 2015-2020

Annex 2 - Communities and Regeneration Action Plan 2015-2020

Annex 3 - Communities and Regeneration Results Based Accountability Plan 2015-2020

Annex 4 – Equality Impact Assessment - Stage 1, Initial Screening