



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

NRW B B 21.15 Annex 1

Equality Annual Report 2014 - 2015

Welcome

We are delighted to present our second annual report on Natural Resources Wales' achievements and our future plans in respect of equality and diversity.

As a major organisation in the Welsh Public Sector, providing a range of important services to Welsh communities and businesses, 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 staff. As a service provider, we are committed to providing services that are accessible, eliminate discrimination, and that promote equality and embrace diversity in everything we do. Our behaviours reflect our values and help strengthen our aspirations in developing a culture which allows us to achieve high quality customer care.

Natural Resources Wales is now two years old which gives us a strong platform for success. Our aim is to build on this, drawing upon best practice to strengthen and improve, working and learning from other organisations as much as we can. Equality and diversity is a central element in delivering business success and we want to embed our equality work at the heart of how Natural Resources Wales plans and delivers its business.

This report also sets out our Strategic Equality Plan for 2015/19. We believe this plan is ambitious, helping us not only to deliver our legal obligations under the Equality Act 2010, but also enabling us to build on our strengths, challenging us to do better and work differently. In adopting this approach to our equalities work, our aim is to become an exemplar organisation, achieving positive outcomes that make a real difference to staff and customers alike.

Professor Peter Matthews
Chairman

Dr Emyr Roberts
Chief Executive

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1. Introduction

This document has the dual purpose of reporting the achievements of Natural Resources Wales in the field of equality and diversity and setting out our plans for the next four years. At the end of the document we report on our staff statistics.

As a new Welsh Government public sector organisation, formed on 1 April 2013, we are building upon early advice from the Equality Commissioner for Wales. The advice was that we should put in place new equality arrangements for Natural Resources Wales, including the development of our own Strategic Equality Plan which we are now proud to announce.

1.1 Our Organisation

Our purpose is to ensure that the environment and natural resources of Wales are sustainably maintained, sustainably enhanced and sustainably used, now and in the future. To achieve this we have some 1925 staff located throughout Wales – scientists, engineers, foresters, environmental managers, recreation and education experts, 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.

We are a young organisation. We know what sort of organisation we would like to be, and have designed our own roadmap showing us how we will get there. Our commitment is to work with passion and ambition with our staff and partners to improve the way we work and deliver our business while ensuring we keep providing services to our customers. To achieve this, we recognise that we will need to get the very best out of our own staff whilst also maintaining a strong and positive relationship with our customers and communities across Wales.

As part of this, we understand the vital contribution that our work on equalities and diversity can make to business success. 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. This report will explain how we are trying to achieve these important goals.

A number of our core activities focus upon encouraging people to enjoy, value and benefit from our natural environment. We run and maintain a range of facilities, from nature reserves to forest sites, and our aim is to increase participation levels across the board. As part of this, we will continue to undertake Equality Impact Assessments and access improvement programmes at our sites to ensure compliance with our statutory duties. Improving participation levels has been identified as a priority area in our Business Plan.

1.2 Leadership Commitment

An early focus has been to declare our vision and ambitions for equality and diversity. We have approached this in a variety of ways as detailed in our Strategic Equality Plan, each with the aim of ensuring that equality and diversity have a high profile and stressing that this is seen as a key ingredient in our overall future business success.

Our Board is an important supporter in the establishment of our equality and diversity agenda. Dr Madeleine Havard is our dedicated Board champion for equalities and diversity, whose role is to ensure that all equality issues remain central to Board

discussions and decisions. Madeleine has also been 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 and with external organisations.

2. Strategic Equality Plan 2015 to 2019

At the same time as the publication of this report, we are launching our first four year Strategic Equality Plan and Action Plan. Putting the plan together has involved a lot of work since the summer of 2014.

Firstly we engaged with our Executive Team to shape the direction for our Equality Objectives which follow the five 'good for' programmes of our Corporate Plan. Next we consulted with groups who represent those with protected characteristics in the wider community, as well as our own staff. We held six external and internal involvement events held in Bangor, Llandrindod Wells, Merthyr Tydfil, Llandudno Junction and Cardiff which provided a lot of valuable feedback and helped shape our Equality Objectives.

After Board approval we made our Equality Objectives available for comment on our website to both staff and the public between the 28th October 2014 and the 6th January 2015. People were invited to review the Equality Objectives and to submit responses electronically or by post.

Consultation and engagement helped develop a local evidence base for the formation of our Objectives, and allowed us to create our four year Strategic Equality Plan following input by our Equality and Diversity Forum and subsequent approval from our Board.

Following on from the success of the Easy Read version of our Corporate Plan, we will also publish a combined Easy Read version of our Strategic Equality Plan and Action Plan.

The annual Action Plan is a living document and will be monitored regularly by the E&D Forum and actions may be altered, added or removed to ensure the plan is current and targeting the right areas. Any revisions will be published on our website.

The Strategic Equality Plan for 2015 to 2019 is one of a suite of plans supporting our Corporate Plan, and is intended to complement our other plans, for example the Outdoor Recreation and Access Enabling Plan 2015 to 2020

3. Equality & Diversity Forum

Equality and diversity is recognised as key to our organisation's success and helps create and maintain a culture where people are respected, treated fairly and are valued. Diversity brings ideas, gives perspective, reflects our customer's needs and has a positive impact on people's performance as well as meeting our statutory requirements.

During 2014 the membership of the Equality and Diversity Forum group was reviewed, its role and purpose being to lead and deliver the Equality and Diversity Strategy described in our Corporate Plan. The first meeting in January 2015 helped to steer the direction of our Equality Action Plan.

The Forum will help embed equality and diversity 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, upskilling Forum members and building confidence. Actions will be focused and based on good evidence and designed using common sense.

Forum membership

- Chair (Executive Director)
- NRW Board Champion
- Executive Team Equality and Diversity Champion
- Equality and Diversity Senior Advisor
- One representative from each directorate:
 - External Relations & Communications
 - Finance & Corporate Services
 - Governance
 - Knowledge, Strategy & Planning
 - National Services
 - Organisational Development & People Management
 - Operations – North & Mid Wales
 - Operations – South Wales
- One representative for all our Trade Unions
- One representative from each Staff Network

4. Equality Impact Assessments (EqIA)

An EqIA involves anticipating the consequences of plans, policies or projects which are either new or being reviewed on protected characteristic groups; to ensure that as far as possible any potential adverse impacts are eliminated, and that opportunities for maximising opportunities to promote equality are identified.

As stated on the Equality and Human Rights Commission website, an EqIA should form part of any new policy or practice and be factored in early in the project, along with other standard considerations such as risk and budget. If it is considered not relevant to require an EqIA, it is necessary to keep a record of this decision.

2014 saw the launch of our EqIA process, with guidance and a tool to assist our policy makers and project managers. The tool has already helped identify possible impacts which could disadvantage protected characteristic groups or impact negatively on the Welsh language. Once these impacts are identified we can then mitigate them or where that is not possible, explain very clearly why we cannot. At the same time we can identify possible opportunities through our decision making where positive impacts can happen.

5. Our Equality and Diversity Work and Achievements during 2014/15

5.1 Resource

In our restructure, a need was identified to create a role specifically to meet our E&D needs. We were successful in recruiting Derek Carpenter, as Workforce Planning and Equalities Senior Advisor, who took up post in August 2014. During Derek's short time in post, he has already been a key player in putting together our Strategic Equality Plan, embedding Equality Impact Assessments and nurturing our Staff Networks.

5.2 Stonewall Cymru Workplace Equality Index

In September 2014, working in collaboration, both the business and the Lesbian, Gay, Bisexual and Transgender (LGBT+) Staff Network, we made a submission to the Stonewall Workplace Equality Index to benchmark ourselves as an employer.

This benchmarking helps NRW measure performance and progress. It is deliberately designed to challenge us by submitting our work for external scrutiny. By participating we are actively demonstrating our commitment to sexual orientation equality.

This is the second time we have submitted to the index and the results have been really impressive moving from 296th place in 2014 to 238th place in 2015.

Considering 400 organisations took part in the UK, this jump of 58 places really shows our dedication to LGBT equality.

5.3 Staff Networks

We have worked with our staff to encourage the establishment of networks for those with protected characteristics. Three networks have formed to date with more being launched and their input has been invaluable to the development of our early plans. We will continue to support the creation of additional networks, but the real catalyst for this must come from staff themselves to reflect their own needs. Our networks have all been given a presence on our intranet and adhere to their own Terms of Reference.

5.3.1 LGBT+ Network

Our first established staff network was the Lesbian, Gay, Bisexual and Transgender (LGBT+) Staff Network which continues to grow from strength to strength and has led the way in helping other networks to establish themselves.

We understand that people perform better when they can be themselves, and we also know exactly how important role models are to our sense of self.

During the summer of 2014 our LGBT+ Network represented us at North Wales Pride as well as Swansea Pride.

Stonewall Cymru (the LGBT charity in Wales) have produced a role model guide which is available on their website, and features some powerful stories from a small selection of people (16) in Wales whom Stonewall consider to be role models. Derek Carpenter, our Workforce Planning and Equalities Senior Advisor, features as a role model in this guide.

By having role models we can encourage members of staff who may be less comfortable in being open about their sexual orientation in work.

In January 2015, in partnership with Stonewall Cymru we held an in-house role model programme where members of our staff were given space to think about what it means to be authentic in the workplace and how they can be a more effective role model to others.

5.3.2 Assisted Users

We have a number of staff who use assistive technology, from screen readers to speech to text software and 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.

5.3.3 Multi-Faith Staff Support Networks

Any faith or belief group, who agree and adopt the Terms of Responsibility for Support Networks, can be set up under the umbrella of the Multi-Faith Staff Support Network.

- **Christian Fellowship**

The Christian Fellowship is a relatively new network in Natural Resources Wales, and our first of the Faiths Networks. It aims to create a space where people can get together and support each other through prayer.

5.3.4 Peoples' Network

We are currently building our fourth staff network, the Peoples' Network which will focus mainly on Work/Life Balance and staff support issues.

6. Staff Statistics

In November 2013 we encouraged our staff to complete an equality and diversity monitoring exercise, and since then have been working hard on implementing our new finance and HR system called MyNRW. This system will now go live during 2015 and will enable us to accurately record our equality and diversity monitoring.

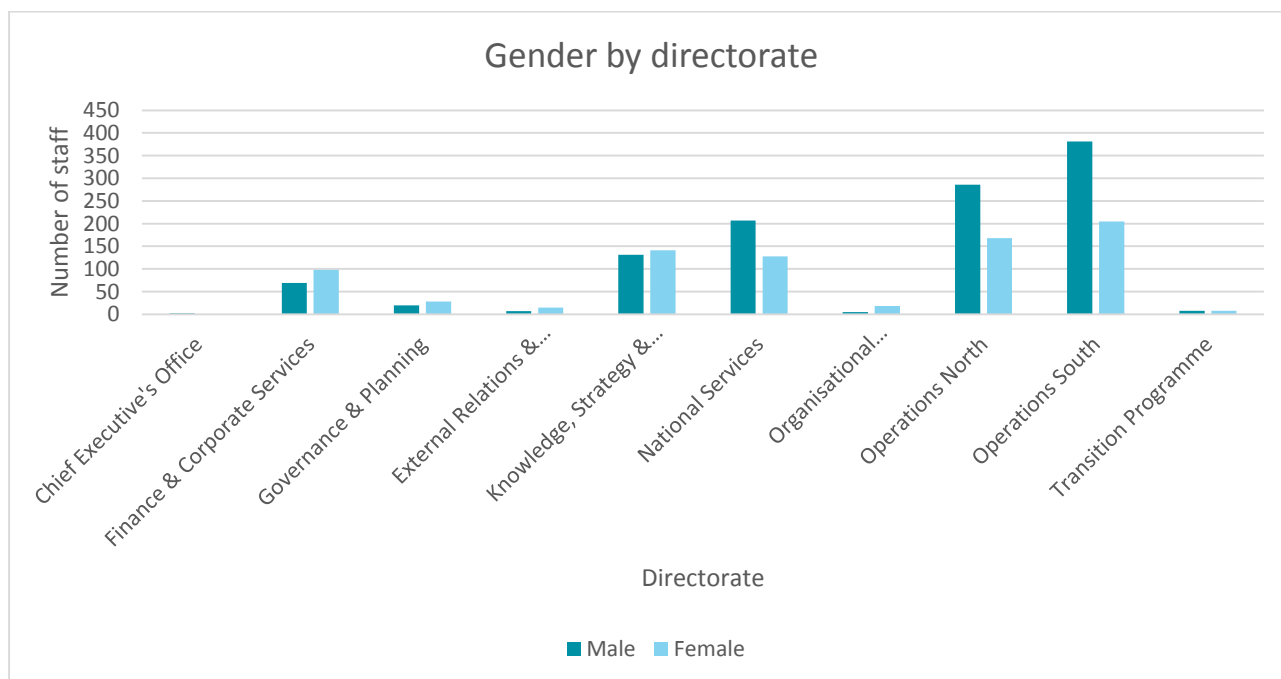
As part of the launch of MyNRW we will work with staff to encourage self-disclosure. This involves giving assurance to our workforce that equality self-disclosure information will be handled with the utmost sensitivity, and treated confidentially with only a very few, named individuals, being able to see the information.

While we are awaiting this data we can only report on information currently held. To augment this we have in February 2015 conducted a People Survey, which is currently being analysed. We know our success depends on how we all work together to create a better Wales. To do this, we are striving to understand how our staff feel about working here and the reality of the work environment. This so we can build on what is good about our organisation and improve where we need to.

6.1 Gender

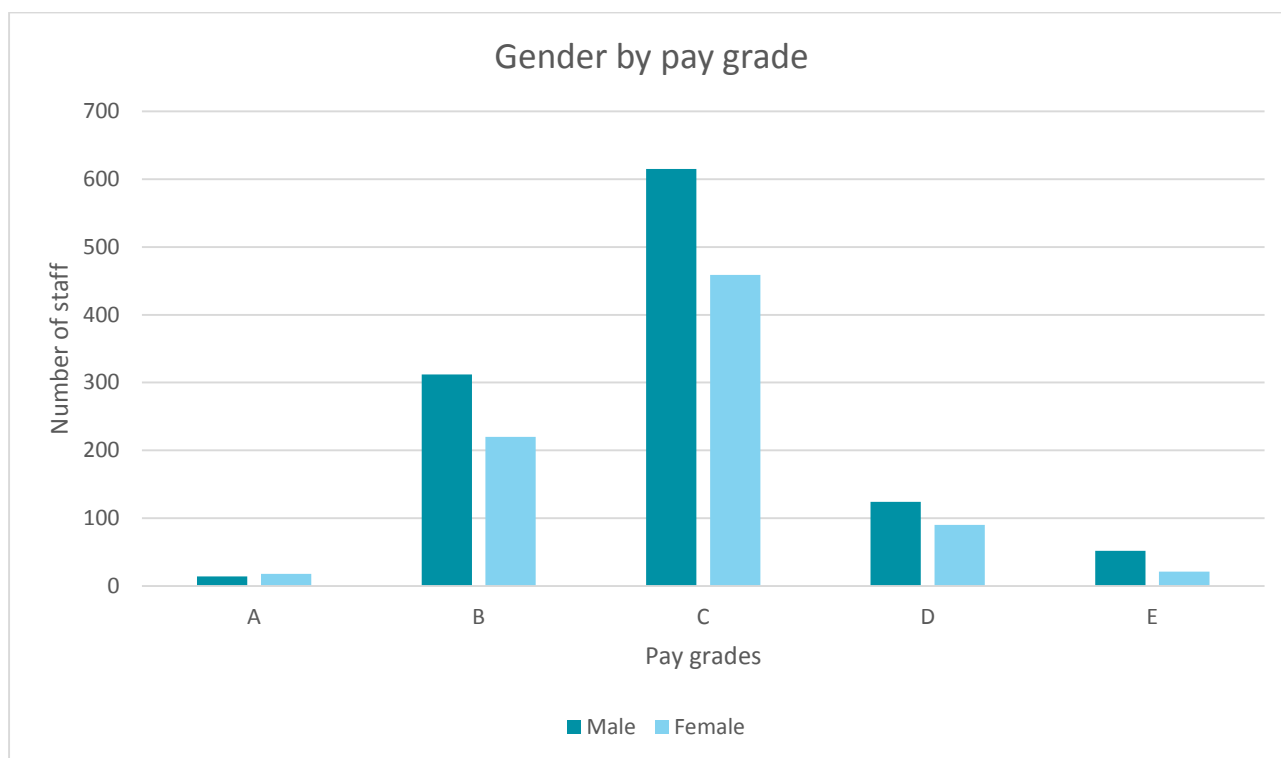
6.1.1 By Directorate

Of our 1925 employees, the workforce figures below show our gender balance of 58% male and 42% female staff are separated out by directorate.



6.1.2 By Grade

Because we inherited staff in particular grades, it remains the case that most of our senior roles are filled predominantly by male staff. However, we will be conducting an equal pay review both during and after our job evaluation programme and from the results from that, we will put plans in place to address this imbalance. We do recognise that we will have limited opportunities for recruitment over the next 12 months but in our plans we will focus on increasing the gender balance whilst ensuring fairness of opportunity for all. The graph below shows how our staff are split by both gender and grade.



6.2 Working Patterns

We have in place various working patterns including home working, term-time working and career breaks. We intend to publish our new Flexible Working Policy shortly. From our management information reports we have established that 14% of our workforce currently work part-time. 81% of part time workers are female, 19% male.

Statistics show that more staff from the lower grades are working part time than higher graded staff even though flexible working opportunities are available to all staff. Our last monitoring questionnaire data shows that 23% of our workforce have caring responsibilities.

We will report more fully on working patterns in 2016 when our new finance and HR system, MyNRW, has collected a full year's data.

6.3 Training

In 2014/15 we spent a total of £654k on training which was mainly on Welfare, Health and Safety, Equality and Diversity, Welsh Language training, Technical Professional training and Personal Skills.

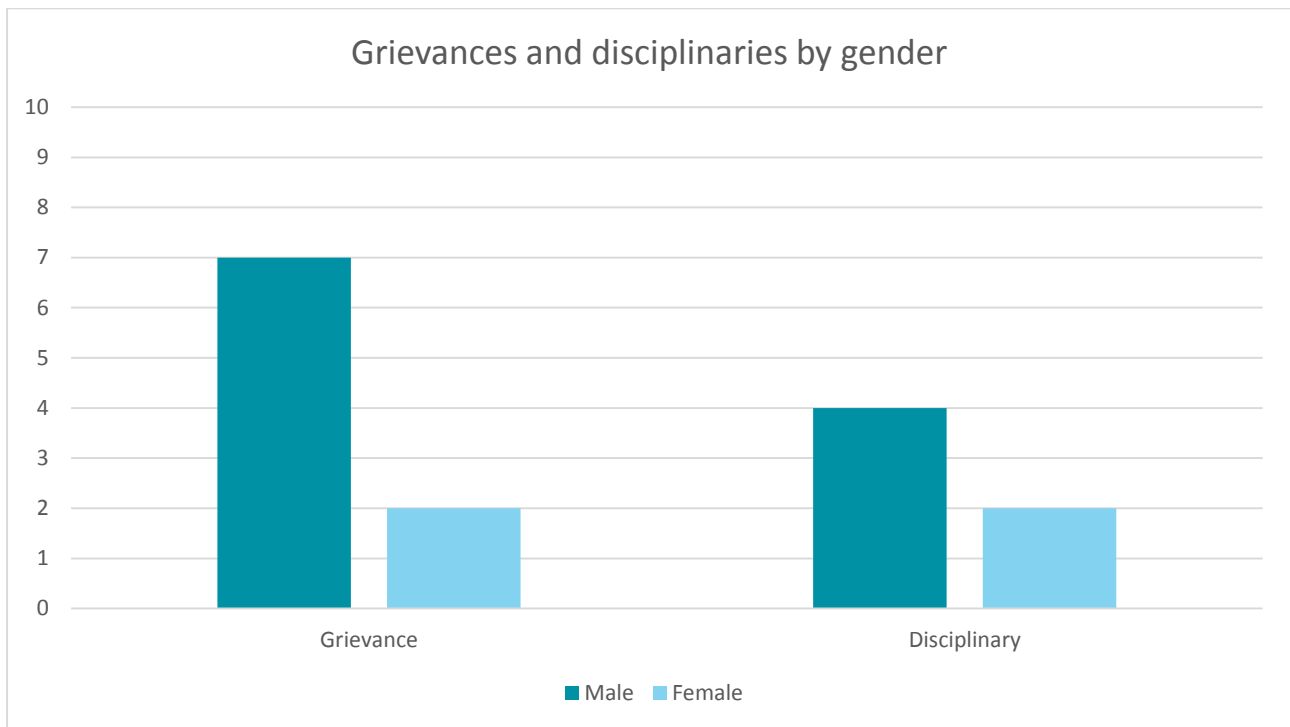
6.4 Grievance and Disciplinary

We are committed to addressing and where possible, resolving work-related grievances promptly and appropriately.

Two policies were published in October 2014 which put in place misconduct and grievance procedures that provide a framework to raise concerns, problems or complaints in a safe and supportive environment, and for managers to respond in a fair and transparent way.

The policies and related procedures replace a total of six legacy policies and meet all legal requirements and reflect the Advisory, Conciliation and Arbitration Service (ACAS) code of practice and guidance on handling grievances at work.

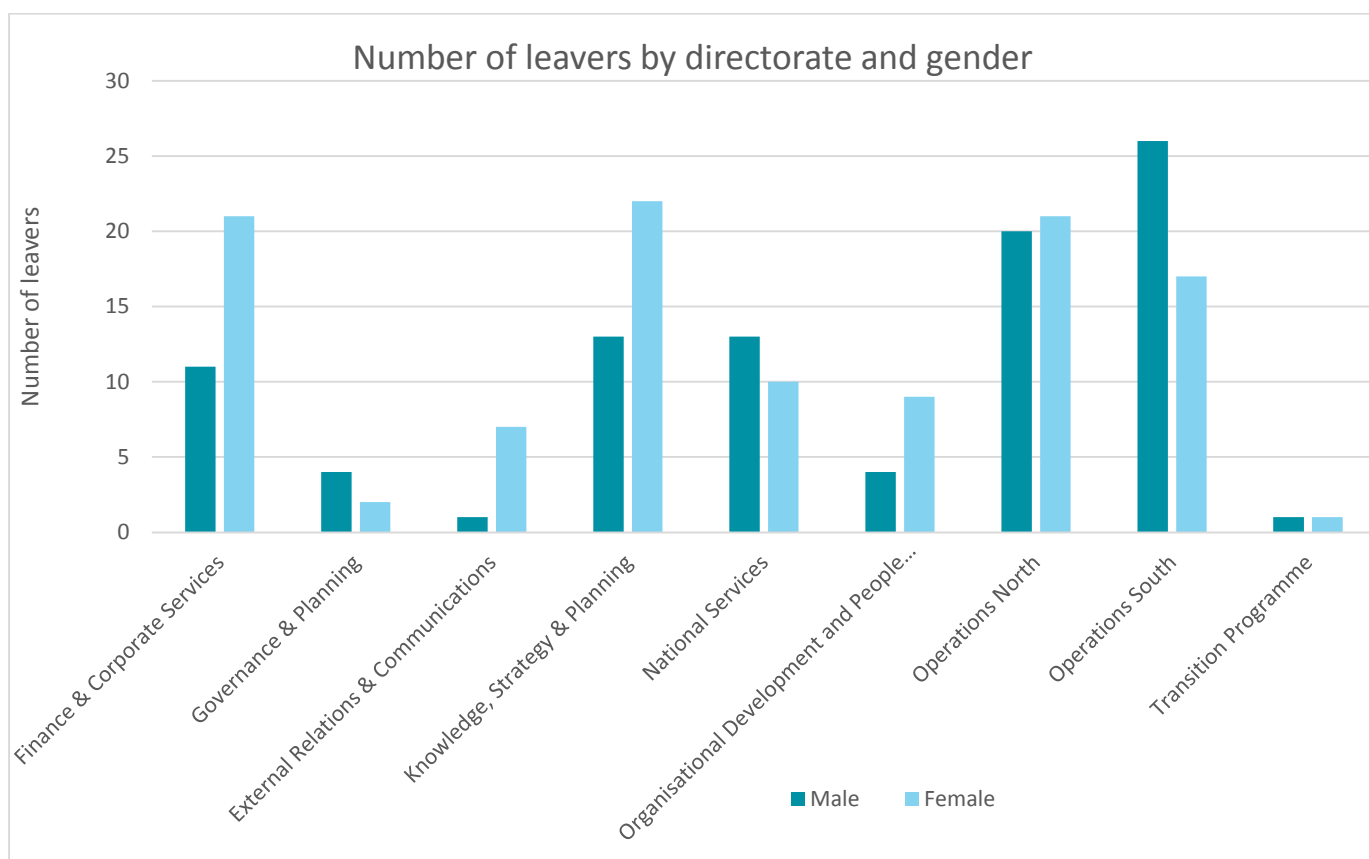
We had a total of 9 grievances and 6 disciplinary cases during the last financial year which are split by gender below.



6.5 Leavers

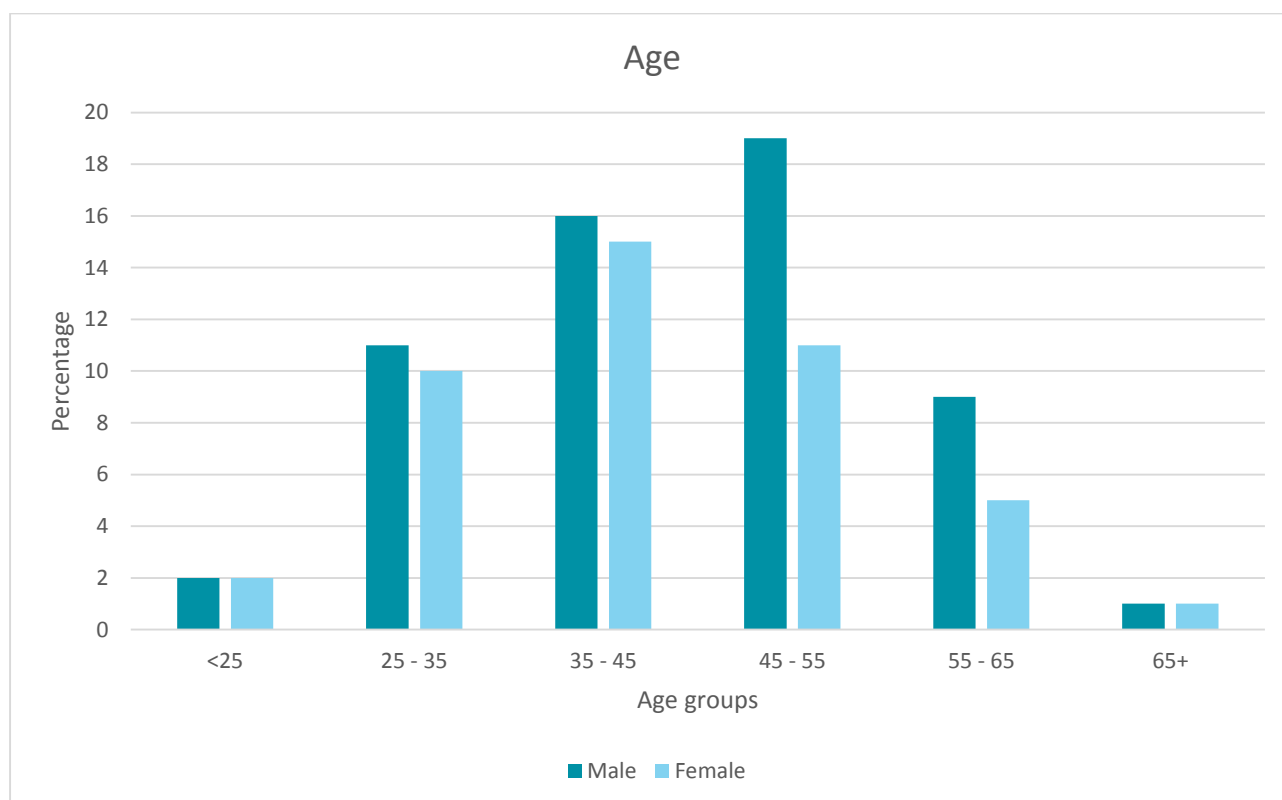
In total 203 members of staff left us during 2014 to 2015. The reasons for leaving varied between resignation, retirement, our Voluntary Exit Scheme or the end of fixed term contracts.

The graph below shows the number of leavers by directorate and by gender.



6.6 Age

The graph below shows the majority (61%) of our workforce fall within the ages of 35-55. 4% of our staff are under 25 but we expect this figure to increase as more of our Apprenticeship Schemes are launched. 2% of our workforce is aged 65+.

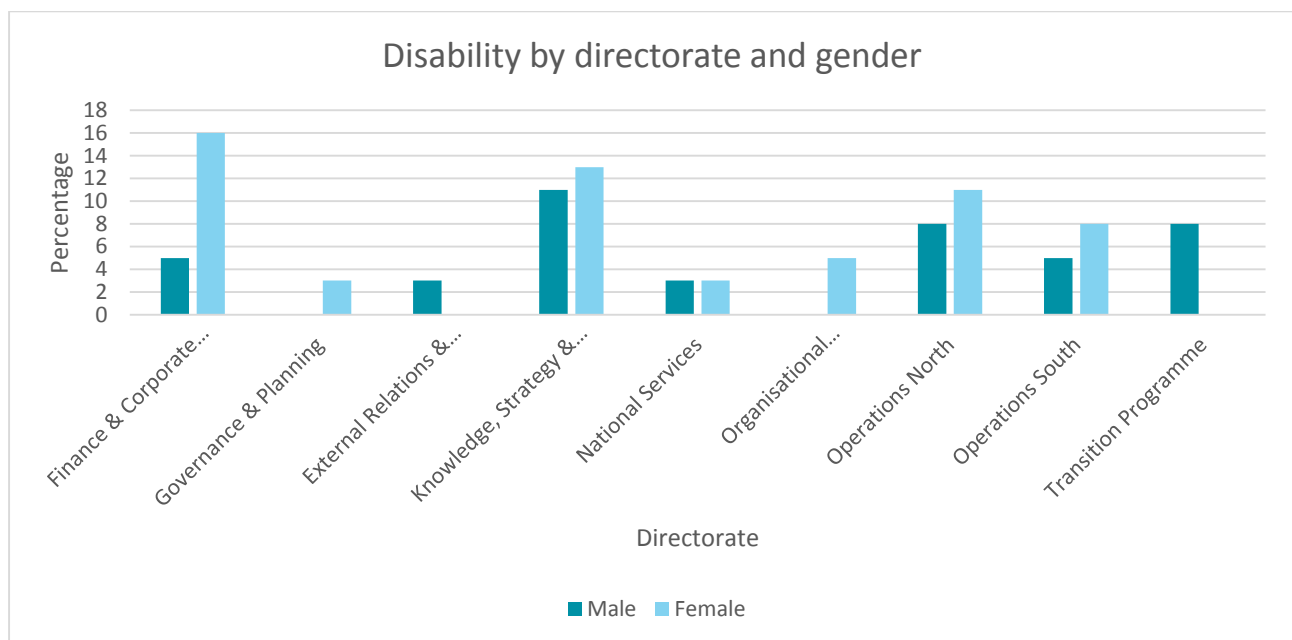


6.7 Disability

As we do not currently have real-time data from MyNRW, the figures we have available do vary. According to our legacy 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 work closely with our Assisted User Group that have specific IT and telephony requirements (e.g. Dragon software) to ensure that our 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.

The graph below shows how those who have disclosed a disability are split across our directorates, again by gender.



6.8 Gender Reassignment

We did not report on gender reassignment in 2014 and we are not in a position to do so this year either.

We will only collect data on gender reassignment once we are completely sure that the right people and systems are in place to ensure confidentiality. We will be working more on this in the coming financial year.

We do however already work with Stonewall Cymru (the LGBT charity in Wales) who, following consultation with over 700 trans people, announced in February 2015 that it is

extending its remit to campaign for trans equality. We will be working closely with both Stonewall and others to make sure we get this right.

6.9 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.

We will report more fully on marriages and civil partnerships in 2016 when our system, MyNRW, has collected a full year's data.

6.10 Pregnancy and Maternity

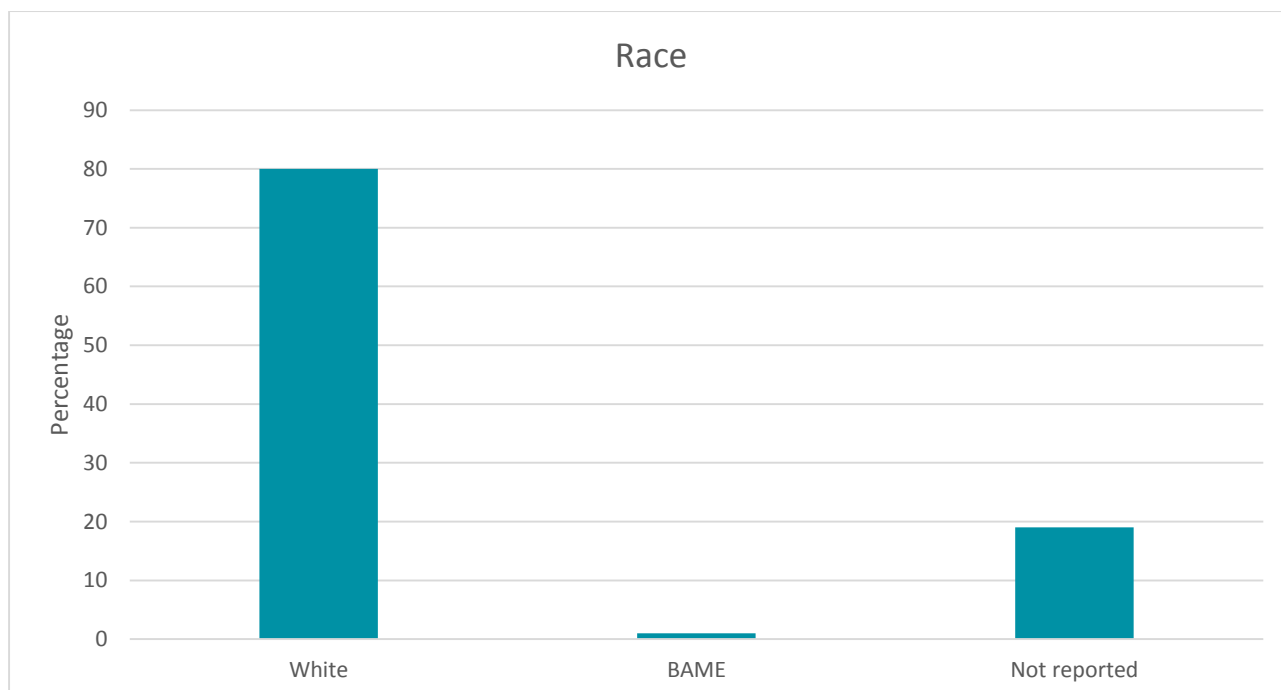
We published four procedures in October 2014 which set out our approach to adoption, maternity, parental and paternity leave. We offer leave and pay, subject to certain qualifying conditions, which fulfil the statutory provisions.

We will confidently report on pregnancy and maternity in 2016 when our new finance and HR system, MyNRW, has collected a full year's data.

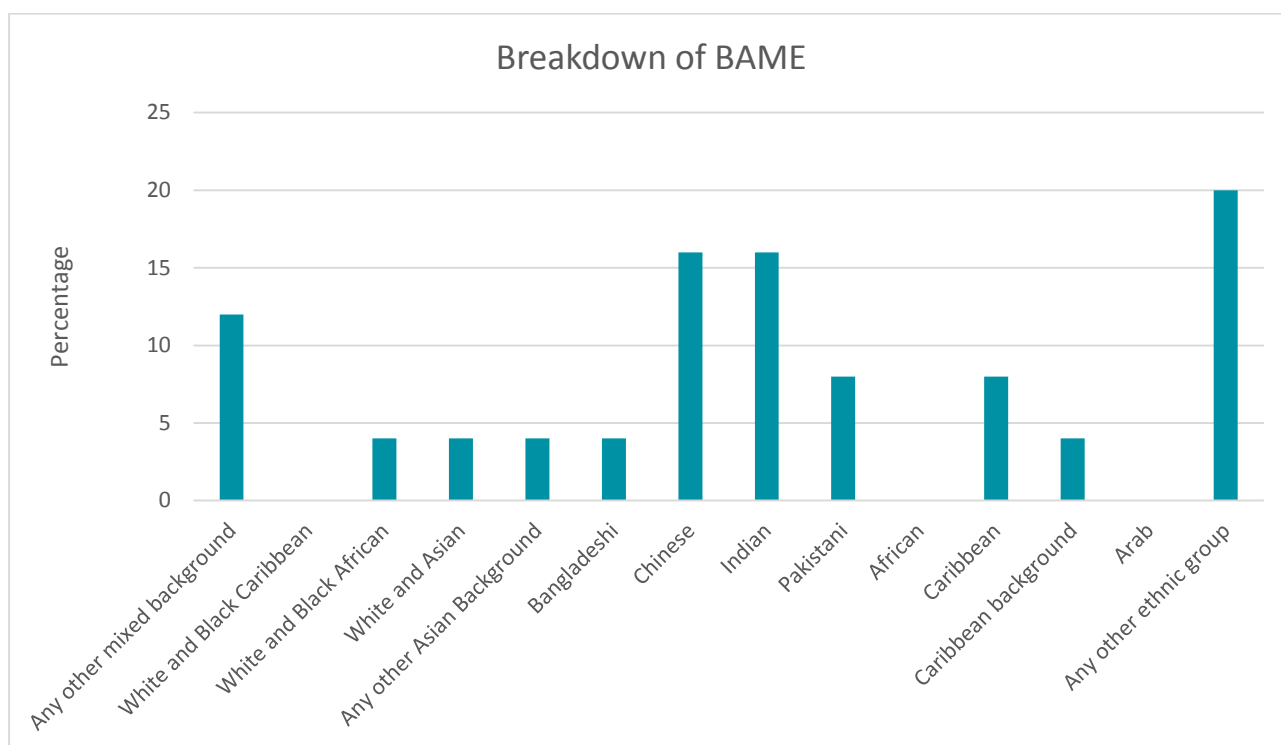
6.11 Race

Results from the current information held and equality and diversity monitoring show that only 1% of our workforce identify themselves as BAME. More work is clearly required to compare our workforce with the population of Wales to ensure we are representative of the communities we serve.

MyNRW 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.



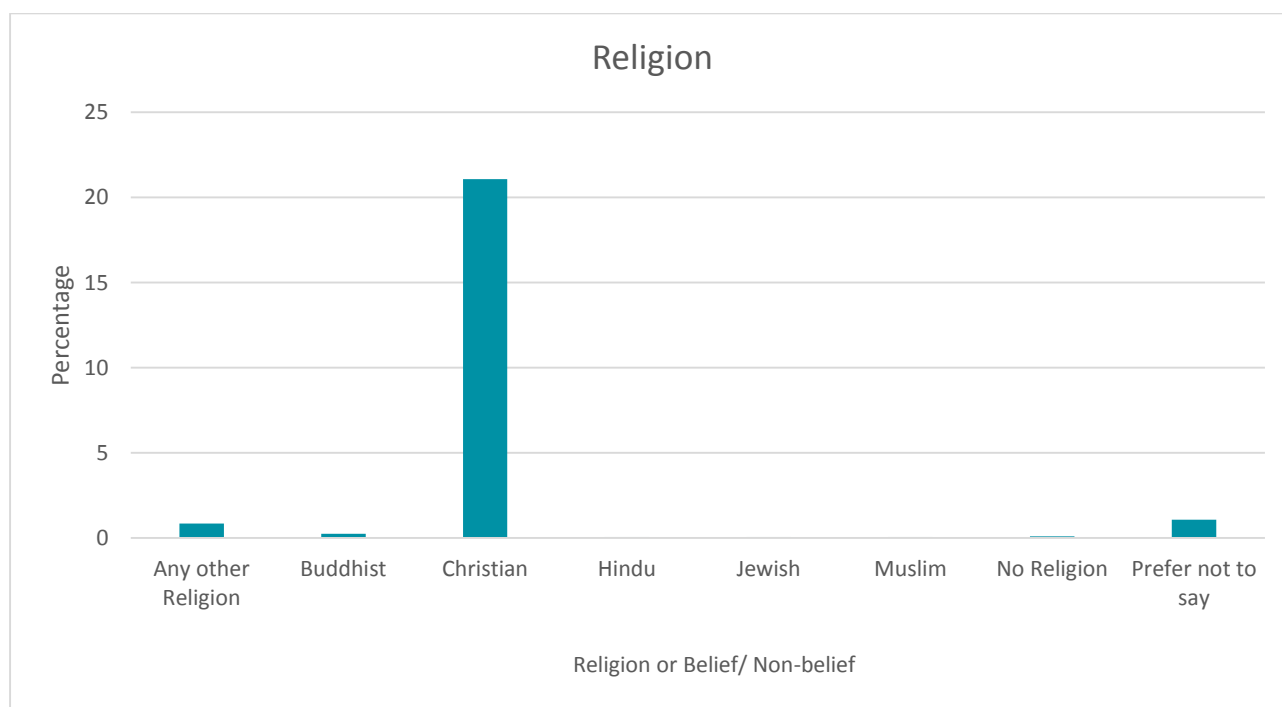
From the one percent who we know identify as BAME, a further breakdown of that single percent is shown below.



6.12 Religion or Belief / Non-Belief

We will be able to report more accurately on religion or belief / non-belief in 2016 when our new system, MyNRW, has collected a full year's data.

In the interim, we know that data representing 75% of our organisation is unknown but the graph below shows the split of the 25% of staff we do know about.



Graph based purely on the 25% of staff we currently know about.

6.13 Sexual Orientation

From our last equality and diversity monitoring questionnaire, 2.5% of staff identify as Lesbian Gay or Bisexual (LGB). We know we need more up to date information and are currently ensuring that our new system, MyNRW, is robust enough to help us encourage staff to self-disclose their individual information with confidence that the information will not be shared or available beyond a very limited few.

We hope to confidently report more exact information on sexual orientation in 2016 when we have completed a full year's data collection.

Published by:
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