



**Cyfoeth
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Cymru
**Natural
Resources**
Wales

Developing our Corporate Plan – how we have listened to and used your views

Summary of responses to our 'Planning our Future'
public consultation held 4th November 2013 – 10th
January 2014

April 2014

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Introduction

Natural Resources Wales is a Welsh Government Sponsored Body. Launched in April 2013, it takes over the functions of the former Countryside Council for Wales, Forestry Commission Wales and the Environment Agency in Wales, as well as certain Welsh Government functions. During our first year of operation we developed our first Corporate Plan for the period to the end of this Assembly term. The plan runs from 2014-17, to allow for a transition period whilst we develop the next plan following the Assembly elections in 2016.

During its development, we consulted widely with both staff and stakeholders to both help us develop our public consultation document and to inform and strengthen our final corporate plan:-

- We held 10 stakeholder events at 7 different locations across Wales over the summer of 2013, including three meetings focussed mainly on regulated industry. 130 organisations were represented, involving over 160 individuals. Organisations took part from the private, public, third and academic sectors, covering a wide range of interests – environmental, business and industry, forestry and farming, community, recreation, learning and health and well-being.
- A range of organisations who work with us were invited by their Natural Resources Wales contacts to make a written or oral submission at this stage. 31 responses were received with those with a focus on biodiversity strongly represented
- We collected information from a number of specific meetings to which we were invited, including within Welsh Government, the Woodland Strategy Advisory Pane, National Access Forum, the Wales Land Management Forum & Flood Forum.
- We also consulted with our own staff, holding open meetings at 20 of our offices during the Autumn
- We then ran this formal **public consultation** exercise from 4th November 2013 to 10th January 2014. The input we had already received was invaluable in helping to shape the content of the public consultation document.

This report summarises the responses to this formal public consultation exercise and how we have used the comments we have received. The public consultation took the form of a consultation document containing a series of proposals about *what* we should do and *how* we should work, with 21 questions arranged in 8 sections:-

- Who we are and what we do – Our Purpose
- A good environment
- Good for people
- Good for business
- Using good knowledge
- Our organisation -how we will work (*this became the 'Good Organisation' programme in the Corporate Plan*)

- How we will measure success - reporting our delivery
- Additional comments

A list of respondents can be found at Annex 1. A copy of the consultation document and associated questions can be found at Annex 2.

The Corporate Plan is the highest-level document in our strategic planning process. Alongside the development of our 3 year Corporate Plan, we have also been developing our 2014/15 Business Plan. The annual Business Plan contains much of the detail which could not be included in the Corporate Plan, and both documents will be published on our website. Sitting below these we also have Directorate Delivery Plans (one for each of the 8 Directorates in Natural Resources Wales and for our Transition work – making the changes required to run our new organisation). Team and individual work plans will give the finest level of detail for our work.

We would like to thank everyone who took the time and trouble to respond to the consultation. Together the responses represent an enormous amount of thought and knowledge from a vast number of people across Wales and beyond. We have incorporated many of the points made into our corporate plan but would like to emphasise that we view this consultation as the start of a process, not the conclusion. The responses contained a number of very useful ideas, which we may consider in the future where we have not been able to include them in the Corporate Plan at this point in time. As we move forward we will continue to use the consultation responses to inform our work, passing information to relevant parts of the organisation, and getting back in contact with respondents wherever appropriate to explore new ways of working together or to follow up on issues raised.

Who responded to our consultation?

A total of 92 responses were received, from a wide range of organisations and individuals (see list in Annex 1). In looking at the number of responses per sector, it is important to look too at the range of individuals they represent. For example, in the agriculture sector there were no individual responses but two responses from the farming unions, who together represent thousands of farmers. By contrast, anglers provided responses from individual anglers, local fisheries associations and national bodies.

Sector	Number of responses	%
Public sector	16	17.4%
Private sector	17	18.5%
Third sector	51	55.4%
Individuals	8	8.7%
TOTALS	92	100.0%

Field of interest of respondents:

Field of Interest	Number of responses	%
Environment (general)	11	12%
Angling and fisheries	9	9.8%
Biodiversity	8	8.7%

Energy	7	7.6%
National Parks & AONBs	7	7.6%
Social / community	7	7.6%
Local authorities	6	6.5%
Forestry	5	5.4%
Recreation	5	5.4%
Heritage	4	4.3%
Industry	4	4.3%
Professional bodies	4	4.3%
Geology	3	3.3%
Agriculture and rural business	3	3.3%
Equality and Diversity	2	2.2%
Funding	2	2.2%
Health	2	2.2%
Flood risk	1	1.1%
Landscape	1	1.1%
Water supply	1	1.1%
TOTALS	92	100%

People responded in a variety of ways. Some answered all the questions, some only the questions that they felt were relevant to them, while others gave their response in a general letter without responding to any of the questions specifically. We acknowledged each response on receipt.

How we have analysed responses

Questions mainly asked for descriptive qualitative comments as a response. Some however did ask respondents whether they agreed or disagreed with the proposals we had made and then to provide more detail.

Consultation questions with yes/no answers were subject to simple analysis. These were questions which asked 'Do you agree with our proposals?' in 7 different areas of the consultation (Q. 1,4,7,10,13,16 & 18). In practice, most respondents did not give a simple 'yes' or 'no' response, so we have separated responses into 4 categories:-

- **Yes**
- **No**
- **Partial agreement** - Yes, but....
- **Other response** - where respondents gave further information and views but did not actually answer the question in a way which would fall into the 3 previous categories.

A table summarising the responses to these questions is given at the start of each report section.

We have set out the responses to the questions in the following way:-

- Who we are and what we do – our purpose (Q1)
- Are there any ways that you would like to work with us? / How do we best work in partnership? What would make it easier to work with us? / (Q 2,6,9,12,15,17)
- Good Environment (Q4,5)

- Good for People (Q7,8)
- Good for Business (Q10,11)
- Good Knowledge (Q13,14)
- Developing our organisation (Q16)
- Reporting our Delivery (Q18,19, 20)
- Any further comments (Q21)

Comments and issues from the responses we received are set out in blue text.

How we have used your comments in the Corporate Plan is set out in black text.

Results and summary of responses to questions

Our Purpose (Q. 1)

Q 1 Are our purpose, roles, shared outcomes and finances clear and understandable?

72 out of 92 respondents answered Question 1 (78.3% of respondents)

	Yes	No	Yes, but...	Other response
Number of responses	37	11	9	15
% *	51.4%	15.3%	12.5%	20.8%

* % out of those who responded to this question

Key issues raised and how these issues have been addressed

Although the majority of respondents felt our purpose, shared outcomes and finances were clear, there was a concern that there was not enough detail. We have added extra detail to the Corporate Plan, as well as to our Business Plan. As a young organisation we are still developing some areas of our work.

Supportive but concerned that consultation lacks detail & actions

- More detail is included in our final Corporate Plan compared to the consultation document, including 3-6 specific indicators per programme.
- More information on our finances is now included in 'Our Finances'.
- There is a section in each programme setting out 'How we will work differently' and 'What we will do less of'
- The Corporate Plan is a high level strategic document. A greater level of detail, including targets, indicators and financial data is included in the annual Business Plan available on our website, and in our Directorate Delivery Plans, team and individual plans.
- We are more specific about the work we will undertake and the indicators we will use to check our progress

Define terms used (such as Sustainability, Ecosystem Approach, Green Growth...)

- We have developed a Glossary of terms which will accompany the Corporate Plan.

Clarify role regarding national parks

- We have also included designation of National Parks as one of our roles and responsibilities within the Corporate Plan and referred to National Parks in the introduction to Good Environment

Cross-border arrangements and partnership working with England / UK bodies (especially Environment Agency and Forestry Commission)

- Specific reference to cross-border working now included in the 'How we work and who we work with' section of the Corporate Plan. 'We also work with others in a UK, EU and international context to ensure that our 'cross border' working is appropriate and joined up.' and reference to regulation is now included in the Business section
- We also need to reduce our reliance on Environment Agency and Forestry Commission systems. This is an ongoing process as we develop our 'standalone' capabilities (general reference in Corporate Plan)

Working with Welsh Government – and clarifying our degree of independence

- We have a section in the Corporate Plan entitled 'How we work with Welsh Government'. Our roles are separate, but we aim to work in a spirit of co-production, working together very much in the way we would like to work with our partners and local communities. We have explained this in the Corporate Plan: 'We are a Welsh Government Sponsored Body. We have functions which are independent of Government, coming to our own views. We also work closely with Welsh Government and we have an agreed set of shared outcomes for Wales' (these shared outcomes are listed in the Corporate plan)
- One of our key roles is as Principal Adviser to Welsh Government
- We have a Remit letter from Welsh Government each year which sets out what we need to achieve, which is referenced in the Corporate Plan. We also have a Framework Document 2013 (available on our website) which describes our ways of working with Welsh Government - there is no explicit reference to this document in the Corporate Plan.
- There are several specific references to working with Welsh Government on particular pieces of work such as developing the Ecosystems Approach and Integrated Natural Resource Management, and on the development of Bills (Commitments K1, K2)

Lacks Economic Strategy

- We have included high level financial information in our Corporate Plan under the 'Our Finances' section, and also the need to achieve our Business Case targets as set out under 'The Business Case for Natural Resources Wales'. We are currently reviewing our charging schemes and grants programme.
- We are looking at ways to streamline our services (Commitment B1,O2) lowering costs to customers where we can and we will 'grow our income within our purpose' to make best use of our assets (Commitment B4)

Workforce Skills - be more specific on potential impact of reducing workforce

- The 'Our People' section in the Corporate Plan sets out a net reduction in workforce, as well as opportunities for retraining, and the need to plan our workforce for the future.
- Indicator Kc values the expertise of our staff, Indicator Ob measures staff engagement or satisfaction, while Commitments O1, and particularly O3 look at developing our staff and providing highly skilled job opportunities in Wales.

Conflict of Interest - how will we resolve conflict of interest between our roles - regulator / operator / adviser

- Some tasks will need to be separated out (as is the case for our dual role in Strategic Environmental Assessments) and it is our intention to be 'consistent, fair and transparent in all our dealings' as set out in the introduction to Good for Business in the Corporate Plan.

How we will work together (Q. 2,6,9,12,15, 17)

Q.2 Are there any ways that you would like to work with us to achieve these shared outcomes?

Q.6,9,12,15 How do we best work in partnership with you to deliver these?

Q 17 What would make it easier to work with us?

All these questions asked about ways of working with us across specific areas of our proposals. Many of the suggestions would cover environment, people, business and knowledge, as well as our general approach to working in partnership, so we have grouped the responses to all these questions together. There were many individual offers of help and collaborative working for which we were very grateful. We cannot act on them all straight away but we will be following up over the course of the Corporate Plan.

Key issues raised and how these issues have been addressed

There were a set of common themes that came out of the responses to these questions:-

Share knowledge and expertise

- *Professional bodies* –these bodies have expertise and information which they are willing to share with us and are keen for us to work together such as the Landscape Institute
- *Sharing specific expertise*, such as for micro-scale energy generation
- *Specific sets of information* which other organisations hold, such as biodiversity data for example, which help provide the vital evidence we need to do our work
- *Working collaboratively* - many organisations from all sectors willing to work with us, share their knowledge and offer us advice and support , for example Public Health Wales
- *Accessibility* - we need to make sure our information is accessible so that others can make use of it
- *Best practice* - those working with us can help identify exemplars and best practice

Our commitment to sharing knowledge and expertise is outlined in the Corporate Plan under Indicator Kb and Commitments K1,2,3)

Good two way communication with organisations, networking groups and professional bodies, with open working relationships

- Suggestions and complaints procedure
- Networking or umbrella groups such as Wales Environment Link can help us reach a wide range of organisations efficiently and effectively
- Using 3rd sector as 'honest brokers' to help work with local communities and other organisations
- Invitations to link in to trade bodies such as UK Petrochemical Industries Association to develop closer working relationships right from the start
- Approaches - we need to use a mixture of formal and informal approaches
- Regular communication so people know what to expect and when to expect it, and feel informed and have the most up to date information

Good communication and working with stakeholders are considered under Commitments K3, P1, P2, P3, P4, B3 and O1)

Local consultation with communities

- *Early engagement, working together at local level*
- *Making best use of local knowledge*
- *Taking into account protected characteristics of the people in the populations we serve in our work*

These have been considered in the 'Our People' section of the Corporate Plan, the introduction to Good Knowledge and Good for People, and under Commitments K3, P3, P4 and O1.

Early collaboration and flexibility with projects

Many organisations were keen to work with us in a wide range of areas, including within :-

- Forestry
- Landscape
- Geodiversity
- Businesses
- Volunteering
- Skills development and training
- Recreation and access
- Health and wellbeing projects

Collaborative working is a theme throughout our Corporate Plan, with specific mentions in the 'How we work and who we work with' section, and in many of our Commitments.

Clear staff structure

This is developing as our organisation matures. We need to balance 'business as usual' with developing our new ideas and putting new staff structures in place. This will take time to become established. This is referenced in the introduction to the Good Organisation section of the Corporate Plan.

New funding ideas

Q 3. Do you have any ideas of new ways we can fund our activities with our partners?

The business case for the establishment of Natural Resources Wales has committed us to find efficiencies/ savings of £158m over the next ten years – this has set us a huge challenge. Not only do we need to cover new areas of work we also need to work in new ways to increase our effectiveness and efficiency and achieve these savings.

Key issues raised and how these issues have been addressed

Responses to this question were very informative and have given a number of ideas we can explore further. They fell broadly in to the following categories:-

Working in partnership

- *Strategic Partnerships* - a named list of strategic partners who can help influence other projects/investors and share financial responsibility through for example match funding
- *Collaboration* - for example between industrial developers, mineral producers, and coal producers can produce integrated solutions which meet some of the objectives for land use.
- *Sharing assets* –equipment, expertise, time banking, staff either informally or on loan or secondment
- *Local partnerships for smaller scale local projects*; co-management agreements and joint working
- *Natural Resources Wales staff expertise and involvement* with partner organisations and projects is highly valued; alongside this respondents stressed the vital importance of the our grant funding
- *Use existing partnerships* – don't invent new ones

Working in partnership is a key theme throughout the Corporate plan: 'we are keen to work with new and existing partners in innovative ways so that we can achieve even more together' (in the How we work section of the Corporate Plan)

In tandem with working in partnership in these responses was:-

Funding and grant aid – where others can deliver for us with a little financial support

- Working together on grant funding packages, helping with fundraising for joint projects where we can
- A small grant from NRW goes a long way
- Third sector organisations can often access funding for which we may not be eligible
- Funding over several years was particularly helpful for partnership organisations. Grant recipients said it was best to fund in 3 year or longer cycles to make best use of money and time (access to match funding, long term objectives, not spending excessive staff time re-applying for funds).

- Ensure funding rounds are synchronised with availability of other monies so organisations are able to put grant funding packages together
- Concerns were expressed about the detrimental impact on delivery of joint objectives of sudden reductions in grant funding
- Exploring lottery funding has also been a proven success for a number of organisations delivering environmental projects.
- Consider social impact bonds – where funding is dependent on outcomes

Providing grant aid is listed under the introductory ‘Who we are and what we do’ section in the Corporate Plan, and is set out as one of our roles. During 2013/14 we are reviewing our approach to grant aid, however we will remain a funding partner with programmes lasting up to 3 years.

Private Sector Funding and sponsorship

- Private sector funding of particular activities was seen as a useful way forward.
- Corporate sponsorship provided by private companies who benefit indirectly for example a water bottling company could provide finance to support land managers and graziers who practice sustainable management in catchments that feed their supplies

These are ideas to consider in future as we implement catchment management approaches.

Commercial income

- Consider increasing our commercial income and moving into potential new areas for income generation. These would include income from timber, recreation, energy generation, filming opportunities, masts etc.
- Reinvest this income for further environmental improvement
- Balance increased income with non-financial benefits
- Complement not compete with the private sector

We are reviewing our commercial income and we are developing an Enterprise Framework looking at a wide range of opportunities, this includes generating income from forestry and providing an analytical service from our laboratory for example (Commitment B3)

Charges / Fines

- A suggestion for greater emphasis on our prosecutor role and fines for negligent and/or polluting activities leading to habitat destruction or degradation.
- Consider charges for pre-application planning advice and other services

We will be considering our approach to charges over the coming year and looking at new ways to incentivise the outcome we seek.

Look at our own operating costs

We will be reviewing our costs as our organisation develops. As well as achieving the benefits set out in the Business Case, this is also referenced in Commitment O2.

Good Environment programme (Q 4 & 5)

Q. 4 Do you agree with our proposals and suggested ways of implementing them?

Q 5 Have we missed out anything significant?

71 out of 92 respondents answered this question (77.2%)

Do you agree?	Yes	No	Yes, but...	Other response
Number of responses	22	3	23	23
% *	31%	4.2%	32.4%	32.4%

* % out of those who responded to this question

Key issues raised and how these issues have been addressed

Ecosystems Approach – more clarity on what it means and how it will be implemented

- More detail included on how this will work can be found in the Corporate Plan under Commitment K1 (development of the ecosystem approach) and E1 (implementation of the ecosystem approach). (Note also that the Ecosystem Approach has moved to the Good Knowledge programme from the Good Environment programme in the final corporate plan.)

More emphasis needed on landscapes/seascapes and marine environment.

- The Corporate Plan now includes explicit mention of the Marine Strategy Framework Directive, Marine Transition Programme & Marine & Fisheries Strategic Action Plan (Commitment E2); condition of Marine Natura 2000 sites is included in Indicator Ee.
- The European Landscape Convention is also referred to in Commitment E2, and there is stronger reference to protected landscapes and national parks in the Good Environment programme.

Water quality concerns & freshwater fisheries

- Indicator Ea addresses water quality ('Compliance with good status under the Water Framework Directive.'). We will review our approach to salmon stocking (this is included in the section 'What we will do less of'). Adopting an ecosystem approach to integrated natural resource management will involve consideration of these concerns.
- Commitment E1 includes delivering sustainable fisheries and their associated programmes, subject to funding.

Better regulation and working more effectively with industry

- The Good for Business programme includes statements on improved regulation, cross-border issues and working with industry under ‘How we will work differently’ and ‘what we will do less of’, and in Commitment B1

Value of forestry sector & Welsh Government Woodland Estate

- Specific mention is made of marketing timber from the Welsh Government woodland estate (Commitment B4); Forestry is referred to in Commitment B2, and forestry sector jobs are included in the Good for Business ‘Challenges & Opportunities’ section.
- We have included a sustainable forest management indicator (Eb).
- We have a commitment to providing and enabling recreational opportunities on land we manage - which includes forest sites.(P2)

Energy Sector – increased clarity over Natural Resources Wales’s roles

- We have a commitment in B3 to supporting wind energy and hydropower on land Natural Resources Wales manages, and to taking forward research on its socio-economic impacts.
- We aim to create a planning framework that supports renewable energy developments at appropriate scales and locations (in Good for Business, ‘How we will work differently’)

Climate Change – adaptation and mitigation

- Indicator Ed measures greenhouse gas emissions for Wales
- Commitment E4 concerns climate change mitigation and adaptation, including embedding climate change adaptation in all areas of our work.
- Indicator Oe measures our reduced organisational carbon footprint.
- Commitment O2 includes being an exemplar organisation in carbon use.
- Commitment E2 refers to invasive non-native species, and E3 to improving connectivity of habitats

Geosphere / geodiversity is being overlooked

- In implementing an Ecosystems Approach, we must include suitable emphasis on abiotic aspects of ecosystems.

Environment (Wales) Bill

- Referred to in Indicator Ka, and Commitment K1
- See also ‘Working with Welsh Government’ comments under Q1

Response to State of Nature report –this is largely the view of environmental 3rd sector organisations, not farmers and landowners.

- We will draw on a wide range of information in our response to this report

Be more ambitious & show leadership particularly regarding biodiversity loss - prioritise the environment

- We have now listed delivery of Aichi and EU Biodiversity targets (E3)
- See also comments on leadership under Q 21.

Explore potential for Payments for Ecosystem Services (PES)

- This is included for consideration in the Business Plan rather than the Corporate Plan, as part of Commitment K1.

Invasive non-native species – should be considered not just in relation to climate change, but all areas of Natural Resources Wales work.

- This is considered under Commitment E2 – ...'protect and improve the quality of our air, land, sea and water....'

Good for People programme (Q. 7 & 8)

Q.7 – Do you agree with our proposals and suggested ways of delivering them?

Q.8 – Have we missed out anything significant?

62 out of 92 respondents answered this question (67.4%).

Do you agree?	Yes	No	Yes, but...	Other Response
Number of Responses	34	9	11	8
%	54.8%	14.5%	17.7%	12.9%

% out of those who responded to this question.

Key Issues Raised and how these issues have been addressed

Overall the response in this section was very positive: respondents largely agreed with our proposals and were keen to work with us to achieve them. Of the issues that were raised many were related to very specific areas of work. Those raised by a number of respondents are addressed here:

Under-represented groups and Working with Communities

- This is emphasised in the ‘How we will work differently’ in the Good for People programme – ‘working more closely in partnership with local communities listening to and working with local citizens including people from protected characteristics focusing our efforts on the most deprived communities’
- Respondents here also referred to working in partnership (see responses to Q3)
- Rural as well as urban areas should be considered
- In the ‘Our People’ section of the Corporate Plan we have said ‘We are committed to being close to our communities in Wales.....Valuing and supporting diversity and action to ensure equality for people with protected characteristics...is vital’
- The introduction to Good for People emphasises the need to consider both rural and urban areas in need, and including people from a wide range of backgrounds in our work. Indicator Pc measures proximity of greenspace for people in Wales, while Commitment P3 particularly relates to local communities. Equality and Diversity and working with under-represented groups is a theme through all our Commitments throughout the ‘Good’ programmes.

Flooding (including agricultural flooding)

- This is a key focus area of the ‘Good for People’ section and our first indicator and commitment in this section relate to it. 208,000 properties are at risk of flooding in Wales and our aim is to reduce this. This is measured by Indicator Pa – Flood risk and management – the number of properties with a reduced probability of flooding

Training, jobs and professional development

- We have made tackling poverty a key priority both in urban and rural areas and have committed to improving educational, learning and sector skills and ‘embed our role to educate in our core delivery activities and support educational professionals’ A number of our indicators and commitments in the Corporate Plan refer to this area of work:-
- Indicator Pd: Volunteering and skills development in the environment - number of volunteers directly hosted by Natural Resources Wales or facilitated through Woodlands and You (and successor approaches)
- Indicator Pe: Education, learning and sector skills - Number of educational settings supported by Natural Resources Wales to use the environment for education, learning and sector skills.
- Commitment B3: We will work closely with others to identify, develop and support new business opportunities and new opportunities for jobs and training to create a skilled workforce in Wales.
- Part of Commitment O3 includes: ‘Continuing to provide high quality skilled jobs in Wales through ongoing development of existing staff and continuation of apprenticeship schemes, and working in partnership with learning and training providers to promote and develop employment in the environment sector.’
- Professional development of our own staff is also a key aim, measured by Indicator Kc: Building our expertise – ‘ We build our evidence base, securing and using the intellectual capital of our organisation and increase the level of qualification, professional membership and continuing professional development of our staff.’

Forestry, rivers, flooding and conservation

- Some respondents felt the draft was too aspirational / ideological, that we should focus on these 4 key areas and ‘leave everything else to others’. We do have a broad remit however, but we recognise we should step aside when others are better placed to deliver. We will play our part and contribute to projects rather than working in isolation, which is a theme throughout the Corporate Plan and is also addressed in other areas of the plan such as in Good Knowledge where ‘we will.....help others if they are better placed to undertake research or gather evidence’
- We have agreed with Welsh Government a set of Shared Outcomes which our work will contribute to achieving. Developing natural resource management and using the Ecosystem Approach requires broad, holistic thinking rather than concentrating on the 4 areas above

Recreation & access – importance of outdoor recreation

- We fully recognise the importance of outdoor recreation for improved health and well-being and our role in providing opportunities across Wales. This is a key area of work within our Good for people programme:
- ‘We will provide and enable recreation and access opportunities which contribute to improving people’s health and wellbeing, by, for example: developing and delivering our recreation and access strategy, covering all aspects of our recreational functions and relevant business outcomes ‘ (Commitment P2)
- Indicator Pb: Recreation and health and well-being - Percentage of people living in Wales using outdoors for recreation for the minimum advised levels of physical activity required for a healthy life;

- Indicator Pc: Proximity of greenspace - Percentage of population with access to natural greenspace, such as woodland, parks and open space.

Social benefits and business opportunities of angling and fisheries

- Although these have not been referred to specifically, they are included in our commitment to identify, support and develop new business opportunities including tourism and recreation (Commitment B3)
- We recognise the social value of angling across a wide range of communities and age-groups. This is included in our commitment P3 ' We will help ensure people are able to live, work in, and visit a good quality environment, including those in urban areas and those in our most disadvantaged communities, and will channel economic benefit to help tackle poverty by ,for example,: Working with other organisations to develop a programme of projects, including the Welsh Government 'Cynefin' project, to improve local environmental quality and provide opportunities for disadvantaged communities. This includes urban regeneration projects.'

Our role in education and learning (outdoor technical skills and creativity in science curriculum)

- Our Learning and Sector Skills Team work closely with teachers and other education professionals including Welsh Government to provide opportunities or learning in, and about, the environment. In the past these staff have introduced innovative new approaches such as Forest School.
- We understand the need to link closely with Welsh Government Education staff: Commitment P4 in the Corporate plan includes 'Establishing links with Welsh Government to ensure curriculum-linked educational material and visits are appropriate and Welsh Government priorities are addressed'

Good for Business programme (Q. 10 & 11)

Q 10 Do you agree with our proposals and suggested ways of delivering them?

Q 11 – Have we missed out anything significant?

62 out of 92 respondents answered this question (67.4%).

Do you agree?	Yes	No	Yes, but...	Other response
Number of responses	33	4	13	12
%	53.2%	12.1%	21.0%	19.4%

* % out of those who responded to this question

Key Issues raised and how these issues have been addressed

Single point of contact and early engagement – so that we can be contacted efficiently and consistently and work together on developments

- Our Customer Care Centre will continue to be developed so that operators are able to deal with more enquiries first hand, and also be able to direct customers to the appropriate expert for more detailed advice. (Commitment B1)
- The Corporate plan recognises the need to work in partnership with those it regulates right from the start, and develop new ways of working with customers so that optimum solutions for the environment, economy and society can be developed through working together (reference in introduction to Good for Business Programme)
- We are committed to being clear, fair and transparent in our dealings with customers (reference in introduction to Good for Business Programme)

More timely, streamlined and effective regulation – increased efficiency for both ourselves and those we work with, together with early rejection for unviable projects

- We will be streamlining our approach to regulation and aim for lower costs for customers as described in the Good for Business programme.
- Our administrative processes for designating Sites of Special Scientific interest and declaration of National Nature Reserves will be reviewed and streamlined
- We are going to develop a single permitting, licensing and consenting service (Commitments B1, B2)
- Our intention is to provide information and advice through our new regulatory strategy, as described in 'What we will do differently',

Delivery of planning advice and permitting decisions – the decision making process must allow a balance between economic and environmental considerations and seek to provide benefits for both where possible. Consider responding to environmental permit consultations as well as planning applications

- We are developing a new approach to planning consultation advice and will advise on Local Development Plans, regional strategies and the emerging Welsh Government development framework as well as ‘developing a single permitting licensing and consenting service ...to be co-designed with our stakeholders’(Commitment B2)
- We aim to increase our use of a risk based ecosystems approach that will involve new ways of working with our customers and within the organisation (reference in introduction to Good for Business Programme)

One Planet Wales - New Welsh Government Development Guidance and One Planet Council - ensure that principles are considered in planning and planning applications

- We are reviewing our approach to planning consultations and will take this into account.

Greater focus on Green Infrastructure and opportunities for socio economic benefits

- Working with Welsh Government and others to support renewable energy generation, and recreation and tourism opportunities for example (Commitment B2)
- We will be conducting a study of our impact on socioeconomic benefits arising from energy developments (Commitment B2)
- Much of our work in Commitment P3 (ensure people are able to live work and visit a good quality environment...and ... channel economic benefit to help tackle poverty’ address local environmental improvement, skills development and social enterprise

Procurement practice that does not exclude small and medium sized enterprises or social enterprises

- ‘Consideration of procurement practices which can allow access to small scale, local and social enterprises are important ... as well as getting value for money.’ (reference in introduction to Good for Business Programme) *Procurement*
- We will also be able to consider this under Commitments P3 and O1

Development of business and increase of the Green Skills base in Wales

- We intend to facilitate the development of new business opportunities and commission a study of our impacts on the socio-economic benefits arising from energy developments (Commitment B3)
- Broader skills development is supported through our ‘Cyfle’ programme and through our commitment to provide and enable people to learn in and about, and enjoy the environment (Commitments P3 and P4) ‘Cyfle’ spans volunteering, work experience,

graduate and higher graduate placement and sandwich students, working in partnership with others

- The benefits of a business adopting greener work practices can be included in our provision of advice, as well as acting as an exemplar ourselves (Commitment O2)

Rural Development Plan initiatives

- Reference under Commitment E2 to ‘Influencing the development and implementation of legislation, regulation and strategic policies and practice for sustainable land use, including Common Agricultural Policy (CAP), Rural Development Plan (RDP), and other aspects of agriculture and forestry’.

Renewable energy aside from wind and hydropower

- Although we have not specifically mentioned other technologies in the Corporate Plan, other approaches to renewable energy will be considered in our work

Farming and forestry interests – underrepresented at a senior level

- We have staff with expertise in forestry (from the former Forestry Commission Wales) and in farming practices (from the former Environment Agency in Wales and Countryside Council for Wales) In the case of forestry some of the former Forestry Commission Wales staff resource has also transferred to Welsh Government.
- Board members are re-appointed periodically – every 2 or 3 years to allow some continuity of membership. We welcome applications for board positions as these come up for renewal.

Appropriate allocation of staff and resources particularly to ensure prompt assessment of energy and infrastructure projects

- We have commitments to providing efficient business support and customer care (O1) and enhancing the overall capability of the workforce (O3)
- We will aim to create a framework that supports the development of renewable energy projects at appropriate scales and locations’ in our introductory section to Good for Business
- ‘We will, as a regulator, provide evidence based advice and clear decisions in good time to enable businesses in Wales to operate effectively and achieve the highest environmental standards.’ (Commitment B1)
- ‘We will work with business, industry and government to support the development of critical infrastructure and encourage development in the right places to ensure the sustainable management of our natural resources.’ (Commitment B2)
- We know we do have gaps in our expertise within the organisation as a whole and are looking to address these.

Improving the BREEAM and Code for Sustainable Homes schemes to deliver more for biodiversity and ecosystem resilience

This is something we do not refer to explicitly but can consider in the future how we influence others to deliver the outcomes we are seeking to achieve.

Good Knowledge programme (Q13 &14)

Q.13 – Do you agree with our proposals and suggested ways of delivering them?

Q.14 – Have we missed out anything significant?

60 out of 92 respondents answered this question (65.2%).

Do you agree?	Yes	No	Yes, but...	Other Response
Number of Responses	35	3	14	8
% *	58.3%	5.0%	23.3%	13.3%

* % out of those who responded to this question

Key Issues Raised and how these issues have been addressed

The issues raised in response to these questions were quite varied. We have highlighted and addressed the most common concerns - although it should be noted that overall only 3 respondents disagreed with our proposals and suggested ways of delivering them

Best Practice

- One of the key issues raised was the need to establish protocols so all data is free from bias, that our decisions are based on robust evidence and that we use and promote best practice – this has been addressed in the Good Knowledge section of the Corporate Plan and highlighted as an indicator – “we will be an evidence based organisation.....our knowledge is the basis of our credibility and accountability for our decisions and actions” and is highlighted as a key indicator (Kc – Building our expertise)

Share Data

- In our introduction to the Good Knowledge section we say: ‘We have an important role to play – contributing to the evidence base, sharing our information with others and providing a more joined up approach to evidence gathering’ This includes the ‘collect once, use many times’ principle. This is measured in Indicator Kb – ‘Our data is used by others for decision-making’.

Make information interesting and accessible to the public

- Including and informing the public is important if we wish them to value, protect and enjoy our environment – we have identified and addressed this in the ‘Good for People’ section ‘We will help people to reconnect with and understand the importance of our natural resources and their relevance in their day to day living’. Commitment K3 and our Business Plan also refer to our focus on improving our communication of complex issues to a wide range of stakeholders

Local Communities

- ‘Citizen Science’ and local monitoring provides useful data and promotes community involvement – the importance of community involvement has again been recognised and highlighted in the ‘Good for People’ section and also in terms of knowledge and data gathering in the Good Knowledge section: ‘In partnership with others we will build our evidence base, make it available.....working with Welsh Government, academia and voluntary sector as well as using ‘citizen science’”

Working with Others

- We are keen to develop our knowledge working with others, as in for example Commitment K1 concerning developing our approach to natural resource management and the ecosystem approach: ‘In partnership with others, and particularly Welsh Government, we will develop the ecosystems approach and integrated natural resource management so that our natural resources can continue to support us into the future. We will trial and showcase this work so that others can use what we’ve learned and apply it to their own work’.
- We received lots of offers of help, sharing and working together in the consultation responses, which we are keen to follow up. See also section ‘How we will work together’ earlier in document.

Building Expertise

- Experienced and knowledgeable staff are an asset and vital for working with stakeholders, partners and our communities - this has been identified as a key indicator: Kc – Building our expertise - ‘We will build our evidence base, securing and using the intellectual capital of our organisation and increase the level of qualification, professional membership and continuing professional development of our staff’ as well as sharing knowledge and expertise with others

Developing our organisation (Q.16)

Q. 16 Do you agree with how we plan to develop our organisation?

59 respondents out of 92 answered Q 16 (64% of respondents)

Do you agree?	Yes	No	Yes, but...	Other response
Number of responses	21	2	10	26
% *	35.6%	3.4%	16.9%	44.1%

* % out of those who responded to this question

This section of the plan has been developed substantially as the Good Organisation programme since the consultation document was published. It now has more detail which deals with many of the concerns expressed in the responses.

As part of setting up a programme called Good Organisation, as with the other Good programmes we needed to describe what 'good' will look like:

Good Organisation:

'What 'Good' looks like: well led and well managed, with suitably skilled and experienced staff and effective underpinning systems and processes; transparent in our decision-making and continuously improving our service to customers and partners, benchmarking ourselves against the very best.'

Key issues raised and how these issues have been addressed

Local working and local contacts - local office network / local officers with face to face contact was considered important

- We recognise this and want to provide a good service for those we work with. In the 'Our People' section of the Corporate Plan we say 'We are committed to being close to our communities in Wales ...'
- Indicator Oa will gauge customer satisfaction through a series of measure combined to form an index; Commitment O1 is concerned with our wish to provide good support for the people we work with, with clear communication and delivery of our Welsh language scheme
- Commitment O2 outlines efficiencies we need to make including our accommodation strategy. We want to balance the efficient use of office space without compromising the opportunity for local contact
- Commitment B1 includes continuing to develop our Customer Care Centre as a single point of contact so people can get to speak with the right person quickly and efficiently

Importance of retaining skilled staff - staff skills and expertise are highly valued by partners

- ‘Good Organisation’ description includes ‘with suitably skilled and experienced staff’
- We have an explicit commitment to staff development in (Commitment O3), while Indicator Kc looks at the continuing professional development of our staff
- In the ‘Our people’ section, as part of our People Strategy and workforce plan we recognise the need to plan for the future as experienced members of staff retire, and to look at retraining staff, so that they have opportunities to change the type of work they do.

Transparency

- We make an explicit commitment to transparency in decision-making throughout plan, in Good Knowledge, Good Business and Good Organisation programmes. Our definition of a Good Organisation includes ‘transparent in our decision making...’ while in the Good for Business introductory section we explain we want to be ‘consistent, fair and transparent in our dealings’

Importance of flexibility

- Our Challenges and Opportunities section of ‘Good Organisation includes the clear statement: ‘We want to be an organisation that is flexible in its approach, responsive to the needs of customers, and delivering outcomes in the most cost effective way.’
- We also say ‘We will rely less on process and more on empowering and trusting our staff to deliver our priorities.’ This can be found in the Good Organisation, ‘What we will do less of’ section.

Good principles and values - make these clear to the people of Wales, communicate with and be steered by communities as well as ministers and government

- We set out our values in the ‘Our People’ section of the public consultation document and now in our Corporate Plan - these are to be passionate and ambitious, disciplined and focussed, trusted and professional and taking a common sense approach , being responsible and accountable for our actions.

Commitment to Welsh language

- Reference in ‘Our People’ section: ‘Many of our staff across Wales are fluent in both Welsh and English. Our Welsh Language Scheme is helping us to strengthen our bilingual capability further’.
- We are also committed to delivering our Welsh Language Scheme (Commitment O1).

Administrative boundaries - ensuring where possible Natural Resources Wales’ management boundaries coincide with boundaries used by partners. Geographical features – for example rivers, tend to form Local Authority boundaries rather than centres.

- We will be taking boundary issues into consideration as we develop integrated natural resource management plans and our own administrative boundaries
- The report of the 'Commission on Public Service Governance and Delivery' has now been published and we will be building this into our thinking

Reporting our delivery (Q18,19, 20)

Qu 18. Is this the right approach to assessing our delivery?

54 respondents out of 92 answered Q 18 (58.7% of respondents)

Do you agree?	Yes	No	Yes, but...	Other response
Number of responses	27	1	9	17
% *	50.0%	1.9%	16.7%	31.5%

* % out of those who responded to this question

Key Issues Raised and how these issues have been addressed

As the table shows, the response from our consultees was overwhelmingly positive – only one of our respondents disagreed with our proposed approach, where additional comments were made we have addressed these below:

Clear Targets - realistic measurable goals are needed as well as aspirational concepts

- As the Corporate Plan has taken shape, from the draft version provided to our consultees, we have developed a set of indicators for each of our 5 Good Programmes. We also have a set of targets that sit alongside our Business Plan

Regular review of continuing relevance of targets - stakeholders should be involved in these reviews

- The measures in the one year Business Plan we have developed, alongside the Corporate Plan, looks directly at what we in Natural Resources Wales are doing – our outputs. This along with the Corporate Plan indicators will form our Performance Framework....'to ensure that our work is really making the difference that we want'

Capture innovation and best practice - which in turn will lead to greater efficiencies

- We have identified this as part of our Good Organisation remit 'we need to become more efficient, entrepreneurial and innovative....generate more income to reinvest in services...exploit opportunities that are in line with our purpose and priorities'

Public perception is important - engage the public.

- We have set this as a priority and our first indicator: Oa – Customer and Stakeholder Satisfaction Index looks at how we interact with our customers from all areas of our work. Staff interact with the public every day, and the delivery of all of our commitments and indicators in the 'Good for People' section particularly, will influence the public perception of our organisation.

How does Natural Resources Wales plan to link into long term goals and targets set by Government?

- This happens in a number of ways and is referred to in various places in the Corporate Plan – and particularly in the ‘How we work with Welsh Government’ Section, where we describe our seven shared outcomes with Welsh Government: ‘We have an agreed set of shared outcomes with Welsh Government...we receive a Remit Letter at the start of each financial year setting out what the Welsh Government wants us to achieve during that year.....ensuring our work is clearly aligned with changing legislation is also very important , as the Environment, Future Generations and Heritage Bills are all developed’

Qu 19. Do you know of any specific indicators you think we should track?

A range of different indicators were suggested. These are grouped below.

Recreation and Community Involvement - *availability of Rights of Way, Wales Coastal Path, number of walkers recorded and indicators of community engagement, e.g. school projects.*

The following indicators have been included in the Corporate Plan plus further targets in the Business Plan (for Commitment P3 in particular)

- **Indicator Pb: Recreation and health and well being** - Percentage of people living in Wales using outdoors for recreation for the minimum advised levels of physical activity required for a healthy life.
- **Indicator Pc: Proximity of greenspace** - Percentage of population with access to natural greenspace, such as woodland, parks and open space.
- **Indicator Pd: Volunteering and skills development in the environment** - Number of volunteers directly hosted by Natural Resources Wales or facilitated through Woodlands and You (and successor approaches).
- **Indicator Pe: Education, learning and sector skills** - Number of educational settings supported by Natural Resources Wales to use the environment for education, learning and sector skills.
- **Indicator Pf: Economic impacts** - Benefits and economic impact of recreation in Wales using the Coast Path as an example

Water Framework Directive and Habitats Directive - *any indicators linked to these should be a priority*

- **Indicator Ea: Water quality** - Compliance with good status under the Water Framework Directive.

Biodiversity data, priority species and habitats - *including 2020 Biodiversity targets*

- **Indicator Ec: Biodiversity** - Bird population indices and other UK biodiversity indicators for sites or habitats which can be disaggregated to a Wales level.
- **Indicator Ee: Marine, terrestrial and freshwater environment** - Condition of features of marine, terrestrial and freshwater Natura 2000 sites.

State of Nature Report

- Our indicators Ec & Ee above measure issues raised in the State of Nature report.

Woodlands for Wales

- **Indicator Eb: Sustainable forest management** - Woodland known to be managed to UK Forestry Standard (UKFS).

Stakeholder Feedback - indicators could include quality, consistency and timeliness

- **Indicator Oa: Customer and stakeholder satisfaction index.** We are using a set of measures looking at a number of different factors for this indicator, which we will then combine to form an index.

Pollution, Waste and Environmental Incidents - these should form one set of indicators

We have a number of measures relating to this area of work in our Business Plan as well as the following indicators on our Corporate Plan:-

- **Indicator Ed: Climate change** –greenhouse gas emissions
- **Indicator Bc: Bringing sites into management** - Number of unpermitted sites posing significant risk to the environment brought into a permitting regime, or closed down.
- **Indicator Bb: Managing sites** - Proportion of sites carrying out regulated activities with improving environmental performance.

Qu 20. What will success look like?

Responses to this question provided a valuable and inspiring insight into how respondents would like Wales to be in the future. We look forward to being able to help deliver this as far as we can encouraging and working with others.

- **A Safe Protected Natural Environment in Wales** – Natural Resources Wales has significant influence over Welsh Government and policy that yields sound management of our environment and natural resources; a stable and sustainable countryside for future generations. Good ecological status and compliance with the Water Framework Directive.
- **Respected and Valued by the People of Wales** - the public know what Natural Resources Wales does and how well it's doing it, together with a Welsh nation that respects the value of the Welsh countryside and the need to conserve it. A healthy, active, prosperous population at home in the outdoors.
- **Good Working Relationships** - working in partnership with businesses, communities and 3rd sector organisations, with greater collaboration between governmental and non-governmental bodies and a clear identification of priorities and engagement with the people of Wales to achieve these.
- **Growing Business** - a vibrant Welsh economy which allows traditional industry to work in harmony with the environment, with increased employment and prosperity. Generating greater revenue from recreation, fishing and hunting; increased timber production, processed in Wales. Greater collaboration with industry and business

- **Halting Biodiversity Loss** - the recovery of key species, restoration of key habitats and building resilience within the environment; fewer habitats threatened by isolation or encroachment.
- **Improved Woodlands** - annual woodland planting targets should be introduced which must be met in order to show success. Increased woodland, more woodland in good ecological condition, reduced incidents of disease.
- **Improved Access to the Countryside** - improved health and wellbeing as a result of greater access to and appreciation of the natural environment of Wales. Sustainable use of the outdoors which can handle growth.
- **Better Monitoring & Data** - scientifically evidenced improvements

Other comments (Q. 21)

Qu. 21 Are there any further comments you would like to make?

In some cases, the comments made here echoed comments made under other more specific questions. Where this was the case, the comments have been moved from Q21 and considered alongside similar comments earlier in the report.

Leadership: Demonstrate strong leadership and be a champion for the Welsh environment.

- We recognise that Leadership – both *as an organisation* and *within the organisation* is key to success. We want our Good Organisation to be ‘well-led and well managed’ and we have included ‘enhancing the overall capability of the workforce, including strategic leadership through investment in learning and development’ as part of our Commitment O3.
- Our purpose, and the wording set out under this section: ‘we want Wales to be a place where our air, land and water are managed sustainably and we use Good Knowledge...so that what we do is Good for the Environment,... Good for People,... Good for Business ... and that we are a Good Organisation’ sets out our view of how we see the Wales of the future.
- We recognise this is a huge challenge. With such a wide remit, we will never be able to please everyone all the time, but please continue to engage with us and have your comments and concerns reflected.
- We respect and value the passion, commitment and specialist knowledge of our many stakeholders in their particular fields of interest. Similarly, the first of our organisational values statements in ‘Our People’ section states that we will be ‘passionate and ambitious about our work and the positive impact we will have’.

Integration of constituent bodies and their functions in Natural Resources Wales

- We recognise that creating a shared culture and sense of pride amongst Natural Resources Wales staff is essential. We are learning from our experience in our legacy bodies and building a new culture, and we know that we have to work in a different way in future if we are to achieve what we want to achieve
- We have referred to this in the Corporate Plan under ‘developing our organisation and helping staff reflect our desired values, diversity and culture’ (Commitment O3) and Indicator Oa which looks at a staff engagement index.
- This integrated approach was one of the fundamental reasons for creating Natural Resources Wales. Our stated goal of achieving integrated natural resource management in Wales through application of an ecosystem approach (Commitment K1, Indicator Ka), cannot be achieved without real integration within our own organisation. We recognise that this process will take time, but we are actively working towards this.

Some have experienced slow and difficult engagement with us over our first year

- In practical terms, we have several commitments to providing good and prompt customer service (Commitments B1, B2, O1; Indicators Ba, Bd, Oa). Please tell us if there are continuing problems in this area so we can address them.

Environment and Biodiversity: balance between economic/social/environmental issues

- Our commitment to developing and adopting natural resource management and an ecosystem approach will mean ‘integrated management of land, water and living resources that promotes conservation and sustainable use in an equitable way’. (Commitments K1 and E1)
- In our Commitment E3, we have a number of roles to help ensure ecosystem resilience including delivery of Aichi and EU biodiversity targets, looking at the strategic management and restoration of Wales’ designated sites and improving connectivity of habitats In Commitments B1 and B2 we look at regulating, permitting and licensing to help protect the environment.
- We will have difficult decisions to make, and we will have to base our decisions on the best evidence we have.

Flexibility to revise the plan in light of experience

- We appreciate things will not remain constant and we need to have a flexible approach. In the ‘About this Plan’ section of the Corporate Plan, we say: ‘we intend to publish a rolling Corporate Plan, with updates as required. After this first three year period, we will publish five year rolling Corporate Plans, which will align with National Assembly elections and changes in administration. We will publish our Business Plan every year.’
- We aim to review the plan during the year. We won’t be able to engage as widely on the development of the plan as we have in our first year, but we will continue to talk to and use the knowledge of our staff and stakeholders and their networks. We will continue to use the information generated during consultation over this plan, and aim to hold further stakeholder events and public consultation in future years.

Will Natural Resources Wales run future agri-environment schemes? Doing so helps build relationships with farming community

- This is an area where we will be working closely with Welsh Government. Currently the running of agri-environmental schemes sit with them.

To close...

Thank you again for your interest in how we deliver our work for Wales – and for reading this summary report on the results from our public consultation. Please take a look at our Corporate Plan, now published on our website, if you have not already done so. We are using the information from the public consultation responses as an important resource to inform many areas of our work, not just in writing our Corporate Plan. We may be in contact with some of you in the future to follow up on suggestions you have made. We wish you well with your areas of interest and work, and hope you will continue to engage

with us wherever our areas of work coincide.

Annex 1 – List of respondents

We had 92 responses in total to our consultation on proposals for our first corporate plan. Below is a list of organisations that responded. We noted on our consultation response form that we would not release the names of individuals who responded. There were also four requests from organisations that asked that their response remained confidential.

Response Reference	Organisation
CP032	Afonydd Cymru and the Salmon & Trout Association (Cymru)
CP021	Bat Conservation Trust (Wales)
CP087	Brecon Beacons National Park Authority (BBNPA)
CP006	Brecon Beacons National Park Authority (BBNPA) Access Forum
CP020	British Association for Shooting and Conservation
CP084	Caerphilly County Borough Council
CP072	Campaign for National Parks
CP013	Campaign for the Protection of Rural Wales
CP083	Canal & River Trust in Wales
CP053	Carmarthenshire County Council
CP017	CLA Country Land & Business Association
CP063	Coed Cadw (The Woodland Trust)
CP029	Coed Cymru cyf
CP042	Confederation of UK Coal Producers (CoalPro)
CP066	Confor – Confederation of Forest Industries (UK) Ltd
CP058	Cragen Llyn a Môn
CP035	Diverse Cymru
CP054	Dwr Cymru / Welsh Water
CP031	Dyfed Archaeological Trust
CP086	Elan Valley Trust
CP027	Farmers' Union of Wales
CP056	Flintshire County Council
CP088	Flood Risk Management Wales Committee (FRMW)
CP050	Forestry Valuations
CP046	Friends of Pembrokeshire Coast National Park
CP038	Geo Môn
CP005	Gloucestershire County Council
CP030	Golygfa Gwydyr (Community Group)
CP073	Gower AONB Partnership
CP010	Guide Dogs Cymru
CP009	Gwynedd LFG representative, Prince Albert Angling Society
CP068	Heritage Lottery Fund
CP014	Hywel Dda Health Board
CP074	Institute of Chartered Foresters
CP002	Institute of Civil Engineering Wales (ICE)
CP048	Institute of Environmental Management & Assessment (IEMA)
CP025	Keep Wales Tidy
CP040	Kronospan Ltd

Response Reference	Organisation
CP085	Landscape Institute Wales
CP064	Local Records Centres Wales
CP070	Marine Current Turbines
CP012	Merthyr Tydfil County Borough Council
CP016	Milford Haven Refinery
CP078	National Grid
CP036	National Museum of Wales
CP049	National Parks Wales
CP079	National Trust
CP055	Natur Cymru Ltd – Environment Sector
CP076	NFU Cymru
CP051	North East Wales Biodiversity Network / Conwy County Borough Council
CP044	North Wales Environmental Outdoor Charter Group - Snowdonia-Active, partner organisation of Wales Activity Tourism Organisation
CP007	O Ddrws i Ddrws, (Community Transport Sector)
CP082	One Planet Council
CP008	Pembrokeshire Anglers Association
CP089	PLANED
CP043	Plas Menai National Watersports / Sport Wales
CP023	Public Health Wales
CP090	Rhyl & St Asaph Angling Association
CP062	RSPB Cymru
CP045	Severn Rivers Trust
CP033	SEWRT and Angling Cymru
CP034	Swansea Biodiversity Partnership
CP015	Swansea Council
CP091	Swansea Council Nature Conservation Team
CP067	Swansea Environmental Forum
CP061	The Geological Society
CP047	The Open Spaces Society
CP041	The Outdoor Partnership
CP092	UK Man & Biosphere Urban Forum
CP024	University of Liverpool
CP028	Valero Energy Ltd
CP077	Vattenfall Wind Power Ltd
CP069	Wales Biodiversity Partnership Invasive Non-Native Species Working Group Welsh Government
CP075	Wild Resources Ltd
CP022	Wood Panel Industries Federation (WPIF)
CP026	Woodland Strategy Advisory Panel
CP065	Wrexham County Borough Council
CP071	WWF Cymru
CP052	Wye and Usk Foundation
CP037	Youth Hostels Association (England and Wales)