

Agenda

Title of meeting: NRW Board Meeting Day 1 - Public Session

Date of meeting: 20/01/2021

Time of meeting: 9.30- 13.00

Venue: Microsoft Teams meeting

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Observers:

Time	Item
9.30 (5 mins)	1. Open Meeting <ul style="list-style-type: none">• Welcome• Declaration of Interests• Explain conduct of meeting Sponsor and Presenter: Sir David Henshaw (Chair)
9.35 (5 mins)	2. Review Minutes and Action Log – to finalise – amendments sought in advance by correspondence 2A. Review Minutes from Public 26th November meeting 2B. Review Public Action Log Sponsor and Presenter: Sir David Henshaw (Chair)
9.40 (5 mins)	3. Chair's Business Sponsor and Presenter: Sir David Henshaw Summary: The Chair to update the Board
9.45 (30 mins)	4. Chief Executive's Report Sponsor and Presenter: Clare Pillman, Chief Executive Summary: To update the Board on current key activities Presentation Only

10.15 (10 mins)	<p>5. Update Report of Committees</p> <p>Sponsors and presenters: Committee Chairs</p> <ul style="list-style-type: none"> • Audit and Risk Assurance Committee – No Update no meeting since last Board • Evidence Advisory Committee 1st December Paper Ref: 21-01-B01 • Finance Planning and Performance Committee – No Meeting • Flood Review Management Committee 7th December and 7th January (Verbal) • People and Remuneration Committee – 11th December (not confirmed public) Paper Ref: 21-01-B02 • Protected Areas Committee - No meeting <p>Summary: To update the Board on recent committee activities</p>
10.25 (45 mins)	<p>6. Customer Experience and Engagement Strategy</p> <p>Sponsor: Sarah Jennings, Director of Communications, Customer and Commercial</p> <p>Presenters: Naomi Lawrence, Head of Customer Experience, Catrin Hornung, Head of Communications, Kate Evans, Public Affairs/Private Secretary to CEO</p> <p>Summary: For the Board to approve the approach of the Customer Experience and Engagement Strategy</p> <p>Paper Ref: 21-01-B03</p>
11.10 (20 mins)	<p>Break</p>
11.30 (60 mins)	<p>7. Place Presentation: South East Wales</p> <p>Sponsor: Gareth O’Shea, Head of Operations</p> <p>Presenter: Steve Morgan, Head of South East Wales Operations</p> <p>Summary: To provide an overview of key activities in the South West Wales region</p>
<p>End of Board Meeting</p>	
12.30 (30 mins)	<p>8. Public Q&A Session</p>
13.00 (60 mins)	<p>Lunch Break</p>

Unconfirmed Minutes

Title of meeting: **NRW Board Meeting – Public**
All Attendees via Skype

Date of meeting: 26th November 2020

Present Board Members: Sir David Henshaw, Chair
Clare Pillman, Chief Executive
Prof Steve Ormerod, Deputy Chair
Karen Balmer
Chris Blake (absent from 12.15pm)
Catherine Brown
Julia Cherrett
Geraint Davies
Howard Davies
Dr Elizabeth Haywood
Zoë Henderson
Dr Rosie Plummer
Prof Peter Rigby
Clare Pillman, Chief Executive (Chair)

Present Executive Team Members: Prys Davies, Director of Corporate Strategy and Development
Ceri Davies, Executive Director of Evidence, Policy and Permitting
Rachael Cunningham, Executive Director of Finance and Corporate Services
Gareth O'Shea, Executive Director of Operations
Sarah Jennings, Executive Director of Communications, Customer and Commercial

Additional Attendees Present: Colette Fletcher, Head of Governance & Board Secretary
Sarah Williams, Head of 2050 Vision and Corporate Strategy
Martyn Evans, Head of South West Wales Operations

Members of the Public present: Gareth Wardell
Daniel Wills - Vattenfall
Frank Elsworth - Vattenfall
Jack Hanbury – Pontypool Park estate

Declarations: There were no declarations made.

Apologies: No apologies were received.

Secretariat: Natalie Williams
Rhiannon Spencer

Item 1. Open Meeting

1. The Chair opened the meeting and welcomed everyone. There were no further declarations made.

Item 2. Review Minutes and Action Log – to finalise – amendments sought in advance by correspondence

2A. Review Minutes from Public 16th September meeting

2. The minutes from the 16th September Public Session were agreed.

2B. Review Public Action Log

3. The Public Action log was reviewed and agreed.

Item 3. Chair's Business

4. The Chair reported to the Board and public that NRW had continued to work well despite the challenges of the last year. The work on Green Recovery was advancing and there would soon be a formal launch of the plan and details of how it would proceed to implementation phase. The Flood Review publication had been a success, and this had laid the ground for further conversations to be held on Wales' approach to flooding.

Item 4. Chief Executive's Report

5. The Chief Executive's Report had reflected on the last year which had been dominated by flooding in February and the Covid pandemic. Since the last Board meeting there had been a conclusion to the Flood Review, which had been published at the end of October and reflected on by Board and Executive Team members. It had initiated difficult conversations and it was hoped that this would make Wales more resilient in the future and would continue to be a priority.
6. NRW had been planning for post-Brexit and responding to issues that might arise from leaving Europe without a deal. NRW had identified in June the need to be prepared for a multi-incident winter and had held a desk top exercise to practise the major response required when they coincide; this had shaped processes over the last few months.
7. The second SoNaRR report had a staggered publication as some of the detailed work had been delayed by Covid. NRW had received confirmation from UKWAS that the laboratory has retained ISO17025 accreditation.
8. The Chief Executive gave an update on Budget and Timber Sales. It was noted this had been a difficult budget this year however NRW were now on track to deliver against our target. There would be a new Timber Sales and Marketing Plan from next April, which NRW had been consulting widely on and this would be shared with the Board in January.
9. The Chief Executive welcomed the new Head of Governance and Board Secretary and noted the departure of the Head of Commercial, who she thanked for her service and wished well in the future. Recruitment had started for the new Head of

Internal Audit and Head of Knowledge and Evidence. There would be an ongoing pulse report to ensure good Wellbeing Health and Safety for staff and there had been ongoing support and advice provided.

10. The Chief Executive concluded with thanks to the Executive Team and all staff for their support and brilliant work during an extraordinary year and to the Board for their support and challenge.

Item 5. Update Reports of Committees

11. The Chair of FPPC gave a verbal update from the recent meeting on 10th November. Key items of discussion had been the Business Planning Cycle 2022, the draft Business Plan, and work had started on the five-year Corporate Plan Cycle for 2022-27 which would be informed by the Vision 2050 work. NRW was hoping to commission a new young people's vision group to feed into planning discussions.
12. The Chair of FRMC noted the review of the 2020 floods, and NRW staff were thanked for their excellent work. The review had intended to get future planning right and get the right messages out to the public. Welsh Government were considering whether to conduct an independent review of events during flooding.
13. Other key issues were NRW's involvement in the National Flood and Coastal Erosion Risk Management Strategy, which would require close collaboration and partnership to achieve its goals. FRMC had also been focusing on reservoirs and the results of the Toddbrook inquiry was likely to lead to new legislation.

Item 6. Business Plan performance dashboard 2020/21 Q2 Update

14. The Chief Executive presented the Performance Report for Q2 end of September to the Board noting the results would be published on our website. This was the first report since the review of the Business Plan 2020/2021, which was signed off at July Board.
15. The Board noted the key measures and their progress scores as outlined in the paper. The issue with audit follow ups was being dealt with by independent scrutiny such the UKWAS audit and via an internal challenge processes, such as incident response.
16. The proposal to adopt a more streamlined exception Q3 report was agreed by the Board.

AGREED: The Board agreed to the proposed approach for a more streamlined exception report for Q3 performance reporting.

17. The Board queried what independent challenge the performance management information was subject to and requested a brief update on the checks and measures in place for the next meeting. The Chief Executive explained there were many layers of challenge for the figures produced including external challenge such as UKWAS, and internal challenge from the team members producing the figures the Performance Team who produce the report, and the Executive Team and Internal Audit.

ACTION: the Chief Executive to provide a short update to the next meeting of the Board on the checks and measures in place to provide independent challenge of the performance management information.

18. The Board asked for an update on the readiness of NRW to respond to the changes in agriculture after Brexit and legislative changes. The Executive Director of Evidence, Policy and Permitting outlined plans that had been supported by the Executive Team and advised that the proposals would be brought to the Board in more detail in the New Year.
19. The announced agricultural and transport budget cuts were raised, and the Executive Team were asked how this would affect the upcoming programmes. It was confirmed that there would be conversations with Welsh Government about engagement and the Executive Director of Evidence, Policy and Permitting was a member of the Regional Investment in Wales Steering Group (RIWSG) and confirmed this discussion was on the agenda.

ACTION: Executive Director of Evidence, Policy and Permitting to circulate e-mail received from RIWSG on the UK Spending Review.

20. Prof Steve Ormerod updated regarding the Fisheries forum and highlighted the very good recent paper on the Wye phosphate issues. However, he raised a challenge on the four hour limit on incident response. The Executive Director of Operations explained the process and the reliance of initial assessments to respond, however he accepted the broader point and would ask the Head of North East Wales Operations to further update the Board on the topic.

ACTION: Executive Director of Operations to discuss with the Head of North East Wales Operations and provide a further update to the Board on the four hour limit on incidence response.

Item 7. Green Recovery Update (verbal)

Sarah Williams, Head of 2050 Vision and Corporate Strategy

21. The Director of Corporate Strategy and Development introduced the item. The Minister had welcomed both the reports and the conclusions and had approved both for publication.
22. The first report was on the Green Recovery proposals and the other on the support for the eNGO sector. There were 50 priority one proposals and 48 proposals that needed further work and development. Resources had been committed and were focussed on the priority one proposals with good business cases so that they could be connected to existing funding opportunities.
23. There were also 19 wider enabling actions within the Green Recovery Delivery Partnership that were not specific actions but worked on connecting people and facilitating action.
24. The second report, which focussed on supporting the environment third sector, had recommendations across a broad range of areas encouraging collaboration and the diversification of income.. NRW was currently working through recommendations with Welsh Government and would also consider convening a group of private sector stakeholders to explore the issues in more detail.

25. The Board noted the important role that SMNR and other legislation had played in facilitating this work and highlighted this as a good example of how legislation can support action.

Item 8. Place Presentation

Martyn Evans, Head of South West Wales Operations

26. The Executive Director of Operations introduced the item and noted that due to Covid-19 this was the first place presentation since Welshpool in 2019.
27. The Head of Operations South West Wales gave a presentation on activity in the region since the last update to the Board in November 2019 and provided an overview of the latest developments. The areas outlined were: water quality, air quality, land and assets management and working with the Fire and Rescue Service. The Board welcomed the presentation and noted positive feedback from local residents on NRW's interaction in the area. The Head of Operations South West Wales responded to several queries from Board members regarding current issues in the area.
28. There was a query over the involvement of the Fire and Rescue Service in PSB grant-funded work on grazing commons and whether this would be a strain on resource. The Executive Director of Operations advised that NRW was a conduit for passing money on to owner/occupiers and would share more information regarding the project offline.

ACTION: Executive Director of Operations to share further information regarding Fire & Rescue Service/PSB grant-funded work on grazing commons with Geraint Davies offline.

29. The Board offered their support around the issues of waste during Covid and queried whether there was more we could do from a regulation viewpoint. Further work was underway with a regulatory strategy piece, and Evidence Policy and permitting were working with the Operations teams.
30. The Board requested more information around the use of innovative techniques, new technologies and new ways of working that have helped during Covid.

ACTION: Head of South West Operations to provide a note to the Board on innovations, new technologies and new ways of working that have helped the Operations teams during Covid.

Item 9. Interactive Q&A Session with Public

38. The Chair welcomed the members of the public to the Q&A session.
39. The following questions were asked:
- Daniel Wills asked whether the Head of Commercial post would be retained or whether the new Director would take over the role. The Chief Executive confirmed that NRW would be appointing a new Head of Commercial, as it was part of the current structure.
 - Frank Elsworth asked if the NRW Board were aware of the spin offs to the Welsh Economy from the Pen-y-Cymoedd (PyC) Wind Farm project, and

whether the Board accepted that PyC was an NRW negotiated lease arrangement worthy of being adopted on all future renewable projects on the Welsh Government Woodland Estate. The Director of Communications, Customer and Commercial confirmed that NRW was aware.

ACTION: The Executive Director of Commercial, Customer and Communications to respond to Frank Elsworth regarding his other submitted queries after the meeting.

- Jack Hanbury asked about NRW's waste enforcement record. The Executive Director of Operations confirmed that NRW works within the regulatory framework and that all enforcement data is available on the NRW website.
- Jack Hanbury also queried the resourcing within the waste enforcement teams. The Executive Director of Evidence, Policy and Permitting provided reassurance that NRW was working on the resources within the teams. The Chair suggested that a meeting be convened with Mr Hanbury to discuss the issues further.

ACTION: Bilateral call with Jack Hanbury, the Executive Director of Operations and the NRW Chair to discuss his queries on waste enforcement further.

- Gareth Wardell asked whether the NRW Board accepted that the Wellbeing of Future Generations (Wales) Act 2015 required NRW to comply with its requirement to pursue the environmental, social, cultural and economic facets of sustainable development. The Chair confirmed that NRW were looking at this through the Commercial Strategy and that many other organisations were facing the same challenge. The Executive Director of Evidence, Policy and Permitting added that NRW was committed to the Sustainable Management of Natural Resources (SMNR). She noted that NRW had a series of wellbeing goals within the Corporate Plan and delivered its work in accordance with the goals.
- Gareth Wardell asked whether NRW would benefit if the commercial functions of managing the Welsh Government Woodland Estate (WGWE), either for woodland creation or to create renewable energy schemes, was diverted to a separate agency. The Chief Executive responded that NRW was working closely with Welsh Government to develop the plans for the next stage of wind energy. The framework provided a solid basis for the realisation of value from the WGWE and the Director of Communications, Customer and Commercial would continue to drive the Commercial Strategy following the Head of Commercial's departure.

Close of Meeting

Board Meetings									
Meeting Category	Meeting Date	Item No	Para No	Paper Sponsor	Action	Owner	Due	Status	Notes/Updates
Public	16/09/2020	6	22	N/a	ACTION: It was agreed that a response letter would be written by the Chief Executive to outline where NRW are with the Brechfa Dau project – CEO Office	CEO Office/ Kate Evans	16/10/2020	completed	
Public	26/11/2020	6	19	Ceri Davies, Executive Director of Evidence, Policy and Permitting	ACTION: Executive Director of Evidence, Policy and Permitting to circulate e-mail received from RIWSG on the UK Spending Review.	Ceri Davies, Executive Director of Evidence, Policy and Permitting	26/11/2020	completed	
Public	26/11/2020	6	20	Prys Davies, Director of Corporate Strategy and Development	ACTION: Executive Director of Operations to discuss with Head of North East Wales Operations having a future discussion with the Board on the 4-hour limit on incidence response.	Gareth O'Shea, Executive Director of Operations South	20/12/2020		
Public	26/11/2020	8	31	Gareth O'Shea, Executive Director of Operations South	ACTION: Head of South West Operations to provide a note to the Board on new innovations/ technologies/ ways of working used that have helped the operations teams during Covid.	Gareth O'Shea, Executive Director of Operations South	20/12/2020		
Public	26/11/2020	8	29	Gareth O'Shea, Executive Director of Operations South	ACTION: Executive Director of operations to share further information regarding Fire & Rescue Service/PSB grant funded Fire break Grazier Project with Geraint Davies offline.	Gareth O'Shea, Executive Director of Operations South	20/12/2020		
Public	26/11/2020	9	39	Sir David Henshaw	ACTION: The Executive Director of Commercial, Customer and Communications to respond to Frank Elsworth regarding his other submitted queries after the meeting.	Sarah Jennings, Executive Director of Communications, Customer and Commercial	20/12/2020		Meeting set up with Mr Elsworth for the 11th Jan
Public	26/11/2020	9	39	Sir David Henshaw	ACTION- Bilateral call with Jack Hanbury, Executive Director of Operations and the NRW Chair to discuss his queries on waste enforcement further.	Gareth O'Shea, Executive Director of Operations South. David Henshaw Chair	20/12/2020		

	Paper Details
Paper title:	Evidence Advisory Committee (EAC) Update
Paper Reference:	21-01-B01
Paper sponsored by:	Peter Rigby - EAC Chair
Paper Presented by:	Peter Rigby
Purpose of the paper	For information
Recommendation	To note the update

Issue

This paper provides an update to the Board following the EAC meeting on 1 December 2020.

Update

1. The inaugural meeting of EAC was held following the recent appointment of seven independent members. As a new Committee, membership will be monitored to ensure there is the breadth of expertise needed to provide the necessary rigour and challenge around NRW's evidence functions, in order to best advise and assure the NRW Board. The EAC may set up Task and Finish Working Groups to augment that expertise.
2. The Committee were provided with an overview of NRW's wide ranging responsibilities and gained a better understanding of the organisation's priorities and its decisions, all of which are ultimately reliant on our evidence base.
3. The on-going change in culture within NRW towards evidence recognition was highlighted and the committee noted that the governance, processes, and resources relating to evidence identification, commissioning, and usage were still in development. The importance of partnership work in providing and utilising the evidence and its data resources was also conveyed to the Committee to share and understand the drivers for evidence.
4. A variety of presentations were delivered to demonstrate:
 - the breadth of evidence activities throughout the organisation including the State of Natural Resources Report (SoNaRR) 2020 work

- areas of public concern, such as the recent flood risk review.
5. A common theme during the meeting was the need to develop a strategy around how to effectively engage and communicate our evidence to our diverse stakeholders in order to drive changes in behaviour in line with priorities, opportunities and pressures that have been identified. The interdisciplinarity of that evidence and subsequent decisions on actions was acknowledged.
 6. I am now considering the next steps for the Committee, ahead of the next EAC meeting in the Springtime.

	Paper Details
Paper title:	People and Remuneration Committee (PaRC) Update
Paper Reference:	21-01-B02
Paper sponsored by:	Zoe Henderson – PaRC Chair
Paper Presented by:	Zoe Henderson
Purpose of the paper	For information
Recommendation	To note the update

Issue

This paper provides an update to the Board following the PaRC meeting on 11 December 2020.

Update

The following key matters were discussed:

1. A review of the minutes from the meeting held on the 9th September and the action log.
2. The Head of Governance provided an update on the actions outlined in the PaRC Effectiveness Review paper.
3. PaRC discussed the data provided by the Management Information paper such as Quarterly Staffing Levels, reduction in staff sickness and the Rotas.
4. The Head of People Management provided an update on policy which highlighted the Exit Payment Cap, the Employer risks and claims presented in the Employer / Public Liability paper and the LGPS Discretionary Policy.
5. PaRC discussed the definitions and stakeholders presented by the Head of Customer Service and provided feedback. It was agreed the item would be more appropriate for an alternative Committee.

6. The Lead Specialist Advisor, Portfolio Management provided a presentation on Organisational Design Evaluation (OD) that updated PaRC on the timelines and progress of the OD Evaluation.
7. Verbal updates were provided for the Pulse Survey findings and the Covid update that highlighted the timelines for the renewal project and the importance of the survey findings.
8. The Head of Organisational Development presented the succession planning model that had been identified through the Workforce Plan.
9. The Wellbeing Health & Safety Manager provided updates on the Internal Audit Reviews report and the revised Wellbeing Health & Safety Policy.
10. The Executive Director of Corporate Strategy & Development presented the Strategic risk of SR06 Staff Resources, Capability and the draft risk appetite statement for SR06.



Board Paper

20th January 2021

Paper Title:	Customer Experience & Engagement Strategy
Paper Reference:	21-01-B03
Paper Sponsored By:	Sarah Jennings – Director of Communications, Customer and Commercial
Paper Presented By:	Naomi Lawrence - Head of Customer Experience Catrin Hornung – Head of Communications and External Relations Kate Evans – Manager, Public Affairs and PS to CEO

Purpose of Paper:	Decision
Recommendation:	That the Board endorses the proposed Customer Experience and Engagement Strategy as the right direction for the organisation

Impact:	<p>How do the proposals in this paper help NRW achieve the Well-Being of Future Generations Act principles in terms of:</p> <p>Looking at the <u>long term</u>: Our proposed strategy formalises a commitment to embedding Customer Experience as a business as usual way of working in NRW.</p> <p>Taking an <u>integrated approach</u>: We will follow best practice and measure our performance against both public and private sector bodies.</p> <p><u>Collaboration</u>: Successful delivery of this strategy requires us to all work together, either directly or indirectly.</p> <p><u>Involvement</u>: Our proposed strategy puts customer insight as the foundation upon which all future decisions and actions are based.</p> <p><u>Preventing issues from occurring</u>: Work undertaken</p>
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	through this strategy to improve the customer experience will drive internal change to make it quicker and easier to do business with NRW, therefore reducing complexity and preventing issues.
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Issue

1. This paper seeks approval of the Customer Experience and Engagement Strategy, to enable NRW to demonstrate its commitment to putting our customers at the heart of what we do, establishing measures to resolve historic perception issues as identified by a recent Member of the Senedd Perception Audit, and to clarify processes of ownership and escalation of both internal and external relationships.
2. It also seeks to address the need for prioritisation and strategic alignment across all the organisation's engagement activity to avoid duplication and inefficiencies and provide a framework for information flow to ensure consistent messaging across the organisation.

Background

3. NRW approved the Building Trust Customer Strategy in September 2018. This strategy comprised of 13 projects designed to deliver against our Corporate Plan **Wellbeing Objective 7 – to develop NRW into an excellent organisation delivering first class customer services.**
4. NRW has demonstrated a commitment to delivering outstanding experiences for our customers through the creation of the new Head of Customer Experience role. This post was filled in July 2020.
5. NRW has committed to strengthening collaborative working to benefit our customers through the creation of the Communications, Customer and Commercial Directorate and the appointment of a new Director.
6. The Coronavirus pandemic means our customers have had to quickly adjust to new ways of working and expect their suppliers to continue to provide their services in new, innovative and primarily digital formats.
7. With increasing pressures on public finances and the continued focus on the climate and nature emergencies in a post-Covid world, strategic stakeholder engagement which is closely aligned to business objectives has never been more important.
8. The move to an organisational place-based approach has been welcomed, but there continue to be occasions where clarity is required around the escalation of relationship management and ensuring corporate oversight of messaging and actions.

Assessment

9. The Customer Focus Strategy from 2018 has been reviewed by the Head of Customer Experience and the Director of Communications, Customer and Commercial with a view to understanding what NRW has previously committed to delivering and if this is in alignment with current thinking.
10. The Customer Focus Strategy was created following an external customer survey conducted by the Institute for Customer Service (ICS) on our behalf in 2018. Our review concluded that this dataset was too small to be representative of the NRW customer base and the data provided by NRW from the Customer Relationship Management (CRM) system was of poor quality.
11. The Head of Customer Experience spent four months meeting with colleagues from across NRW to understand the internal perspective of how we currently deliver services to our customers.
12. Opinion was sought from across NRW on the existing strategy and on the 13 projects within it that are being undertaken by the Customer Programme. These discussions led to the conclusion that the Programme is too internally focussed and is not working collaboratively enough to deliver enterprise wide results. There is a perception that customer related activities are only dealt with by the Programme. Very few of the Programme projects have delivered tangible benefits, and these benefits have not been felt by the external audience.
13. As part of the preparatory work for the Vision 2050, we have analysed the format of our stakeholder lists. There is much that could be done to improve their effectiveness and integration. For example, customers and stakeholders are currently undefined and as such there is confusion about the different relationships, who speaks to who, when and why and who owns those relationships. We have developed a definition document (within Annex 2) which was reviewed by the Executive Team (ET) in October 2020 and People and Remuneration Committee (PaRC) in December 2020.
14. This plan has been developed in conjunction with the Communications and Commercial Teams and the office of the CEO to ensure alignment with their plans, and discussions have also been had with ICT to gauge what existing tools are available to support this work.
15. The strategy was taken to ET on 15th December 2020 and it was approved to present at the January 2021 Board.

Customer Experience Team Structure

16. To deliver the strategy we propose a change to the Customer Team structure. We will be called the Customer Experience Team rather than the Customer Programme Team. This signifies the change in focus. It removes the implication that this is a programme of work which will come to an end and that customer related activities are only undertaken by the Customer Programme. The Customer Experience Team includes the Customer Hub. Following approval of the strategy we will go through a period of rebranding.

17. The team structure was agreed in principle at ET in December but it is subject to NRW wide budget finalisation. Please see Annex 3 for more detail of new roles.

Summary of new posts in the team

Customer Experience Manager	This post replaces the Lead Specialist Advisor Grade 8 post which is currently a Fixed Term Appointment (FTA).
Engagement Manager	This post replaces the Lead Specialist Advisor Grade 6 post which is currently FTA.
Data Analyst/Market Researcher	This is a new Grade 6 post which replaces the current Comms Advisor post as this is no longer required due to the collaborative working relationship between the Customer Experience and Communications teams.
Customer Hub Team Leader	This role is currently Grade 6 FTA to March 2021, and we propose that it becomes permanent.
FOI & Complaints Team Leader	This is a new Grade 6 role which will lead the Freedom of Information (FOI), Complaints and Data Licensing function of the Customer Hub, to ensure compliance with relevant legislation and NRW procedures.
Data Custodian	This Grade 5 role is currently FTA to October 2021, and we propose that it becomes permanent.
Data Licensing	This is a new Grade 5 role which will provide effective business ownership for a specific function in the Customer Hub, handling complex data licensing requests.

Governance

18. We asked for guidance from ET in December about how customer experience and engagement should be governed.
19. It was recommended by ET that we follow the same approach as the Wellbeing, Health and Safety Team, whereby we work across NRW, working with business boards to fully embed this work across the organisation. We will seek guidance from the Wellbeing, Health and Safety Team in January 2021 and agree a way forward with ET.

Recommendations

20. We would like your agreement that the Customer Experience and Engagement Strategy sets the right direction for the organisation.

Key Risks

21. The existing stakeholder systems are outdated and unsustainable. The emphasis on using individual Excel spreadsheets means there is a lack of consistency, potential risks around GDPR compliance, and information is not easily updated so there is a potential threat to business continuity.
22. If we do not fulfil our obligations under the FOI/ Environmental Information Regulations (EIR) legislation, the Information Commissioner's Office (ICO) has a range of enforcement powers they can use including:
- Issuing information notices, that require us to provide them with certain information.
 - Issuing enforcement notices that require us to take certain action.
 - Issuing monetary penalties, up to a maximum of £17 million.
 - Powers of inspection.
23. This is in addition to the reputational impact on NRW if we do not comply with legislation.
24. The Public Services Ombudsman for Wales has legal powers to investigate complaints about public services in Wales and they can recommend the following if they uphold a complaint:
- An apology, explanation and acknowledgement of responsibility.
 - Remedial action, which may include reviewing a decision on the service given to an individual complainant, revising procedures to prevent the same thing happening again and training staff.
 - Financial payment for direct or indirect financial loss, loss of opportunity, inconvenience and distress.
 - The Ombudsman may also consider whether financial redress for time and trouble should be made. This would be in circumstances where complainants have suffered more than could be ordinarily expected in making a complaint.
 - Any combination of the above.
25. This is in addition to the reputational impact on NRW if we are investigated by the Ombudsman.
26. If we do not deliver a positive customer experience and engage with our respective audiences, it will damage our brand and reputation. This is of increased importance in a digital world where people share their poor experiences online, particularly during the current Covid situation.

27. If we do not reach out to new audiences and listen to the seldom heard, we will not be relevant, and we will miss opportunities to engage people around the nature and climate emergencies at a critical time.
28. Duplication of effort and inefficient processes for dealing with customers and stakeholders could lead to staff burn out, stress and a reduction in morale.

Financial Implications

29. The main financial impact is the four FTA to permanent roles and the three new roles within the Customer Experience Team. The finance required for the new team structure was submitted to the Leadership Team Group (LTG) on 4th December 2020 and prioritisation work has begun ready for the next LTG on 6th January 2021. This equates to £370,000 above current baseline costs. We are already paying £226,500 p/a to the FTA staff currently in post. Therefore, this is an additional £143,500. As mentioned above, the team structure was agreed in principle and is dependent on NRW wide budget finalisation.
30. A further £150,000 has been requested to fund a customer journey mapping exercise to be undertaken in year one.
31. All ICT changes required in year one are being covered within ICT finances and this will be reviewed each financial year.
32. Delivery of the strategy will deliver a reduction in costs through streamlined processes and increase in staff productivity.

Equality impact assessment (EqIA)

33. Please see Annex 4.

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- 2) Corporate Stakeholder Engagement Plan
- 3) Customer Experience Team Restructure
- 4) Equality Impact Assessment (EqIA).

Customer Experience & Engagement Strategy

December 2020



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- 2. Introduction**
- 3. What is Customer Experience?**
- 4. What is Stakeholder Engagement?**
- 5. Vision & Approach**
- 6. Strategic Objectives**

1. Foreword by Sarah Jennings



It is now more important than ever that NRW puts the customer at the heart of all that we do. We live in a society of interconnected networks and this strategy outlines our ambition to strengthen and deepen those relationships. Energising the movement to tackle the climate and nature emergencies will only be successful with the collective strength of our partners, stakeholders and customers. We must seek to truly involve people in what we do and believe in, to create a strong unified voice at this critical moment in history.

We want to improve what we do now as well as continue to horizon scan, anticipate trends and adapt for the future. We must listen to what matters to our customers and become responsive and agile, providing a personal and professional service, and building lasting and meaningful relationships. We already do this well in some areas and there is a great foundation on which to achieve our aspiration of continuous improvement.

Every single member of NRW staff is vital to delivering this ambition – every contact counts. It is the quality of the daily customer contact across the breadth of what we do that will make that positive change. The everyday conversations with our customers and public, the Public Service Board discussions with our partners, the big conversations across the breadth of Wales on long term vision and action, ***all matter.***

This type of involvement takes time and can feel challenging, as the kaleidoscope of different lenses through which people see the world means we all have different views. But it is exactly in this space that we are able to understand and unite around what we do agree upon. We must start by engaging the heart before the brain if we are to play our part in energising the movement to address the climate and nature emergencies we face. We will need to grow our storytelling, becoming thought leaders and humble listeners if we are to solve these complex issues together.

This strategy provides a high level view of what we will do to enable us to achieve this ambition. We hope you will join with us as we turn out, reach out, connect and involve.

2. Introduction

As the largest Welsh Government Sponsored body with over 2000 staff and a myriad of functions including a regulatory role, NRW operates in a complex environment with an ever-changing landscape.

With increasing pressures on public finances and continued focus on the climate and nature emergencies, it is imperative that we build customer and stakeholder trust in the context of transparency, so that the people of Wales have confidence in the work of NRW and in our ability to deliver public value.

Developing that confidence relies on an awareness of the good practice across all our business at all levels, and on developing trust between the organisation, our partners, our customers and the people whose lives are affected by our work.

This strategy replaces the Customer Focus Strategy of 2018 and previous stakeholder engagement frameworks, and promotes an outwardly focussed culture so we can become an organisation who values our customers and stakeholders and their perspectives, and continually uses their insight to drive innovation and change to achieve successful outcomes.

We are signalling our commitment to involving in a way which is inclusive for all, and to making it easy to participate in this ongoing dialogue. How we do this will develop constantly, depending on with whom we are engaging and how different individuals and groups prefer to be engaged with. We will endeavour to place each issue and individual at the centre of our approach, using all the creative techniques available to us, as well as those traditional face to face conversations that build lasting connections.

3. What is Customer Experience?



Customer Experience is the “cumulative impact of multiple touchpoints over the course of a customer’s interaction with an organisation” (Forbes).

A positive Customer Experience is achieved when each touchpoint experience meets or exceeds customer expectations. There are direct touchpoints such as a visit to a website or a conversation with a staff member, and indirect touchpoints such as media reports, word of mouth or advertising. The whole of all these interactions creates a perception of an organisation for a customer, which becomes the customer’s version of the brand. Positive customer experiences lead to customers who are more loyal, more likely to advocate for and have more trust in an organisation.

Effective Customer Experience management involves having an in-depth understanding of the end to end journeys that customers undertake and crucially, **how they feel** when they are doing business with an organisation. Understanding **why** customers use services, means an organisation can ensure their services are continually meeting the needs of customers and providing value for money. This can only be done by giving customers a voice. There are many ways of gathering feedback to achieve a holistic view, and different methods should be used at different times, depending on the type of interaction or relationship.

Once these journeys are understood, removing any “pain points” and maximising the “moments of truth” for the customer is the next step in effective Customer Experience management. The aim is to deliver services that are fit for purpose and to reduce the amount of effort a customer has to exert to successfully achieve their outcome.

Listening to the customer voice, journey mapping, and measuring performance are part of the **Continuous Improvement** cycle of monitoring the constantly evolving needs and expectations of our customers. Internally, managing the customer’s experience allows for reduction of complexity and costs through removal of unnecessary process steps and systems to achieve a set of streamlined services, greater staff engagement and productivity.

4. What is Stakeholder Engagement?



“We are moving from a chain of command to a web of connection, from competition to collaboration, from markets to networks and stockholders to stakeholders, and greed to green.” (Anodea Judith).

Stakeholder engagement involves considering the different interests and values that people and organisations have when approaching relationship management. Engaging the right people in the right way can make a real difference to the continuing success and reputation of an organisation.

Effective stakeholder engagement is about building sustainable relationships with people who are affected by our actions and our services, and who have a contribution to make with regards what we deliver and how we deliver it. It relies on integrity, transparency and a mutual commitment to communicate openly and honestly with stakeholders.

Doing this successfully enables better informed policies, projects and services. Using the sustainable development principles of the Wellbeing of Future Generations Act as a guide to our ways of working, this collaborative approach should result in benefits for both ourselves and our stakeholders, recognising the need for the support and expertise of others to reach our mutual goals.

Who are our customers and stakeholders?

NRW has a very wide range of customers and stakeholders who are interested in, affected by, or work with us on various aspects of our work. This brings a complexity to our relationships which means that groups are different, but this strategy looks at the key principles that we should employ across all of our interactions to ensure that we improve and create as good an experience as possible for those that interact with us.

Customers and Stakeholders have been defined and included in the Stakeholder Engagement plan which supplements this strategy.

5. Vision & Approach



Vision

Making sure that the environment and natural resources of Wales are sustainably maintained, sustainably enhanced and sustainably used, now and in the future

By putting the customer at the heart of everything we do

Wellbeing Objective 7: Develop NRW into an excellent organisation delivering first class customer services

Our CX Principles



Make it quick and easy to contact and engage with the right person in a way that works for the customer.



Make our information easy to find, access and understand.



Inspire our customers to engage with us through utilising the right tools and techniques.



Be proactively open, honest and clear with our customers at all times.

Strategic Objectives

Listen, Understand, Respond

Greater Inclusion, enabling big and small conversations

Building stronger relationships and trust through innovative ways of working

Uniting NRW to deliver outstanding Customer Experiences

3 Year Plan

Year 1 - Get the Basics Right & Listen. Build a solid Foundation

Year 2 – Implement Change based on Year One results

Year 3 - Embed as business as usual.

SMNR Principles



Adaptive Management



Public Participation



Multiple Benefits



Collaboration & Engagement



Evidence



Thinking Long Term

This strategy will be reviewed and refreshed annually to ensure it remains fit for purpose.

6. Strategic Objectives



1. Listen, Understand, Respond

We will listen more deeply to our customers to understand their perspectives, and respond more effectively to their needs where possible.

How:

Carrying out an extensive **Customer Journey Mapping Exercise** in year one will provide us with an in-depth understanding of the end to end journeys our customers take when interacting with us. We will combine this with the other insight and evidence that we already hold, and that which we will gather through other mechanisms to understand the “as is” situation for our customers. This insight will drive much of the action in year two and three as we embed customer perceptions, needs and wants into our day to day decision making.

Consolidating and understanding our data: Our customer data will be gathered, consolidated and cleansed and centrally stored within the CRM. This will become the one source of customer data and will provide a single view of the customer.

Developing the NRW Feedback Framework: This will be our holistic view of the customer voice. This will enable us to understand both cross cutting and individual themes so we can enact customer focussed and effective plans and to achieve maximum internal and external benefit.

Closing the Loop: We will follow up with customers who have taken time to provide us with insight, opinions and ideas, either on an individual or group basis. We will instil in our customers the knowledge that they are on the journey with us, their input is valued, that action is taken and they are at the heart of everything NRW does.

Strategic Objectives



2. Greater inclusion, enabling big and small conversations

We will reach out to a more diverse audience, engage all communities across Wales and involve the seldom heard in our decision-making.

How:

Undertaking stakeholder analyses and heat mapping exercises will enable us to better understand our audience's perspective and motivation, so that we can plan more strategically and target our efforts more effectively. It will also help us to identify gaps in engagement allowing us to focus on those communities with whom we have yet to reach.

Social listening – using social media channels to help us reach out to different audiences and to take the conversation to places where they are, rather than expect everyone to come to us, enabling us to engage with stakeholders at all levels in the right ways, and at the right time for them.

Being clear about our statutory responsibilities to engage and transparent about decision-making, using robust evidence and data.

Focusing on story-telling and listening to the narratives of others, enabling big and small conversations about environmental challenges and opportunities, at a local and national level.

Strategic Objectives



3. Building relationships and trust through innovative ways of working

We need to constantly evolve and innovate as we learn more about our customers and how they engage with us. We will use the best technology to help us listen, engage and evolve our approaches.

How:

Exploiting our technology: We will utilise the full functionality of our existing platforms and explore emerging technologies to help improve our Customer's experience of NRW. These could be externally facing solutions, such as the provision of self-service options, or new interactive channels and internal tools, enabling our teams to deliver the highest levels of service at each and every touchpoint. This will make us both easier to work with, and easier to work for.

Harnessing the benefits of technology to support better transparency of our work with external stakeholders will also help raise awareness of our engagement activity internally, and reinforce consistency of messaging and understanding across the organisation.

Community asset mapping and actively building networks: We will harness the expertise of others, utilising the trusted networks of community groups, third sector and youth organisations, influencers, industry and public sector partners which already have strong roots in Wales.

We will reach out to those groups and key individuals and meet them in their place and space. Our place-based teams and many others across our organisation already have strong local connections and networks, and so this strategy underpins the organisation's commitment to empower our staff to go further and continue to engage.

Strategic Objectives



4. Uniting NRW to deliver outstanding Customer Experiences

This strategy is for the 2000 #TeamNRW members who all play a daily role in delivering services to our customers, the people of Wales. This strategy aims to take us from good to great.

How:

Working Collaboratively: Embedding a focus on customer experience across NRW will involve each and every one of us. For some, this may mean working directly with or alongside the Customer Experience team. For others, it will be developing an understanding of their own role in delivering outstanding customer experience and using the Customer Experience team as a source of knowledge and expertise.

Making once, using many times: Once our data is of a high quality and fit for purpose the new approach will be to get the most value out of the data and information we already have before we go out to gather more. This will be more cost and time effective for staff but will offer more valuable insight due to less survey fatigue within our customers base.

Applying consistency to front line customer services: A full review of our customer facing services will be undertaken to ensure there is consistency of approach across all channels. We will ensure that the highest levels of service are being delivered, that we are using every interaction as an opportunity to promote our brand and our key messages and that the customer is getting value from the services we provide.

Raising the Profile: Raising awareness of our customers, who they are, why they use us and what matters most to them, is key to helping everyone understand where and how they fit into the customer's journey. We will develop a wider understanding of the purpose of engagement to ensure that it aligns with our business plan priorities and so that our decisions are evidence based, with clarification of relationship ownership criteria and escalation processes. We will promote the NRW brand so that our customers understand our role and responsibilities and what that means for them.

Corporate Stakeholder Engagement Plan

*“We are moving from a chain of command to a web of connection, from competition to collaboration, from markets to networks and stockholders to **stakeholders**, and greed to green.”*

Anodea Judith

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Annex 2: Strategic stakeholder analysis and levels of participation

1. Introduction

- 1.1 As the largest Welsh Government Sponsored body with over 2000 staff and a myriad of functions including a regulatory role, NRW operates in a complex environment with an ever-changing landscape.
- 1.2 With increasing pressures on public finances and continued focus on the climate and nature emergencies, it is imperative that we build stakeholder trust in the context of transparency, so that the people of Wales have confidence in the work of NRW and in our ability to deliver public value.
- 1.3 Developing that confidence relies on an awareness of the good practice across all our business at all levels, and on developing trust between the organisation, our partners, our customers and the people whose lives are affected by our work. One way to build this trust is through effective stakeholder engagement, and why NRW needs a proactive and coordinated approach so that it is aligned to the wider activity of the organisation.
- 1.4 Now in its seventh year, the organisation has dedicated resources to a public affairs role to identify and support the delivery of wider opportunities to reach a broader audience of stakeholders and influencers, aligned with a comprehensive communications plan which seeks to engage new and existing stakeholders in innovative and creative ways. This is an exciting time for our outreach work as we develop integrated campaigns to change behaviours and improve environmental outcomes.

2. Why do we need alliances?

- 2.1 The world of communications is changing and therefore building strong and trusted relationships with a range of stakeholders is more important than ever. With social media increasingly influencing the way people consume information, and the historical tendency for us to operate in our own echo chamber, getting messages through to the public is becoming ever more challenging.
- 2.2 By building alliances with our key stakeholders and maintaining a regular dialogue with them, we can build trust and integrity, creating a wider awareness and understanding of our work away from the noise of the media. Involving them early in the process makes it more likely that they will support us as they will feel like they have been engaged from the outset.
- 2.3 Utilising the expertise or working in collaboration with others could see more resources become available for our own activity. This dialogue can help achieve a better balance, encourage supportive voices and also act as a bridge to other organisations with whom we have not yet engaged. Good relationship can also help

us to answer concerns and mitigate criticism before the debate plays out in the public eye.

3. Approach

- 3.1 Aligning stakeholder engagement to business objectives is necessary at both a strategic and operational level within the organisation. Stakeholder engagement is about knowing who our key audiences are, understanding their motivations and knowing how best to involve them in our work.
- 3.2 Recognising the complexity of the layers of engagement within NRW, it is recommended that NRW adopts a simple approach to stakeholder mapping and relationships, designed to provide useful guidance through a Stakeholder Engagement Toolkit for the whole organisation to consider, whether the engagement be one-off events with a few stakeholders or a comprehensive strategy involving many stakeholders and a variety of engagement methods.
- 3.3 This will allow NRW senior staff to focus on those stakeholders who can have the biggest impact on the achievement of our business plan strategic priorities, whilst ensuring that our place-based approach remains strong at a local level, using the Area Statements as a basis for local engagement.
- 3.4 The aim is that the plan will provide an overarching framework for all of NRW's external touchpoints and relationships, in alignment with our communications plans – from correspondence and complaints, meetings and forums, to our website and social media. Alongside this, organisational correspondence protocols are being reviewed to ensure clarity for responding to those written communications to senior staff.

4. Objectives

- 4.1 This plan aims to build on existing engagement activity so that NRW can:
 - Ensure our stakeholder engagement work aligns with our business plan priorities and that our decisions are evidence based;
 - Develop a wider understanding of the purpose of engagement, with clarification of levels of relationship ownership and escalation processes.
 - Nurture and consolidate existing relationships whilst building relationships with new stakeholders. Appreciating that not all stakeholder relationships will be easy, we will also consider our work with the less engaged, harder to reach and critical stakeholders, in particular with regards our future Vision 2050 work and in developing a national conversation around this.

- Better understand our audiences and manage their expectations, whilst maximising opportunities to promote our work and achieve our strategic objectives.
- Concentrate future efforts on developing strong stakeholder partnerships, resulting in increased collaboration and more meaningful engagement across a diverse range of influencers to achieve positive change.
- Build stronger internal communications channels to enable intelligence flow and wider understanding and develop consistency of messaging.
- Harness the benefits of technological platforms, such as a CRM system, to support better understanding and internal transparency of stakeholder engagement activity.

4.2 Once our target corporate stakeholders have been identified through the mapping exercise, the next step focusses on NRW's engagement goals.

4.3 Our short-term goals are to:

- **engage and inform the influencers**
We will do this using a mixture of communications – face to face meetings; events; social media; briefings; press and media; direct and targeted communications; NRW's website and external newsletters e.g. Cyfoeth.
- **work with critics and positively influence their thinking**
We will do this by being focussed, timely, representative, inclusive, respectful and candid through face to face meetings, addressing any concerns and sharing information with those in NRW who need to be aware.

4.4 Our long-term goal continues to be:

- **to foster greater public and stakeholder understanding and interest** in the sustainable management of natural resources, the nature and climate emergencies and the roles of NRW and wider society in responding to these.

4.5 What good will look like:

- NRW engages with its stakeholders at all levels in the right ways, and at the right time.
- Our stakeholders have access to timely, clear and accurate information from NRW in a format which best meets their needs.
- Stakeholders feel that NRW listens to their views, and uses stakeholder intelligence to inform its operations in a way which is transparent and open.

- NRW's internal infrastructure and culture enables the exchange of knowledge, ideas and learning internally.

5. Identifying Priority Stakeholders

- 5.1 Establishing the power, influence, and interest of NRW stakeholders is essential so that we know who we should engage with, when and why. Developing a good understanding of the motivations and priorities of our most important stakeholders will help us understand how we can influence them, and this will determine the type of relationships we have with them.
- 5.2 A stakeholder is anybody who can affect or is affected by an organisation, strategy or project. Undertaking a mapping analysis is the first step to identifying and understanding who our stakeholders are.
- 5.3 Stakeholders can be:
- Internal or external
 - Senior or junior
 - Individuals or groups
 - Wealthy or poor
 - Powerful or weak
 - Saboteurs or champions
 - Activists or advocates
- 5.4 Key questions to ask ahead of any mapping exercise include:
- Who will my work affect - both directly or indirectly (positively and negatively)?
 - Who could influence my work?
 - Who is likely to support or object to my work?
 - Whose input, knowledge or resources do I need?
 - Who has been involved in the past?
 - What other work are we or others doing in this area?
- 5.5 Stakeholder lists are ever evolving, with importance depending on changing factors and activity, or as stakeholders adjust their opinions - this is why stakeholder maps should be reviewed regularly and adjusted accordingly. NRW's stakeholder definitions and their strategic owners can be found in Annex 1.
- 5.6 NRW's Customer Experience and Engagement Strategy commits to reaching out to new audiences and communities, to ensure that we are meeting the needs of all in society. This is a main focus of the preparatory work for the 2050 Vision consultation exercise.

a) Matrix analysis of stakeholders

The traditional approach to mapping identifies four types of stakeholder (Diagram 1 below) based on levels of interest and influence. Previous NRW stakeholder analysis has used this model.

Identified stakeholders are then plotted on a matrix where **Influence/Importance** represents the potential impact stakeholders can exert upon our ability to deliver the strategy and meet our targets and **Interest** reflects the stakeholders' current level of concern for our agenda and strategic direction.

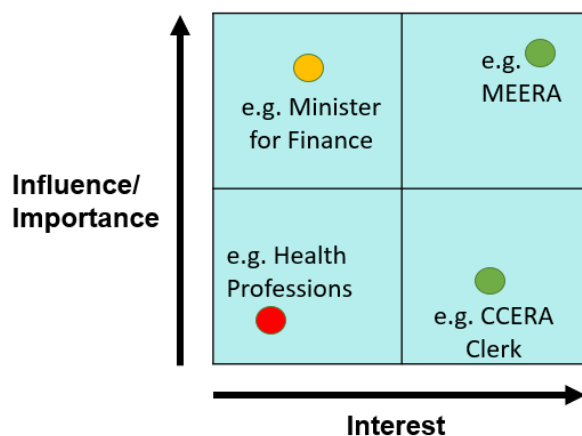


Diagram 1.
Matrix of
RAG Rated
Stakeholder Relationships

b) Heat mapping

Following an analysis of our relationships and our communication with them, identified stakeholders are colour coded by RAG rating depending on how positive our engagement is with them. Once this analysis is complete, they can then be mapped on to a quadrant to determine the level of engagement required to meet their needs.

- 5.7 We will focus our corporate engagement efforts on areas of high influence/importance, where there will be direct impact but we recognise that those mapped in the lower quadrants may have stronger relationships on a local level, and therefore might feed into our Area Statement work.
- 5.8 There are also opportunities to engage with other lower influence groups to keep them informed as they have an indirect impact on NRW activity. We will achieve this through wider channels and ongoing communications, via social media, the website, targeted correspondence such as the bi-monthly newsletter Cyfoeth.

6. Engagement

- 6.1 As a large and multifaceted body, NRW's stakeholder engagement planning is complex as we will often be engaging with the same organisations at varying levels.

It is critical that as an organisation we know what engagement is ongoing. Effective use of a CRM system will support stakeholder engagement planning going forward, enabling both a helicopter view whilst also facilitating information flow. However, this will also require cultural change within the organisation in terms of how we communicate and provide that continual feedback.

6.2 To support this work and to help maintain consistency an Engagement Practitioner's Network has been established to provide a forum to allow our staff and contractors to promote best practice and build common capability in engagement across the organisation. This will be supplemented by a stakeholder engagement toolkit which will help to raise awareness and standards, and will include guidance on the different ways of conducting engagement depending on the audience. Some of these are:

- Meetings – regular face to face, BAU – one to one
- Events/Forums – one to many, where we have number of stakeholders as part of one cluster group
- Technical briefings – to explain detail e.g. Area Statements, SoNaRR etc
- Hosting – offering our space for their purposes?
- e-newsletter – a regular update, article-led e.g. Cyfoeth
- CP written update – a regular monthly update, thought-led
- 1:1 – relationship building time for Directors/Heads
- Guest blogs, vlogs and podcasts – hosting on our site/publishing on their site
- Event speaking – Keynote and panel opportunities
- Conference presence – sponsorship and attendance
- Essays – longer, thought-led, to stimulate debate
- Reference group – sounding board, trusted stakeholders/critical friends
- Partnerships – research projects, MOUs etc
- Consultations - National (e.g. Vision 2050, Green Recovery etc) and Local, using Dialogue & Citizen Space

6.3 For stakeholder face to face/digital meetings, we should also consider applying the following considerations:

- Helping stakeholders prepare – planning meetings to ensure that they meet our purposes and objectives (e.g. through inputting on agendas)
- Sharing stakeholder expectation for transparency
- Allowing for equal contribution to ensure fairness
- Focusing the discussion for meeting efficiency
- Managing cultural dynamics – understanding the personalities attending and their motivations
- Mitigating tension – anticipating any potential areas of conflict

7. Evaluation

7.1 Evaluating the stakeholder plan will mean that we can capture lessons learned, allowing us to drive continuous improvement in future engagement processes. Whilst evaluation of engagement activities will be incorporated into normal operations, working with the Communications, Customer and Commercial Teams, the Public Affairs manager will also review effectiveness of our stakeholder engagement efforts on two main elements:

- stakeholder participation (involvement in the process)
- stakeholder alignment (compatibility with NRW priorities)

a) Measurement

- Stakeholder perception surveys.
- Annual MS perception survey.
- Intelligence from across the stakeholder community – e.g. feedback from the Vision 2050 consultation work.
- NRW Forum feedback.
- Increased subscription/views – newsletters / blogs/ social media.
- Regular and consistent reviewing of our stakeholder engagement in conjunction with the Communications team – evaluating its effectiveness and considering what other methods and approaches might be used to best effect.

8. Next Steps

- Undertake workshops with key internal staff to identify the priority stakeholders with whom the Chair and CEO should target as part of this campaign over the next 6-18 months, using the opportunity to evaluate key relationships, complete audience information gaps and develop agreed criteria for assigned ownership of those relationships.
- Work with the Communications, Customer & Commercial Teams to develop high level key messages according to business plan priorities, and an explanation of the rationale behind assigned relationship ownership to be shared across the organisation for consistent messaging and corporate understanding.
- Map the identified stakeholders across the Stakeholder Relationship Goals (see Annex 2), and identify the most appropriate methods of engagement.
- Work with the Customer and Communications teams to evaluate existing information e.g. previous stakeholder analysis such as Area Statement Stakeholder Maps, and review for consistency and integration with a records management system.
- Work with the Engagement Practitioner's Network to develop a Stakeholder Engagement Toolkit to support this work with materials and online training to help embed understanding of accountability and ownership, including working with Heads of Place on a training programme for staff on place-based stakeholder engagement, particularly after the 2021 Senedd elections.
- Explore what opportunities are available for networking in a digital age, whilst planning for post-Covid return e.g. accessing ready-made networks of others – blogs, conferences, events.
- Public Affairs Manager to monitor and further develop work in conjunction with Communications team and others, to maintain continued alignment to corporate objectives e.g. considering the role of board members in engagement and ensuring that they feel confident that they are on message.
- Identify opportunities from feedback and determine actions, revisit goals, and plan next steps for follow-up and future engagement.
- Review the stakeholder map every six months as a group.

Annex 1: Stakeholder Definitions and Strategic Owners (December 2020)

- **Customers** – Anyone who receives products, services or outputs from NRW. The relationship tends to be transactional and the aim is that this ‘transaction’ is user-centred and as easy and painless as possible for the customer. Often, our customers have no option but to receive the service from us, e.g. regulated customers. **Strategic owner: Naomi Lawrence (Head of Customer Experience)**
- **Commercial customers** - Anyone receiving products or services from us that is of their choosing and commercial in nature. These include wind energy and other energy providers, recreational customers, timber customers, and people buying our analytical services. These customers have a choice whether to buy our service or not. **Strategic owner: Head of Commercial**
- **Suppliers** – People and business who we pay to deliver a service. This is a B2B relationship where both parties have mutual expectations – ours is in terms of emphasising the circular economy and green credentials. Offering value for money and high-quality delivery. Theirs is of good contract management, fair procurement and prompt payment. **Strategic owner: Procurement / Contract Manager**
- **Partners and potential partners** - Organisations we already work with or want to work with. This includes Public Service Boards, Local Authorities, environmental NGOs, grant-funded organisations, Welsh Government, etc. **Strategic owner: Kate Evans (Public Affairs Manager & Private Secretary)**
- **General public/people of Wales/potential customers** – These are people who are not yet engaged and/or who are affected by either potential or existing work that we do. They include communities that we want to engage and harder-to-reach, seldom heard communities, that we want to engage to improve our representation and diversity. **Strategic owner: Catrin Hornung (Head of Communications)**
- **Elected representatives** – All levels of elected politicians. **Strategic owner: Kate Evans (Public Affairs Manager & Private Secretary)**
- **Influencers** – These are people we want to work with, because of their potential influence on some of our other target audiences and/or because they are a window into harder-to-reach audiences. **Strategic owner: Catrin Hornung (Head of Communications)**
- **Internal** – This includes staff, board, senior leadership, trade unions etc. **Strategic owner: TBC – Su Turney (Head of Organisational Development) /Steve Burton (Head of People Services)**

Annex 2: Strategic stakeholder analysis and levels of participation

Once a stakeholder analysis is undertaken, the next step is to understand what level of participation is being sought in order to be able to accurately gauge measures of success.

	Inform	Consult	Involve	Collaborate	Empower
Stakeholder engagement goals	To provide balanced, objective, accurate and consistent information to assist stakeholders to understand the problems / issues, alternatives and / or solutions	To obtain feedback from stakeholders on analysis, alternatives and / or outcomes	To work directly with stakeholders throughout the process to ensure that their concerns and needs are consistently understood and considered	To partner with stakeholders including the development of alternatives, making decisions and the identification of preferred solutions	To place final decision making in the hands of the stakeholder. Stakeholders are enabled and equipped to actively contribute to the achievements of outcomes
Promise to stakeholders	We will keep you informed	We will keep you informed, listen to and acknowledge your concerns and aspirations and provide feedback on how your input influenced the outcome	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how your input influenced the outcome	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the outcomes to the maximum extent possible	We will implement what you decide where we can. We will support and complement your actions



Customer Experience Team Restructure (January 2021)

Customer Experience Manager

Responsible for leading on the customer journey mapping exercise and all subsequent projects that stem from this and other insight to improve the customer experience. This role will be outwardly focussed and will be the customers voice within NRW. This post replaces the Lead Specialist Advisor Grade 8 post which is currently FTA.

Engagement Manager

This post will be our Engagement Specialist. Skilled in engagement techniques, they will be the source of expertise for all NRW colleagues and will lead the informal Engagement Practitioners Group. They will co-ordinate Engagement activities within NRW to ensure consistency and that best practice is followed. This post replaces the Lead Specialist Advisor Grade 6 post which is currently FTA.

Data Analyst/Market Researcher

Responsible for understanding and consolidating all the customer data sources across NRW into useable and actionable insight. They will identify themes and trends and use innovative ways to communicate these internally and externally. They will be outwardly focussed and have a knowledge of the customers world and how this affects their interactions with NRW. This is a new post which replaces the current Comms Advisor post as this is no longer required due to the collaborative working relationship between the Customer Experience and Comms teams.

Customer Hub Team Leader

Lead a large, complex team within the NRW Customer Hub. They will have a strong focus on service delivery and process improvement within the Hub, demonstrating measurable outcomes aligned with our Customer Strategy. Along with developing the Customer Hub, they will be responsible for the advancement of NRW as an exemplar of customer service. This role is currently FTA to March 2021, and we would propose that it becomes permanent.

FOI & Complaints Team Leader

Lead the Freedom of Information, Complaints and Data Licensing function of the Customer Hub, to ensure compliance with relevant legislation and NRW procedures. They will have a strong focus on service delivery and process improvement across their functions, demonstrating measurable outcomes aligned with our Customer Strategy. They will also be responsible for the advancement of NRW as an exemplar of customer service. This is a new role.

Data Custodian

Provide effective business ownership of NRW's Customer Contact data, and to lead and direct the business through the provision of expert advice and knowledge on managing Customer Contact data and associated business processes. They will be the professional lead for the use and development of NRW's Customer Relationship Management System as the single system for managing customer contact information. This role is currently FTA to October 2021, and we would propose that it becomes permanent.

Data Licensing

Provide effective business ownership for a specific function in the Customer Hub, which will include either Freedom of Information Requests, Complaints or complex data licensing requests. They will liaise and advise the business to ensure we comply with legislation and maintain our customer service standards. They will also support the development of the Customer Hub and proactively advise the rest of the business to ensure the highest level of customer service across the organisation. This is a new role.

Equality Impact Assessment

Carrying out an Equality Impact Assessment (EIA) helps us in meeting our legal duties under the Equality Act 2010, Socio-Economic Duty which lies within the Equality Act, Welsh Language (Wales) Measure 2011 and Children's Rights under United Nations Convention on the Rights of the Child.

In Wales, the Public Sector Equality Duty (PSED) goes further and contains express provisions about engagement (Regulation 5) and equality impact assessments (Regulation 8).

Purpose of Equality Impact Assessment (EIA)

Carrying out an Equality Impact Assessment (EIA) help us in meeting our legal duties by:

1. Making sure our decisions impact in a fair way and any evidence where groups will be impacted negatively by the decision, ensuring that action is taken to address this.
2. Decisions made are based on evidence, with the EIA providing a structured way to collect and make note of the evidence collated and how.
3. Making decision making processes more transparent, by involving those affected by the policy and which is based on evidence more open and transparent. This helps build trust in decisions made.
 - Provide opportunities for us to work in partnership and consider impact on members of shared communities and how best to collaborate and co-ordinate decisions.

To Note: The assessment should be used as a working document from the start of any work in relation to the proposal. It should be updated and amended throughout the course of the decision-making process which will help in highlighting any issues and make it easier to put measures in place to mitigate/limit any disadvantage found.

Please use this form along with the Equality Impact Assessment guidance which includes information and a practice hub to help you complete the form accurately.

Equality Impact Assessment Form

Title of Policy / Procedure / Strategy or Project	Customer Experience and Engagement Strategy 2020
Name of person completing Assessment	Naomi Lawrence
Team	Customer Experience
Directorate	Communications, Customer and Commercial
Date assessment started	December 2020
Version number	01
Date assessment finalised	
Date of assessment review if applicable	

1. Give a description of the proposal it's aims, objectives and impact?

The customer Experience and Engagement Strategy sets out our high-level vision that will allow us to develop NRW into an excellent organisation by delivering first class customer services.

The Strategy will be delivered through the development of a three-year workplan that strives for customer experience excellence by putting the customer at the heart of everything we do, at every touchpoint across NRW.

The workplan will apply SMNR principles to deliver against our 4 strategic objectives which are:

1. **Listen, Understand, Respond** - We will listen more deeply to our customers to understand their perspectives, and respond more effectively to their needs where possible
2. **Greater inclusion, enabling big and small conversations** - We will reach out to a more diverse audience, engage all communities across Wales and involve the seldom heard in our decision-making.
3. **Build relationships and trust through innovative ways of working** - We need to constantly evolve and innovate as we learn more about our customers and how they engage with us. We will use the best technology to help us listen, engage and evolve our approaches.
4. **Unite NRW to deliver outstanding Customer Experiences** This strategy is for the 2000 #TeamNRW members who all play a daily role in delivering services to

our customers, the people of Wales. This strategy aims to take us from good to great.

Internally, managing the customer's experience allows for reduction of complexity and costs through removal of unnecessary process steps and systems to achieve a set of streamlined services, greater staff engagement and productivity.

Impact will be measured using a variety of mechanisms which will form a multi-level feedback framework. This will include independent customer satisfaction surveys at all Wales level, regular analysis of quantitative measures from the various touchpoints across the business and any ad-hoc, targeted or campaign driven research. There will be a focus on qualitative data capture which will provide a rich source of data and insights which will inform future planning and identify progress made in building long terms relationships.

2. Provide information of who will be directly affected by the proposal? (e.g. general public, specific groups, children, and young people, staff, Welsh speakers or those who fall under the protected characteristics groups in the Equality Act 2010?)

To be effective, the strategy will need to consider all of our customers across Wales which includes all of the groups identified above. The workplan will identify and map our different customer groups, levels of involvement and highlight gaps and barriers to working with us. A focus on future generations and currently seldom heard groups will ensure that our customer experience is fully accessible, diverse, equitable and meets the needs of all customer groups both now and in the future.

3. We have a legal duty to engage with people with one or more protected characteristics in developing your Equality Impact Assessment and stakeholders, general public, specific groups.

The socio-economic duty is within the Equality Act 2010, it places a duty on public bodies to enact the Duty requiring them to have due regard to the need to reduce the inequalities of outcome that result from socio-economic disadvantage. The overall aim of the duty is to deliver better outcomes for those who experience socio-economic disadvantage. NRW have voluntarily taken the Duty. Evidence needs to be provided on how you engaged with people from different socio-economic groups.

The process of developing the strategy included the Head of Customer Experience meeting a range of colleagues from across NRW across a 4-month period. Semi-structured interviews gathered insights which informed the vision of the strategy and content of the proposed workplan.

Re-establishing the NRW engagement practitioners' group is underway. Membership of this group has been reviewed to ensure representation from groups with protected

characteristics. This group will also play a key role in engaging their network members to consult and shape the detailed annual delivery workplans.

A great deal of work has been undertaken to inform the strategy and work plan that addressed online and digital accessibility and inclusion. Part of this included user testing with the public and internal staff.

The strategy once operational will provide better outcomes for both NRW and the people of Wales including those who experience socio disadvantage. Engaging more diversely and differently will help us in gaining a better understanding of the views and needs of people and by listening and acting upon them in our decisions to help reduce inequalities.

4. Evidence used/considered

I haven't gone externally yet as the plan for the strategy that in year one, a comprehensive journey mapping exercise across all customer groups will take place. The results of this will drive the action taken in years 2 and 3.

- 5. Protected Characteristics – Everyone in Britain is protected. This is because the Equality Act 2010 protects people against discrimination because of the protected characteristics that we all have. Under the Equality Act, there are nine protected characteristics, using the information gathered from engaging with others consider the effects that the proposal could have on the protected characteristics listed below.**

Children and young people have specific human rights guaranteed by United Nations Convention on the Rights of the Child (UNCRC). They have 42 rights under the UNCRC designed to give them what they need to grow up happily, healthily and safely. [United Nations Convention on the Rights of the Child](#). NRW is a Children's Rights organisation with a Children's Right Charter which can be referred to here <LINK>. For further support contact education@naturalresourceswales.gov.uk

Protected Characteristics	Do you think this proposal will have a positive or a negative impact on people due to their protected characteristic?	Describe why it will have a positive/negative or negligible impact.	What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?
Age under 16 16-24 25-34 35-44 45-54	Positive	We will focus on greater involvement of children and young people as our	Identify and utilise more of the expert networks within NRW (and externally) to engage in a meaningful way (e.g. youth groups

55-59 60-64 65-74 75+		current and future customers. We will ensure that all of our customer contact points are easy to find and use for all age groups. Where gaps are identified, we will develop and test them in conjunction with specialist organisations and user groups.	- Not Engaged in Education, Employment or Training).
Disability Hearing Impairment Physical Impairment Visual Impairment Learning Disability Cognitive Disability Sensory Disability Mental Health Health Condition (last 12 months or more) Other	Positive Potential negative mental health implications through increased engagement	We will focus on ensuring a consistent quality approach across NRW. This will result in greater awareness for staff of legal and corporate standards around accessibility and how these need to be considered at an early stage.	Continued focus on digital accessibility which resulted in NRW achieving government standards last autumn. Work with social / behavioural science experts to better understand triggers for mental health conditions to inform our policies. Roll out training for engagement staff to incorporate this into face to face interactions. Ensure that face to face events are organised and facilitated to address particular customer requirements such as hearing loops, disabled access etc. Inform customer hub complaints procedures and practice (persistent complainants). Work with NRW equalities and health specialists and their contacts to identify and address gaps.

Gender Reassignment	Positive	Greater inclusion and representation from all customer groups. identification of issues or ideas that may not have been included previously. Fully inclusive engagement increases understanding of what NRW has to offer our customers and woe they can become advocates for our work.	Ensure that comms and messages are clear and appropriate to different groups by involving them in the initial conversations and throughout the design process. Ensure feedback is a two-way process and relationships are built and maintained.
Marriage or Civil Partnership	Positive	Negligible	
Pregnancy and Maternity	Positive	Greater inclusion and representation from all customer groups. identification of issues or ideas that may not have been included previously.	Ensure that comms and messages are clear and appropriate to different groups by involving them in the initial conversations and throughout the design process. Ensure feedback is given and relationships are built and maintained.
Race White Mixed/Multiple Ethnic Groups Asian / Asian British Black / African / Caribbean / Black British Other Ethnic Groups Gypsies, Travellers, Roma Refugees and Asylum Seekers Migrant Workers White non-British people	Positive	Greater inclusion and representation from all customer groups. identification of issues or ideas that may not have been included previously. Increased understanding of what NRW has to offer our customers and how they can	Ensure that planned activities and materials are appropriate and culturally sensitive. Work with specialist representative organisations. Link to NRW EDI Forum (led by Gareth O'Shea) Ensure that the timing of face to face events, consultations and training will take account of key religious dates and events.

		become advocates for our work.	Consider the use of interpreters/translators.
Religion or Belief Christian Buddhist Hindu Humanist Jewish Muslim Sikh Non-Belief Other	Positive	Greater inclusion and representation from all customer groups. identification of issues or ideas that may not have been included previously. Increased understanding of what NRW has to offer our customers and how they can become advocates for our work.	Ensure that planned activities and materials are appropriate and culturally sensitive. Ensure that the timing of face to face events, consultations and training takes account of key religious dates and events. Consider use of neutral venues and choice of refreshments where offered (e.g. Halal)
Sex Male Female	Positive	Greater inclusion and representation from all customer groups. identification of issues or ideas that may not have been included previously.	Ensure included in overall population responses Link to NRW EDI Forum (led by Gareth O'Shea)
Sexual Orientation Bisexual Gay Men Gay Women/Lesbian Heterosexual/Straight	Positive	Greater inclusion and representation from all customer groups. identification of issues or ideas that may not have been included previously.	Ensure that comms and messages are clear and appropriate to different groups by involving them in the initial conversations and throughout the design process. Ensure feedback is given and relationships are built and maintained.

6. There is no legal requirement to consider Carers and Single Parents but good practice to do so

Carers	Positive	Greater inclusion and representation from all customer	Link to NRW EDI Forum (led by Gareth O'Shea)
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		groups. identification of issues or ideas that may not have been included previously.	or Cwtch network (internally) who will identify wider networks.
Single Parents	Positive	Greater inclusion and representation from all customer groups. identification of issues or ideas that may not have been included previously.	Identify existing contacts within NRW via engagement practitioners group or strategic stakeholders and partners. Link to NRW EDI Forum (led by Gareth O'Shea)

7. Welsh Language – Welsh Language (Wales) Measure 2011 gave Welsh an official status in Wales equal to the English language, as part of their duties public sector organisations are required to identify impacts on Welsh Language. There should be no negative impacts on opportunities for people to use Welsh and the language should be treated no less favourably than the English language in our work.

Link to [NRW Welsh Language Standards Policy](#)

Link to Welsh Language Commissioner's advice document on considerations to be given to Welsh language in policy making decisions:- [WLC advice on Policy Making Standards](#)

Welsh Language	Do you think this proposal will have a positive or a negative impact on people due to their use of Welsh language?	Describe why it will have a positive/negative or negligible impact.	What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?

Will the proposal be delivered bilingually (Welsh & English)?	Yes - In line with Welsh Language Act requirements and NRW policy including face to face sessions.	Gathering more customer insights through all our touchpoints will give us accurate current and future demand.	Continue to review demand and plan for delivery. Explore new ideas with Welsh Language experts and customers that explore different ways of disseminating messages that aren't language specific e.g. visual materials
Will the proposal increase or decrease the opportunity for persons to access services through the medium of Welsh?	Yes – as we will be encouraging feedback on customer preferences (on all languages) which will be captured by the business to inform future contact etc		
Will the proposal treat the Welsh language no less favourably than the English language?	Both languages will be treated equally		
Are there any opportunities to encourage and promote use of the Welsh language?	There are certainly opportunities to bring these questions into some of the wider conversations we have with customer groups – especially at local engagement levels		
Are there opportunities to preserve, promote and enhance local culture and heritage?			

8. Socio-Economic Duty – How does the proposal impact on opportunities to address disadvantage and promote and advance equality and improve good relations with people from different economic groups?

Link to Welsh Government Socio-Economic Duty overview guidance

<https://gov.wales/socio-economic-duty-overview>

Socio Economic Duty	Do you think this proposal will have a positive or a negative impact on the	Describe why it will have a positive/negative or negligible impact.	What action (s) can you take to mitigate any negative impacts or better contribute
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	groups you have engaged with?		to positive impacts?
	Positive	Engaging key customer groups is a priority. We know that disengaged groups and those who are impacted most through our work are a priority. (e.g. the increased impact of flooding on lower socio-economic groups is well documented). Enabling these customer groups to be involved at an early stage will ensure that their voices are heard, service delivery informed, and their customer experiences improved.	Ensure that we put emphasis into identification of these groups in year one. Identify what barriers exist for these customers (gather known insights from across the business starting with the Engagement Practitioners group) Identify needs in conjunction with these groups and supporting organisations. Co-design and deliver pilot interventions.

9. Human Rights – The Human Rights Act 1998 sets out the fundamental rights and freedoms that everyone in the UK is entitled to. Is the proposal likely to restrict or represent a missed opportunity to support Human Rights Act?

Link to Human Rights Act - [The Human Rights Act - EHRC](#)

Human Rights	Do you think this proposal will have a positive or a negative impact on Human Rights?	Describe why it will have a positive/negative or negligible impact.	What action (s) can you take to improve people's access to rights and improve rights?
	Positive	Delivering the strategy will help promote and demonstrate how we are complying with articles 8,9 & 10 of the Human Rights Act. <ul style="list-style-type: none"> • Article 8: Respect for your private and family life. 	Increase awareness of what these rights are through our training and engagement work. Take advice from equalities and legal colleagues on how we can improve this through delivery.

		<p><u>home and correspondence</u></p> <ul style="list-style-type: none"> • Article 9: Freedom of thought, belief and religion • Article 10: Freedom of expression 	Ensure review and assessment captures progress against these – which are also embedded in the SMNR and customer experience principles within the strategy
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10. Strengthening the proposal – If the proposal is likely to have a negative impact on any of the above (including any of the protected characteristics), what changes/actions could help reduce or remove negative impacts identified?

All actions identified should be included here. Those that require action to mitigate or remove negative impacts on any particular group and the actions taken to promote equality and good relations.

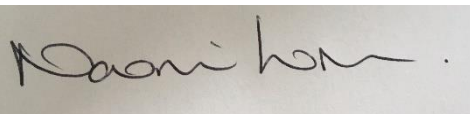

Actions Identified	What are you going to do?	What will be the intended outcome/difference made?	Who is responsible?	Timescale and any resource implications and comments
Disability - Possible Negative Mental health implications through increased engagement	<ol style="list-style-type: none"> 1. Raise awareness of issue through the Engagement practitioners' group. Share current best practice on how to spot signs and how to end / withdraw from conversations. 2. Scope brief for behavioural insights work which will provide insights into customer motivations 	<p>Our interactions will not exasperate existing mental health conditions for our customers (avoiding pain points)</p> <p>Greater confidence for staff in dealing with mental health issues.</p> <p>Reduction in complaints</p> <p>Increase in perception of NRW as an organisation that puts the customer at the heart of our work.</p>	Head of Customer Experience	<p>Q1 – take to Engagement Practitioners' group.</p> <p>Q2 - Embed learning into induction and other relevant corporate training for staff in NRW (Tone of voice, having difficult conversations etc)</p> <p>Q 3 - Scope insights work into persistent complainants - this is dependent upon workplan and availability of Social science staff in NRW to</p>

				support this work
	<p>If no action is to be taken to reduce or remove negative impacts, please explain why? Any unlawful discrimination identified as a result of the proposal must be changed or revised</p>			

11. Monitoring, evaluating and reviewing

How will you monitor effectiveness of proposal
The strategy EQIA will be reviewed annually and signed off in line with agreed Communications, Customer and Commercial governance arrangements.
In addition, the 3-year workplan and any projects subsequently agreed to deliver the strategic objectives outlined above will have individual EQIA's undertaken. This process will be led by the Customer Experience team who will ensure that they align with NRW management information and business reporting cycles.

12. Integrated Impact Assessment Authorisation

	Name and signature	Date
Policy, Proposal Lead	Naomi Lawrence 	08/01/21
Line Manager	Sarah Jennings 	11.01.21
Specialist Advisor, Equality Diversity, Inclusion and Welsh language	Lyn Williams	08/01/21