

Strategic Equality Plan 2015-2019



Noddir gan
Lywodraeth Cymru
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Welcome

We are delighted to present our first four year Strategic Equality Plan covering 2015 to 2019, which sets out our response to the requirements of the Public Sector Duties of the Equality Act 2010.

Natural Resources Wales seeks to ensure that our visitors, customers and all those who work for us are treated with respect and that diverse needs are taken into consideration. By doing this we will develop an inclusive culture and be a more responsive organisation to our customers and staff. We aim to not only comply with, but exceed the requirements of legislation in relation to our visitors and customers. Our commitment to equality and diversity is not dependent on the wider economic circumstances, we are committed to this as a way of working and our own corporate values and behaviours set out the manner in which we want to deliver the work we do.

Our Strategic Equality Plan underpins the purpose of Natural Resources Wales to ensure that the natural resources of Wales are sustainably maintained, enhanced and used, now and in the future. We recognise that people have different needs, cultures, experiences and expectations, and by responding to these, we all benefit from an enriched experience of life and a broader outlook to deliver excellence for all our customers and meet our long-term goals.

Ashleigh Dunn

Executive Director

Organisational Development and People Management

Introduction

As a requirement of the Equality Act 2010 Natural Resources Wales has a duty to set out its objectives for equality in a Strategic Equality Plan. The plan will drive towards a holistic approach, encompassing all aspects of the protected characteristics included in the Act. We recognise that responding to the diverse needs of our staff, visitors and stakeholders will help to develop services that meet the needs of all, and will attract a workforce who are representative of the wider community.

Natural Resources Wales is committed to enabling all individuals to benefit from the sustainable management of the environment of Wales, irrespective of personal characteristics such as age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex (male or female) or sexual orientation. Ensuring that we attract and retain the widest and most diverse range of talent in our staff is vital to developing a dynamic and creative environment which will benefit the whole of Natural Resources Wales and the people we serve.

This Strategic Equality Plan provides an overarching framework for advancing equality and diversity within Natural Resources Wales, for the benefit of all staff, customers and stakeholders. It is aimed at Executive Directors, Board Members and staff, relates to all functions of the organisation and reflect our corporate values and behaviours. All other organisations or individuals who have a relationship with Natural Resources Wales will also be asked to act in the spirit of this document. The plan includes a set of five Equality Objectives based on our Corporate Plan themes to help us embed equality and diversity in all that we do. In developing this plan we have drawn on a range of strategies, activities and action plans that are already in existence within Natural Resources Wales. This underlines the view that equalities should be embedded across the work of the organisation, and that it should not be seen as separate to the main work of Natural Resources Wales. Embedding equalities in this manner will enhance our approach to customer care and ensure that we consider the impact of the way in which we work as 'business as usual', not as an extra that can only be considered if we have time.

About Natural Resources Wales

We are a Welsh Government Sponsored Body formed in April 2013, largely taking over the functions of the Countryside Council for Wales, Forestry Commission Wales and Environment Agency Wales, as well as certain Welsh Government functions.

We have a wide range of roles and responsibilities:

Adviser: principal adviser to Welsh Government, and adviser to industry and the wider public and voluntary sector, and communicator about issues relating to the environment and its natural resources

Regulator: protecting people and the environment including marine, forest and waste industries, and prosecuting those who breach the regulations that we are responsible for

Designator: for Sites of Special Scientific Interest – areas of particular value for their wildlife or geology, Areas of Outstanding Natural Beauty (AONBs), and National Parks, as well as declaring National Nature Reserves

Responder: to some 9,000 reported environmental incidents a year as a Category 1 emergency responder

Statutory consultee: to some 9,000 planning applications a year

Manager/Operator: managing seven per cent of Wales' land area including woodlands, National Nature Reserves, water and flood defences, and operating our visitor centres, recreation facilities, hatcheries and a laboratory

Partner, Educator and Enabler: key collaborator with the public, private and voluntary sectors, providing grant aid, and helping a wide range of people use the environment as a learning resource; acting as a catalyst for others' work

Evidence gatherer: monitoring our environment, commissioning and undertaking research, developing our knowledge, and being a public records body

Employer: of almost 1,900 staff, as well as supporting other employment through contract work

The Legal Context

The Equality Act, which consolidates existing anti- discrimination law into a single legal framework, came into force in October 2010. In total nine pieces of primary legislation and over 100 pieces of secondary legislation have been incorporated into the Act, including Race Relations Act 1976, the Sex Discrimination Act 1975, and the Disability Discrimination Act 1995. The consolidation of the legislation and the bringing together of these acts into one piece of legislation makes the law easier to understand and apply.

The Act protects people with certain characteristics, we also recognise that some share multiple characteristics, as follows (in alphabetical order):

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership (for employment issues)
- Pregnancy and maternity
- Race
- Religion and belief
- Sex (male or female)
- Sexual orientation

The Equality Act 2010 requires public authorities to meet both **general** and **specific** duties:

General duties. Natural Resources Wales has a legal obligation to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups – this involves tackling prejudice and promoting understanding between people from different groups

Specific duties. The Public Sector Duties for Wales came into force in April 2011. There are 20 regulations with inter-linked requirements including:

- Setting of equality objectives for each of the protected characteristics
- Monitoring and reporting on employment information by protected characteristic:
 - number employed
 - recruitment (including applicants and those changing positions)
 - leavers
 - training
 - grievance, disciplinary
 - additionally for gender by job, grades, pay, contract type, working patterns
- Gathering other relevant equality information
- Assessment of relevant information, including pay information
- Assessing the impact of policies and practices
- Publishing a Strategic Equality Plan
- Publishing an annual report on compliance with the Specific Duties

Our Duties as an Employer

We recognise that having a diverse workforce is crucial to being able to achieve our vision and meet our strategic aims. We have a variety of policies and practices in place that support inclusion and diversity. We aim to ensure that we support and encourage our employees to play their part in ensuring we have a fair and inclusive work environment that is free from any form of discrimination or bullying. Staff are being made aware of their duties under equalities legislation during their induction and by undergoing training on equality and diversity and also act responsibly and professionally as individuals. As part of their appraisals, all staff should have regard to equality and diversity. These measures also help to ensure we meet our legislative responsibilities.

Our Duties as a Provider of a Public Service

As a public sector body, we provide facilities and services to a local, national and international public. Our duty in delivering these services is to ensure that we take account of the diversity of our customers and that our procurement processes operate in line with legislation and reflect our responsibilities in this area. We also need to be mindful and proactive about the methods of communication that are utilised and ensure that these are sensitive to the needs of the public and are effective in providing information in the format that is required.

Engagement and Consultation

Equality legislation recognises the importance of engagement with people with protected characteristics in order to shape practices to ensure that the needs of all are identified and considered.

Consultation and engagement helped develop a local evidence base for the formation of our objectives. It is understood that this is a vital part of the process and that continued involvement of people with protected characteristics will help to provide solutions to problems in addition to highlighting where most change may need to take place. The draft Equality Objectives were made 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.

We also sought to consult with groups who represent those with protected characteristics in the wider community. Examples of this have been the external and internal involvement events held in Bangor, Llandrindod Wells, Merthyr Tydfil, Llandudno Junction and Cardiff. We will continue to seek the views of staff, visitors and stakeholders representing those with protected characteristics to further inform the development of our objectives and the associated action plan. Consultation and engagement will be ongoing and therefore we aim to improve our approach by investigating alternative methods of engagement, in addition to continuing work with local groups (both internal and external) and liaising with other public authorities including other government sponsored bodies. Our Equality and Diversity Forum also provided comments and feedback on the Equality Objectives and Action Plan.

Equality and Diversity Plan

Natural Resources Wales is committed to mainstreaming equality and diversity throughout all our activities, as well as meeting the general and specific duties imposed on us through legislation. This plan builds upon the Natural Resources Wales's vision and strategic priorities.

This plan outlines our commitment to ensure that every job applicant, employee, visitor, stakeholder or contractor should be treated fairly and this protection is extended based on association and perception to the protected characteristics. Natural Resources Wales wishes to promote and sustain a culture through our values and behaviours where mutual trust and respect are the foundation for our working relationships.

The promotion of equality and diversity is a duty and a challenge to everyone, whether employee, Board member, or any person or organisation which provides services for, or in partnership with, Natural Resources Wales. In practical terms this means that everyone must treat others fairly and with dignity and respect. Natural Resources Wales will address any issues of discrimination or inappropriate practice, and will foster staff awareness through a programme of staff development. All are actively encouraged to challenge and report any incidents of discrimination.

Natural Resources Wales's overall commitment to Equality and Diversity

Natural Resources Wales will:

- Cherish people irrespective of their protected characteristics
- Live out our values through our behaviours and deliver our ambitions.
- Ensure that our policies, procedures and strategies reflect Natural Resources Wales's commitment to equality.
- Expect all staff, visitors and stakeholders to treat each other with dignity and respect.
- Expect committees and other working groups to have due regard to the diversity of their membership, and to consider the impact of their decisions on those with protected characteristics.
- Expect all staff to ensure that they are aware of equality issues and take responsibility for their actions both individually and collectively.
- Ensure that all of our training provision is accessible and inclusive
- Not tolerate behaviour which results in the creation of an intimidating and hostile environment.

Introduction to Equality Objectives

The Equality Act 2010 specific duties state that the development of equality objectives for each of the protected characteristics and we have set objectives in line with our Corporate Plan's five 'good' programmes which are individually inclusive of all protected characteristics. The objectives have been set using the outcomes from our involvement events and consultation. We are an evidence based organisation and achievement of our objectives must be measurable. Where gaps have been identified in the level of information we hold as a new organisation, we aim to gather baseline data during the first year of the plan to benchmark ourselves with. Some protected characteristics have more requirements than others as they have been covered explicitly by legislation for many years, for example disability. The characteristics which have recently been defined as protected by the Equality Act 2010 have less of an evidence base on which to set actions and it will take time to build this information. It is recognised that as individuals we rarely fit into one category and that our personal characteristics are inextricably linked and may impact on the different aspects of our lives.

Legislation also requires public authorities to set out a specific objective to address the gender pay gap in addition to any objectives set for the protected characteristic of sex. Our objectives for equal pay take forward actions identified in the latest Equal Pay Review.

Our equality objectives

1. Good for knowledge

We collect and evaluate data and evidence, ensuring that it is free from bias, and using equality data to identify different needs and experiences of people from protected characteristic groups. We make decisions, subjected to equality impact assessments, on our plans, policies and processes that are based on our data and evidence.

2. Good for the environment

We help all of the people of Wales and visitors to Wales, taking into account the differing needs of people with different protected characteristics, to understand the benefits of a good environment and to actively promote the use of the natural resources of Wales.

3. Good for people

We understand how communities access the services we provide and any barriers our customers face. We will engage with individuals and user groups to make sure our plans and services are suitable, understood and needed as well as addressing any barriers and inequalities identified.

4. Good for business

We set clear standards and expectations in both our service delivery and procurement that enable and drive equality of opportunity, access and service. We ensure we perform to these standards and check they are embedded in all that we do.

5. Good organisation

We aspire for our workforce to be more representative of the protected characteristics, and to develop a working culture where people feel able to be themselves at work and are both valued and respected.

Monitoring of progress

The Equality and Diversity Forum currently meets four times each year with representation from the Board, all Directorates, staff networks, and Trade Unions. In addition there are specifically appointed members of staff who concentrate on issues related to equalities. The objectives in this plan will be reviewed annually to ensure that they are still relevant, with the associated action plan being a working document with new actions added where necessary in response to evidence and consultation that is not available at the time of writing. An annual update on the progress of the objectives will be produced to fit in with Natural Resources Wales's reporting cycle and presented to the Executive Team and Board. The Strategic Equality Plan will be formally reviewed every four years.

The Executive Directors are asked to take direct responsibility for how the objectives and actions identified in this plan will be embedded within their Directorate Delivery Plans, to consider where their priorities lie and, after consultation and involvement of their stakeholders, to also add actions which they consider particularly relevant to their areas. The actions will be reported on during the year at the Equality and Diversity Forum meetings.

Assessing the impact of policies and practices

An effective Equality Impact Assessment system will assist Natural Resources Wales in its duty to promote equality. Undertaking this assessment will help to mainstream equality and diversity issues and promote a culture where everyone considers the equality relevance and impact of their actions and decisions on others. Discrimination is rarely intentional but by carefully focussing on each of the protected characteristics, we can highlight the different ways in which groups of people are affected by our practices and take action to eliminate any negative consequences, and can also help to highlight the potential positive impacts of our policies and practices. Training and workshops will be delivered for Executive Directors as they are involved in the development or review of policies and in decision making. Completed Equality Impact Assessments are available via our Equality and Diversity page of the Natural Resources Wales website.

Identifying and publishing relevant equality information

The numbers of staff are will be monitored by protected characteristic. This information will be collected from staff at the time of application and appointment, and also updated by staff during data verification exercises. We will also draw on results of internal projects and reports such as the Equal Pay Review. We will produce an annual report on the relevant information in line with the requirements of the Equality Act 2010. The information available will be considered by the Equality and Diversity Forum in order to inform the objectives and actions of our Strategic Equality Plan, and to provide evidence on the impact of the Strategic Equality Plan objectives.

The Equality and Diversity web page on our website will be the main method used to disseminate a range of information which when available will include:

- Our Strategic Equality Plan and supporting Action Plan
- An annual report on the progress of the plans
- An annual statistical report on employment information
- Other relevant equality information
- Results of equality impact assessments

We will make such information available on request in alternative formats such as large print.

Equality Action Plan and specific aims

An Action Plan has been developed to outline the steps that will need to be taken to achieve the objectives. The plan also details the reasons why the actions are being undertaken, linking to internal or national reports, statistics, or engagement with those of protected characteristics.

In order for the actions to be embedded into our day to day activities, they need to be linked to the functions of the Directorates and have been set out to reflect this. In this way the actions can be built into the running of Natural Resources Wales at both a strategic and operational level.

The Equality Action Plan is available in Appendix 1 and can be requested in alternative formats using the contact details on back of this document.

Appendix 1:

Strategic Equality Plan 2015 - 2019

Action Plan



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Natural Resources Wales

Equality Objectives Action Plan 2015 - 2019

This action plan has been developed to support and form a part of the Natural Resources Wales Strategic Equality Plan for 2015 to 2019. The plan is a living document and current actions may be amended or further actions added in response to any new challenges which are identified through continuous monitoring and reporting or changes in legislation.

Our action plan will address issues to ensure that:

- We have the public's trust.
- All communities experience a service that acts fairly at all times.
- We aim to have a workforce which reflects the population we serve.
- We provide opportunity to allow all of our people to maximise the contribution they make to the organisation and its work.
- Natural Resources Wales provides equality of opportunity to all groups in society both to members of the public accessing our services as well employees progressing their careers.
- We live out our values through our behaviours and deliver our ambitions.

We welcome views on our Equality Objectives and the Action Plan, and comments should be sent to us at the addresses on the back cover of this document

Paying due attention to equality and diversity issues will help us to achieve the vision and mission of the organisation. "Our purpose is to ensure that the natural resources of Wales are sustainably maintained, enhanced and used, now and in the future"

1. Good for knowledge

We collect and evaluate data and evidence, ensuring that it is free from bias, and using equality data to identify different needs and experiences of people from protected characteristic groups. We make decisions, subjected to equality impact assessments, on our plans, policies and processes that are based on our data and evidence.

	Action area	Detailed Actions	Responsible person/ directorates	What success looks like	Target / Review date
1.1	Data collection	We will collect and use data from our staff and service users by a variety of methods including surveys and monitoring ensuring that means of collection are both bilingual and also relevant to local equality groups We will evaluate the data collected to identify differing equality needs and to help inform our decisions and services	All directorates and project managers	Natural Resources Wales holds equality data on our service users, visitors and staff which will be evaluated to assist those who make key decisions which may impact upon protected characteristic groups Staff understand how their information is protected and are confident to self disclose their diversity information to the organisation	Review annually by March each year
1.2	Annual reporting	We will gather relevant information for our annual report throughout the year initially from existing sources but moving to our	Senior Equality Advisor	We will publish our Equality Annual Report and meet the requirements of the specific duty	To be published each year in line with our Corporate Plan reporting cycle

	Action area	Detailed Actions	Responsible person/ directorates	What success looks like	Target / Review date
		new HR system (MyNRW) to provide more reliable data in 2016		Staff self-disclosure will always remain confidential but general statistics will be published as part of our annual report	
1.3	Equality impact assessments	We will complete and centrally capture potential impacts on equality to ensure our actions are fair and inclusive We use the results from our assessments to shape what we do and how we deliver	All directorates and project managers	Our website contains signposts to copies of our equality impact assessments that have been carried out We use equality impact assessments to inform our decision making	Review annually by March each year
1.4	Working in partnership	We work in partnership with other organisations such as Diverse Cymru, Stonewall Cymru and the Equality and Human Rights Commission to ensure our decision making is based on best practice	Senior Equality Advisor	We have healthy and informative relationships with partner organisations to which we listen and learn from best practice The contact details we hold are available to the wider organisation to ensure consistency when working together	Ongoing

	Action area	Detailed Actions	Responsible person/ directorates	What success looks like	Target / Review date
1.5	Engagement	We will engage with protected characteristic groups by means of consultation when we are developing or reviewing policies, plans or projects	Equality Impact Assessment authors	Our policies, plans and projects are widely consulted upon where relevant and we consider others opinions	As policies, plans and projects are developed or reviewed

2. Good for the Environment

We help all of the people of Wales and visitors to Wales, taking into account the differing needs of people with different protected characteristics, to understand the benefits of a good environment and to actively promote the use of the natural resources of Wales.

	Action area	Detailed Actions	Responsible person/ directorates	What success looks like	Target / Review date
2.1	Engagement	We will identify both national and local protected characteristic groups to engage with. We will build relationships with the above groups to identify what local needs are and any barriers faced. We will provide clear information based on our findings, tailored to the needs of different groups	All Directorates (Place based team leads)	We deliver information to protected characteristic groups using Plain English and Cymraeg Clir as standard in addition to providing appropriate information in community languages and accessible formats Groups benefit from the natural resources of Wales regardless of background or protected characteristic	Review annually in March each year
2.2	Access	We will understand where barriers exist to protected characteristic groups and improve accessibility of our sites and services	All Directorates (Place based team leads)	Our sites and services are accessible to as many people as possible and any remaining barriers are identified and investigated and reasons as to why some barriers may not be	Review annually in March each year

	Action area	Detailed Actions	Responsible person/ directorates	What success looks like	Target / Review date
		We will ask local groups and communities what these barriers are when consulting on plans and projects which can effect the people of Wales We take consultation responses into consideration when deciding our future plans		mitigated will be clearly explained	
2.3	Awareness Raising	We will identify the equality training needed for our staff and Board Identify the target audience for the training Develop a communication plan Deliver equality training courses as identified in the training plan We will use opportunities through the transformation	Learning and Development, Senior Equality Advisor, Communications Team, Line Managers and staff	Appropriate training is communicated, courses are booked and attended and the learning is put into action Our staff have a clear understanding of why equality training is important Outcomes for protected characteristic groups are better because our staff are better and we think about the future when we make decisions today	Training needs are identified and a training plan is developed by March 2016 Courses are booked and attended as identified on an ongoing basis

	Action area	Detailed Actions	Responsible person/ directorates	What success looks like	Target / Review date
		agenda (Roadmap) to raise awareness across our staff of how our actions can positively impact our customers			

3. Good for people

We understand how communities access the services we provide and any barriers our customers face. We will engage with individuals and user groups to make sure our plans and services are suitable, understood and needed as well as addressing any barriers and inequalities identified.

	Action area	Detailed Actions	Responsible person/ directorates	What success looks like	Target / Review date
3.1	Removal of barriers	We will proactively engage with protected characteristic groups across Wales in order to identify and remove inequalities We will seek methods to reach the harder to contact community groups and forge relationships to enable two-way dialogue and make sure communities have a say in what we do	All Directorates (Place based team leads) and Senior Equality Advisor	Diverse groups know about the work, facilities and opportunities of Natural Resources Wales and how they can get involved We are as inclusive as possible and cater for a wide range of people and provide opportunities for the communities we serve.	Ongoing

3.2	Taking an active role in society	We will raise awareness of equality and diversity both internally and externally by developing a plan to celebrate key E&D culture events	All directorates, Senior Equality Advisor and Staff Networks	Equality and diversity is openly discussed throughout our internal and external communications and Natural Resources Wales is known to take equality and diversity seriously	Ongoing
3.3	Communication	Externally we communicate in a wide range of formats and in a variety of places to send out relevant messages Internally we update staff using intranet, Yammer, Staff Networks and internal bulletins or briefings	All directorates and Staff Networks	The messages we send out are received clearly, contain relevant information and sent timely Our staff are informed on equality and diversity issues and feel confident to participate in discussions	
3.4	How we communicate	We will ensure that our communications spokespeople represent the diversity of the organisation.	External Relations and Communications	The people of Wales can identify with those who communicate organisational messages We have established a way of recording this data and do so	Ongoing
3.5	Equality Impact Assessments	Relevant policies and decisions will have undergone an Equality Impact Assessment and are fair and inclusive	Policy Authors and Project Managers	We understand the potential impact of our decisions on different groups of people We mitigate where possible any negative impacts in addition to implementing	As policies, plans and projects are developed or reviewed

				positive impacts where possible	
3.6	Partnership delivery	Partnership delivery and funding programmes will require the positive E&D impacts of delivery to be specified and recognised at application/project specification stage	Project Managers	Natural Resources Wales funded projects and partnership delivery programmes will report on E&D measures delivered as set out at bidding and proposal stage	As policies, plans and projects are developed or reviewed

4. Good for business

We set clear standards and expectations in both our service delivery and procurement that enable and drive equality of opportunity, access and service. We ensure we perform to these standards and check they are embedded in all that we do.

	Action area	Detailed Actions	Responsible person/ directorates	What success looks like	Target / Review date
4.1	Embedding equality	Equality and diversity objectives will be embedded within our Business Plan and Directorate Delivery Plans We will report progress through corporate performance reporting procedures We will identify leaders as role models and/or mentors for others and support them to play an active part in encouraging others	All staff Equality and Diversity Forum	Our equality objectives are the responsibility of all and they help the organisation to deliver a service we are proud of Everybody sees equality and diversity as their responsibility and takes action'	Annually upon Business Plan and Directorate Delivery Plan review

	Action area	Detailed Actions	Responsible person/ directorates	What success looks like	Target / Review date
4.2	Procurement	We ask organisations to provide examples of how they have worked to promote equality. When comparing organisations we take into account differences in equality standards	Finance	The new NRW Procurement Governance framework will be embedded during 2015/16. This will be aligned to the Procurement Policy Statement for Wales, which enables, and provides tools for, public bodies to promote and undertake the activities described	Embed framework during 2015/2016 Ongoing
4.3	Equality Impact Assessments	Relevant policies and decisions will have undergone Equality Impact Assessment and outcomes are fair and inclusive We will apply consistently our decisions across different protected characteristic groups when we are developing or reviewing policies, functions or services relevant to equality	Impact assessment authors	Our policies, functions and services do not disadvantage people and any positive opportunities are pursued	Upon development or review of policies, functions or services

	Action area	Detailed Actions	Responsible person/ directorates	What success looks like	Target / Review date
4.4	Natural Resource Management	Natural Resource Management will identify and target cross-functional services for communities in Wales	Strategic Environment Planning Manager (Water & Environment)	We know and understand where ecosystem services can deliver improved outcomes for protected characteristics and greater efficiency for Natural Resources Wales	Review annually in March each year

5. Good organisation

We aspire for our workforce to be more representative of the protected characteristics, and to develop a working culture where people feel able to be themselves at work and are both valued and respected.

	Action area	Detailed Actions	Responsible person/ directorates	What success looks like	Target / Review date
5.1	Embedding equality	Action plans are developed to address equality key priority areas within each directorate	Directorate Leadership Team members	We have Directorate Delivery Plans in place which deliver our purpose and vision and help our staff reflect our desired values, diversity and culture	Review annually in March each year
5.2	Leadership	We will identify relevant training opportunities and discuss options with the Executive Team We will deliver diversity training the identified training to senior managers We will deliver Equality Impact Assessment training for our Leadership Team and others involved with project, plan or policy	Senior Equality Advisor, Executive Team and Learning & Development Senior Equality Advisor, Leadership Team	Our leaders are trained in equality and confident to carry out their responsibilities Our leaders are trained to conduct Equality Impact Assessments and pay due regard to equality in all that they do as business as usual	Delivered as detailed in the training plan

	Action area	Detailed Actions	Responsible person/ directorates	What success looks like	Target / Review date
		design and monitoring of outcomes	and Learning & Development		
5.3	Policy development and review	We will ensure that equality and diversity is embedded within the policy review cycle and project management processes	Policy development team and Senior Equality Advisor	Equality considerations are embedded within our business planning and reporting cycle and demonstrates a positive impact on outcomes	As policies are developed and reviewed
5.4	Recruitment	We will monitor equality information for internal and external candidates We will review applicant equality information to identify potential barriers	Business Support Service Senior Equality Advisor	Natural Resources Wales is an exemplar employer which seeks to recruit to represent the people we serve across all protected characteristics	Ongoing and we will include others such as volunteers once that policy is developed
5.5	Benchmarking	We continue to make submissions to the Stonewall Cymru Workplace Equality Index	LGBT Staff Network and Senior Equality Advisor	Natural Resources Wales demonstrates itself as an employer of choice	In line with benchmarking deadlines

	Action area	Detailed Actions	Responsible person/ directorates	What success looks like	Target / Review date
		We will seek new opportunities to benchmark ourselves against other public and private sector organisations	Staff Networks and Senior Equality Advisor		
5.6	Staff Networks	We continue to work in partnership with and support our existing staff network groups Encourage and enable more staff networks to develop	Senior Equality Advisor and Staff Networks Senior Equality Advisor	Natural Resources Wales actively works with our staff networks and listens to their advice as a critical friend and acts upon that advice	Ongoing

Published by:
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