



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

NRW B B 8.15 Annex 1

Delivering our Corporate Plan 2014 - 2017 through the

Education and Skills Enabling Plan

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1. Introduction

This Education and Skills Enabling Plan is one of four ‘people engagement’ plans being developed to deliver the commitments in our Corporate Plan, the others being; Recreation and Access; Interpretation and Engagement; and Communities and Regeneration. This suite of plans enable delivery of actions and outcomes for specific work areas. These work areas are interlinked in that they focus on activities that can enthuse, encourage and reconnect people with their natural environment through recreation, learning, enjoyment and community participation.

This Enabling Plan focuses on how we can develop and deliver actions that will be based on setting the strategic direction for our education work as set out in the Good for People theme of our Corporate Plan. This plan signals 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 formal education and skills sectors in Wales.

We have the opportunity to build on the knowledge and experience of our staff to share with others the understanding and required skills in Natural Resource Management through the formal learning mechanisms in Wales. We have the potential to use our knowledge to directly influence the curriculum, to embed the principles of Natural Resource Management in the skills pathways in Wales and to use the Natural Resource Management approach to connect people with their natural environment. The aim for NRW, through implementing this Enabling Plan, is to increase the understanding of Natural Resource Management and how it can be applied to every day decisions, to learning and through skills that influence employment choices. We aim to be an enabler and to act as a catalyst in bringing together the Natural Resource Management approach and education in Wales.

We currently have a team of trained and experienced educators. We also have a range of experts and skilled staff undertaking our core delivery activities who regularly engage with education providers to deliver key messages on topics such as flooding, climate change and biodiversity. We are well placed to work alongside partners, Government policy makers and other Welsh Government Sponsored Bodies. We see our role shifting from providing an education service to influencing decision makers and the curriculum, and working with and supporting educational providers and potential partners in both the public and private sectors. We will make our expertise and facilities available to achieve the overarching aim of embedding the sustainable Natural Resource Management approach. We want to embed our role to educate in our core delivery activities.

We aim to enable and facilitate skill development across a wide spectrum of business and sectors in Wales. In addition to our Cyfoeth Placement Programme, we have the opportunity to work with training providers and in higher and further education to influence, advise and support skills that will lead to a stronger future generation workforce who understand the value of Natural Resource Management.

Developing an understanding of Natural Resource Management is also applicable within our business and this Enabling Plan will be linked to the work we are delivering

internally to ensure our workforce have the skills and knowledge to share the principles of Natural Resource Management with our customers.

2. Applying the Natural Resource Management Approach

Throughout this Enabling Plan, we refer to the Natural Resource Management approach and principles. In NRW, we want to develop this approach to living sustainably, through linking it directly to a wide range of curriculum subjects and making it relevant in a variety of education and skill development settings. The Natural Resource Management approach encourages behaviour change so it is critically important that we apply this way of thinking from the early years of education right through to higher education, training, skill development and continued professional development.

Natural Resource Management is a key element of the Welsh Government's legislative programme. The Programme for Government 2011-2016 emphasises the importance of managing our natural resources in a more integrated way, in line with its commitment to use sustainable development as its central organising principle.

The Natural Resource Management approach reflects the need for us to adopt new ways of working if we are to tackle the inter-generational challenges that we face. Moreover, this is a key component of NRW's ways of working and one of the main reasons we were established.

The skills and behaviours required for embedding the Natural Resource Management approach can be applied to an education or skill development setting and this Enabling Plan will develop how NRW will achieve that.

Those skills and behaviours are:

- Thinking long-term – being able to recognise the long-term challenges that might affect decisions, as well as the longer term and knock-on implications of decisions taken.
- Taking an integrated approach and delivering multiple benefits – not just thinking “what do I want to get out of this” but looking at opportunities to deliver as many benefits for people, the environment and the economy as possible.
- Involving people and stakeholders throughout - this requires knowledge and skills of participatory approaches and communication skills that are appropriate for the audience. It also requires talking to more people, earlier on in the process.
- Taking collaborative action – requiring organisations to work collaboratively around shared goals.
- Taking preventative action – trying to get to the root cause of a particular problem or issue and moving away from simply treating the symptoms.

In the context of this Enabling Plan we will have to adapt our Natural Resource Management learning methods so that they are relevant to the audience, curriculum, setting and skill sector. We also need to explore how we work with others, including the private sector, to explore the potential for delivering shared outcomes and ensure

that this is progressed. This will take some time to develop as this is a new and innovative approach but in doing so, we will be able to measure not only our progress and achievements but also provide clear data on behaviour change from day one.

3. NRW Corporate Plan and Welsh Government Commitments

Through this Enabling Plan, we will be able to measure our progress in achieving our commitments to specific Welsh Governments policies. The Enabling Plan identifies as its first Population Indicator, that more national and local policy and practice will be influenced to deliver the Natural Resource Management approach. Through identifying NRW's contribution to this, we will be able to demonstrate the positive impact on a range of Welsh Government focus areas including: well-being; cohesive communities; physical activity; tackling poverty etc.

In March 2014, the Welsh Government commissioned a fundamental review of the curriculum and assessment arrangements in Wales from Foundation Phase to Key Stage 4. This independent review, carried out by Professor Graham Donaldson, is underway with the draft report due to be written in January 2015. NRW is contributing to this review and we have provided information for the Call for Evidence consultation.

Skill development is also an important driver for the Welsh Government. In its 'Policy Statement of Skills' document, it identifies 4 main areas of focus; Skills for jobs and growth; Skills that respond to local needs; Skills that employers value and Skills for employment.

The NRW 2014/15 remit letter states that NRW was expected to be an effective delivery partner that will:

- Engage co-productively with communities in all aspects of its work, encouraging and supporting them to become more resilient and self-sustaining, contributing to improving health and wellbeing, including through the Physical Activity Initiative, working in partnership with Sports Wales and Public Health Wales.
- Support the Welsh Government's tackling poverty programme and develop or support work or training opportunities where possible for people from workless households.

Wales faces high levels of poverty and inequality. Low incomes are prevalent and rates of economic inactivity are high. As a result, 31% of children in Wales are living in relative poverty and this figure is unlikely to come down in the short term. Rising levels of chronic ill-health exacerbate these issues. Our people engagement plans will include measures to contribute to the Welsh Government's aim to eradicate child poverty by 2020. This work will be supported by our implementation of a spatial, evidence based approach to delivery of our Enabling Plans, focussing first on actions that deliver the greatest multiple benefits for people and communities – especially those in Wales' most deprived areas.

The Well-being of Future Generations Bill states that it is the aim of public bodies to improve the economic, social and environmental well-being of Wales. To achieve this, the Bill sets out 7 main goals: a prosperous Wales; a resilient Wales; a healthier

Wales; a more equal Wales; a Wales of cohesive communities, a Wales of vibrant culture and thriving Welsh language and a globally responsible Wales.

This Enabling Plan addresses these aims and through our robust evaluation and measures, we will be able to provide evidence that NRW is contributing to these.

Corporate Plan

NRW's 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. Under this Enabling Plan we will achieve this by using:

Good Knowledge: Share knowledge, offer support and influence learning sectors across Wales to produce engaged and enthused learners.

Good for the Environment: Engage and enthuse learners so that we help to develop caring and respectful citizens of Wales through their formal learning experience.

Good for People: Inspire young people and those who educate them, to enjoy and benefit from our natural resources and to feel connected to their natural environment.

Good for Business: Influence and support formal learning that will help produce the next generation workforce, fit for purpose.

Good Organisation: Provide a programme of work which is fresh, innovative and inspiring that is delivered by a team of specialist staff whose service is recognised as delivering core NRW business.

Corporate Plan Outcomes:

This Enabling Plan will support delivery of the commitments in our Corporate Plan under our Good for People theme which included:

Embedding our role to educate in our core delivery activities and providing support for educational professionals in outreach work.

Providing and enabling opportunities for people to learn in, and about, and enjoy the environment by, for example:

- Providing learning and skills opportunities, advice and guidance, in and about the environment, including visits for all ages and abilities and in particular for young people
- Establishing links with Welsh Government to ensure curriculum-linked educational material and visits are appropriate and Welsh Government priorities are addressed
- Developing our approach to volunteering by working in partnership with others, and working with existing volunteer networks.

4. Social, Economic and Environmental Benefits

We believe that the following benefits will be achieved through implementation of this Enabling Plan:

Social Benefits:

- Shared resources across the sector
- Skilled and employed communities
- Connection between schools
- Relevant curriculum
- Physical and mental well-being
- Real life experience

Economic Benefits:

- Skilled future work force
- Welsh economy developed sustainably
- Skilled people equipped for employment
- Appropriate management of our natural resources

Environmental benefits:

- Shared resources
- Valued and cared for environment
- Connection to the natural environment
- Skilling up next generation of environmental specialists
- Influencing day to day decisions
- Influencing career choices

5. Fundamental Principles

Successful delivery of our Enabling Plan will depend upon the following fundamental principles. Through implementation of this Enabling Plan, NRW is making the commitment to uphold these principles with our external partners and customers and also within our own business so that we provide a vibrant and sought after service.

- NRW will be recognised as the principal source of information and skills to enable delivery of the Natural Resource Management approach across the education and skills sectors.
- NRW will brigade our internal resources, data and skills to ensure consistent and focused delivery across all NRW business areas.
- Clear governance, ownership, management and delivery of the Enabling Plan
- Clear communication across the business of the benefits of a coordinated approach.

- Appropriately qualified and skilled staff who are fully aware and support the current policies and those in development.

6. Definitions

Throughout this Enabling Plan, we will adopt the following definitions:

Education

Development and growth that is future orientated and involves activities that are intended to stimulate thinking and to foster learning. Education can therefore be described as an input where the overarching aim is to impart information that will increase knowledge, skills and understanding that in turn inspire and enthuse.

Skills

Acquired techniques that give someone the capacity to do something well. Skills are usually acquired or learnt through experience and remain with that person so that they can be used or adapted in future situations.

Learners

All ages in full time formal education, taking into account further education and training colleges.

Foundation Phase: 3-7 year olds

Key Stage 1: Ages 5-7 (years 1 and 2) - Infant

Key Stage 2: Ages 7-11 (years 3, 4, 5 and 6) - Primary

Key Stage 3: Ages 11-14 (years 7, 8, and 9) – lower Secondary

Key Stage 4: Ages 14-16 (years 10 and 11) – upper Secondary

Sixth Form or College: 16-18 years olds

Higher Education: 18-21 year olds

Universities and Research Institutions

Mature Students

Learning

Understanding and knowledge that is acquired through the Welsh Curriculum, college or university courses or placements.

Learning professionals

Those people employed to deliver or support the above in any of those settings.

Settings

Nursery, Infant and Primary School, Secondary School, Sixth Form, College, University, Placements

7. NRW Equality Objectives

We have (in April 2015) five Equality objectives which are aligned with our Corporate Plan and give due regard to the need to eliminate unlawful discrimination, harassment and victimisation. These objectives are delivered through this strategy.

We must aim to advance equality of opportunity between people who share a relevant protected characteristic and those who do not and also to foster good relations between people who share a protected characteristic and those who do not.

Good Knowledge

We collect and evaluate data and evidence, ensuring that it is free from bias and that we take decisions, subjected to equality impact assessments, on our plans, policies and processes that are based on our data and evidence.

Good for the Environment

We help all of the people of Wales and visitors into Wales, irrespective of any protected characteristics, to understand the benefits of a good environment and to actively promote the use of the natural resources we manage.

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.

Good for Business

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

Good Organisation

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

This Enabling Plan has been evaluated under NRW's Equality Impact Assessment (EqIA).

8. Our focus over the next five years

Over the next five years we need to focus our efforts on ensuring that we understand and share the principles of Natural Resource Management with learners and learning professionals across Wales. This focus will help to shape the opinions and considerations of future generations of decision making adults and prospective employees.

In the initial stage of this plan however, we need to establish our own internal practice and positioning so that we are clear about how to deliver this Enabling Plan. One of our priority actions is to undertake a review of our existing delivery model and adapt this to reflect the future direction for our education and skills work identified in this Enabling Plan. We will develop a more structured and strategic approach, working with and facilitating others, and using our resources both intellectual and physical to deliver the outcomes highlighted in our Corporate Plan. We will need to develop clear and understandable language that will make Natural Resource Management principles relevant for staff and customers in a range of settings.

We need to ensure that our activities deliver the overarching outcome of this Enabling Plan, which is to ensure that more people will feel connected to the natural environment, will value it and its importance to society, will have the required skills and be able to apply them to help sustainably manage Wales' natural resource now and in the future.

We also need to ensure that our own workforce is skilled to deliver resources and messages that are identified in work programmes, which are joined up across the business and are cost effective.

The Action Plan that accompanies this Enabling Plan highlights those activities that we will be taking over the next five years to achieve our overarching outcome. It details how we will do this and why it is important.

9. Working with Others

Through this Enabling Plan, we need to review our role and function within current partnerships and networks to ensure that we choose the best vehicle for distributing Natural Resource Management education and skills. We need to identify opportunities for delivering this in new and innovative ways.

It is also an opportunity for us to look to other services that are provided in Wales by Welsh Government Sponsored Bodies and other agencies. Joint projects and learning from best practice and examples that will not only provide a high quality service for learners and learning professionals but could also be cost effective.

With our wide remit, we work with a wide range of partners who can help us deliver the principles of our Education and Skills Enabling Plan. We will also be looking to forge new relationships with those working in the Education Sector.

10. Monitoring and Evaluation

We will monitor this Enabling Plan through the Results Based Accounting approach. This approach includes identifying data and evidence gaps and suggesting ways in which these gaps can be filled.

Results Based Accountability is an outcome-focused performance management system to improve outcomes for our customers.

We recognise that in working together with partners to achieve shared outcomes, we must develop a consistent system for monitoring and managing our progress. In the long term, the high level indicators will show us if we are achieving our outcomes. More immediately however, we will monitor specific indicators to gauge if our work is having an impact. At its heart, Results Based Accounting is about asking if anyone is better off as a result of our services and making sure that our performance management system maintains a focus on this question. If we are not making the citizens and communities of Wales better off, then we need to question the impact and appropriateness of our service.

We have also identified the need to subject the delivery mechanism of each of our indicators to robust evaluation and this is identified as a need at each stage of the Action Plan.

11. Reviewing Our Work

In addition to monitoring and evaluating the progress of our Action Plan and Results Based Accounting approach, we will regularly review this Enabling Plan to ensure it remains fit for purpose. This is particularly important in light of the forthcoming Well-Being of Future Generations (Wales) Bill, the Environment Bill and the Wales Curriculum Review.

We will work to integrate this Enabling Plan with our Natural Resource Management approach, ensuring that our communications are relevant and cross cutting. Our Communications Strategy sets out how we will achieve this. We will communicate with our partners and stakeholders on a regular basis through established and developing networks.