Communities and Regeneration
Enabling Plan: Action Plan 2015 - 2020

Our Action Plan

What we want to achieve:
Natural resources make a greater contribution to improving the well-being and resilience of communities

Why do we want to achieve this?

To deliver the following benefits:
- **Increased public understanding of and care for the environment – leading to behaviour change and more sustainable ways of living**
- **Improved social equity and community cohesion**
- **Increased health and economic benefits for people and communities**

How will we achieve our aim and deliver the associated benefits?

We will do this by working openly and fairly with partners and communities – sharing decision making and working together as equal participants. We will:

- be an exemplar public body, promoting and maximising opportunities for social enterprise, skills development, and the promotion of well-being through the land we manage and influence, and the way we run our business
- increase community resilience in relation to the impacts of pollution, flooding and climate change
- promote increased provision of and access to natural green space valued by communities
- champion the contribution of green space and trees as powerful and versatile natural assets which support well-being, local economies and climate change mitigation.

Three **overarching principles** form the basis of our delivery. These are that:

- Community engagement work is developed and delivered in accordance with the Equality Act 2010.
- We use a spatial, evidence based approach, focussing first on actions that deliver the greatest benefit for people and communities – especially those in Wales' most deprived areas.
- *All* NRW staff engage with communities and partner organisations confidently, openly and fairly and on equal terms, supported by integrated specialist community facilitators.

The following tables give overarching areas of work through which we aim to deliver our identified outcome and associated benefits. Each Directorate Delivery Plan will provide a more detailed programme of work, including key internal and external partners, aimed at delivering our outcome and associated benefits.

1. NRW is an exemplar public body, promoting and maximising opportunities for social enterprise, skills development, and the promotion of well-being through the land we manage and influence and the way we run our business

Our priorities for action are to:

- Ensure that all staff engage with communities and partners openly and fairly and on equal terms, with trained and supported staff and Board members committed to this approach
- Enable access to land we manage for others to deliver a range of activities, projects and enterprises
- Build active partnerships with a range of partners to support delivery
- Ensure that communities are engaged appropriately in natural resource planning – including in relation to land we manage and the natural resource management pilots (Tawe, Rhondda, Dyfi)
- Continue our partnership funding programme
- Provide opportunities that support or lead to more sustainable use of natural resources
- Ensure our procurement strategy delivers community benefits
- Provide opportunities that bring the greatest well-being benefits to people and communities

	Action	How will we do this?					Why will we do this?				Type of Activity	Lead and support Directorates
		NRW land and business management	Increased community resilience	Increased provision of & access to green space	Champion the contribution of green space and trees	Community engagement	Health and well-being	Economy	Caring for the Environment	Social Equity and cohesion	New; Enhanced existing activity; Continued existing activity	
1.1	We will ensure that the Come Outside! programme is completed and evaluated, with all learning informing the mainstreaming of this way of working as a 'business as usual' approach.	✓	✓			✓	✓		✓	✓	C	**Operations North & Mid, Operations South,** KSP
1.2	We will continue to act as advisors to Welsh Government on policy and programme development for communities and regeneration.		✓	✓	✓	✓	✓	✓	✓	✓	C	**KSP**
1.3	We will continue to work with Forest Research and to develop partnerships with universities and research bodies to ensure that our work is in line with and supported by evidenced best practice.	✓	✓	✓	✓	✓	✓	✓	✓	✓	C	**KSP**
1.4	We reaffirm commitment to the central importance of community engagement and the value of this work - and to the National Principles for Public Engagement in Wales (signed up to in July 2013 within the Stakeholder Engagement Strategy) and embed and promote this commitment across the organisation.	✓	✓			✓	✓		✓	✓	E	**Board and ET**
1.5	We will ensure that all staff can access specialist community development advice and support (internally & externally), recognising that community enabling skills are specialist.	✓	✓			✓			✓		E	**Operations North & Mid, Operations South,** KSP
1.6	We will finalise and roll out the NRW Working Together Guidance and Toolkit and will work with our customers, communities and stakeholders to establish and publish service and practice standards.	✓	✓			✓	✓		✓	✓	E	**Communications,** KSP

No.	Action	1	2	3	4	5	6	7	8	9	Type	Lead
1.7	We will manage public engagement around forest operations using NRW Operational Guidance Note: Managing Public Engagement and Forest Operations on the Welsh Government Woodland Estate.	✓				✓			✓	✓	E	**Operations North & Mid, Operations South,** KSP
1.8	We will ensure that communities are centrally involved in our work in the NRM pilot areas – using the developing approaches outlined above to ensure equal and valued participation.	✓	✓	✓		✓	✓	✓	✓	✓	E	**Operations North & Mid, Operations South,** KSP
1.9	We will contribute to the development and delivery of Well-being Plans as active members of Public Service Boards, integrating natural resource management, the ecosystem approach and our strategic aims.	✓	✓	✓	✓		✓			✓	E	**Operations North & Mid, Operations South,** KSP
1.10	We will continue to manage a Grants Programme (subject to availability of resources) to support delivery of NRW's strategic aims and in line with agreed delivery principles.	✓	✓	✓	✓	✓	✓	✓	✓	✓	E	**KSP**
1.11	We will act on Internal Audit and Llais y Goedwig review recommendations to develop, promote and support delivery of our Woodlands and You scheme – rebranding it (as 'Mynediad') and extending opportunities to all the land we manage. We will aim to facilitate greater community involvement in initiatives such as training delivery, enterprise ventures and health and well-being initiatives. We will extend membership of the Woodlands and You (Mynediad) Forum to include user group representation.	✓	✓	✓		✓	✓	✓	✓		E	**Operations North & Mid, Operations South,** KSP, Communications, National Services
1.12	Learning from research and previous initiatives, we will ensure that the land we manage is safe and welcoming - completing and rolling out staff guidance on managing crime and anti-social behaviour, ensuring that visitors know how to report incidents, and taking steps to design and manage out key difficulties.	✓		✓			✓	✓	✓		E,	**Operations North & Mid, Operations South,** KSP, National Services
1.13	We will establish a community of best engagement practice within NRW, with designated specialists and will develop a suite of community engagement competency skills sets for those involved at different levels, so ensure a consistent high quality service throughout Wales.	✓	✓	✓	✓	✓	✓	✓	✓	✓	N	**ODPM**, KSP
1.14	We will implement a skills audit to identify staff with the necessary skills at the right levels, and those who require training and support. Ensure that training (core skills required for each post) is provided and refreshed regularly.	✓	✓			✓	✓			✓	N	**ODPM**, KSP
1.15	We will appoint Anti-Poverty Champions in each NRW Directorate to ensure that all policy and programme development identifies potential opportunities to contribute to strategic poverty reduction aims.	✓	✓				✓	✓		✓	N	**ALL**, KSP

Ref	Action	1	2	3	4	5	6	7	8	9		Lead
1.16	We will explore opportunities to secure additional resources to support greater community involvement in the land we manage – either within existing budgets or from external sources – and we'll actively engage with the Big Lottery Community Asset Transfer scheme in 2015, responding positively to expressions of interest from community groups.	✓	✓			✓					N	**KSP,** National Services, Operations North & Mid, Operations South
1.17	We will develop, promote and deliver our Cyfoeth scheme to provide opportunities for work experience, volunteering (including Citizen Science initiatives), graduate placements and apprenticeships (contributing to the Welsh Government's Esgyn/LIFT programme where possible).	✓	✓			✓	✓	✓	✓	✓	N	TBC – will involve KSP, OPDM, Ops and Comms
1.18	We will ensure that our procurement processes maximise the delivery of community and environmental benefits (e.g.by formally incorporating community benefit requirements into contracts and framework agreements, working with our construction consultants to ensure that access to existing green space / the generation of new green space is factored into scheme design wherever possible, supporting SMEs and third sector organisations to submit tenders, measuring outcomes.	✓	✓			✓		✓		✓	N	**Finance & Corporate Services,** KSP, Operations North & Mid, Operations South
1.19	We will embed integrated natural resource management, the ecosystem approach and our strategic aims as active members of Local Action Groups (RDP).	✓	✓	✓	✓		✓			✓	N	**Operations North & Mid, Operations South,** KSP
1.20	We will develop and publish our approach to the establishment of Community Trust Funds by renewable energy developers working on land managed by NRW, ensuring that they accord with best practice and are wholly managed by communities of benefit.	✓	✓			✓		✓		✓	N	TBC – National Services, KSP

2. There is increased community resilience in relation to the impacts of pollution, flooding and climate change

Our priorities for action are to:

- Fulfil our duties as a regulator effectively, aiming to reduce incidents and impacts of pollution, flooding and climate change
- Ensure that communities understand, value and protect their environment
- Ensure that our communities are well informed and actively involved to help reduce the impacts of pollution, flooding and climate change
- Work with others at a Wales level to develop projects and programmes which support community resilience

	Action	NRW land and business management	Increased community resilience	Increased provision of & access to green space	Champion the contribution of green space and trees	Community engagement	Health and well-being	Economy	Caring for the Environment	Social Equity and cohesion	Type of Activity — New; Enhanced existing activity; Continued existing activity	Lead and support Directorates	Notes and Comments
		How will we do this?					**Why will we do this?**						
2.1	We will continue our management of the Llynfi 20 woodland creation scheme.		✓	✓	✓	✓	✓	✓	✓	✓	C	**Operations South,** KSP	
2.2	We will continue our support for and management of the Plant! Woodland creation scheme in partnership with the Welsh Government and the Woodland Trust.		✓	✓	✓	✓	✓	✓	✓	✓	C	**Operations North and Mid, Operations South,** KSP	
2.3	We will continue to host and be an active partner in the Welsh Government's Fly-tipping Action Wales programme.		✓			✓	✓		✓		C	**Operations North and Mid, Operations South,** KSP	
2.4	We will implement recommendations in the Wales Coastal Flooding Review Phase 2 Report (April 2014).		✓				✓	✓	✓	✓	C	**National Services,** Operations North and Mid, Operations South, KSP	
2.5	We will continue to manage and extend sign ups to the Floodline Warnings Direct service		✓				✓				C		
2.6	We will continue to work with others to take action on plant health – raising public awareness about the risks of pests and pathogens.		✓		✓		✓				C	**KSP,** Operations North and Mid, Operations South	
2.7	We will we will publish our first classification of bathing waters under the revised Bathing Water Directive by 2015.		✓				✓		✓		C	**KSP,** Operations North and Mid, Operations South	
2.8	We will continue to develop our regulatory role in relation to diffuse water pollution, working with communities to share our commitment to protecting and improving the quality of our natural waters.		✓				✓		✓		C	**KSP,** Operations North and Mid, Operations South	
2.9	We will continue to support the development of renewable energy installations which have no adverse environmental impacts on land we manage (including further use of the Mynediad scheme for this purpose to facilitate community scale projects).		✓			✓	✓	✓		✓	E	**National Services,** Operations North and Mid, Operations South, KSP	
2.10	We will continue our involvement in and support for the Sustainable Urban Drainage programmes: Greener Grangetown and RainScape Llanelli, and work actively to		✓	✓	✓		✓	✓		✓	E	Operations North and Mid, Operations South, KSP	

	promote and extend the SUDS approach elsewhere.											
2.11	We will support the Welsh Government's woodland creation targets - ensuring that woodlands are delivering multiple ecosystem service benefits.		✓	✓	✓	✓	✓	✓	✓		N	**TBC** - Operations North and Mid, Operations South, KSP	
2.12	We will identify communities with significant issues of pollution, flooding and climate change – pinpointing where the provision of green space and tree planting can contribute to mitigation and take action with local partners.		✓	✓	✓		✓	✓	✓	✓	N	**KSP,** Operations North and Mid, Operations South, KSP	
2.13	We will identify communities with significant health issues (asthma, respiratory diseases, type 2 diabetes) - pinpointing where the provision of green space and tree planting can contribute to mitigation and take action with local partners.		✓	✓	✓		✓	✓	✓	✓	N	**KSP,** Operations North and Mid, Operations South, KSP	

3. There is increased provision of and community involvement in the management of accessible natural green space (including woodlands and trees)

Our priorities for action are to:

- Work with others to create and safeguard both landscape scale and local accessible community green spaces where they can deliver the greatest benefits
- Support the inclusion of green infrastructure provision in Local Development Plans and promoting the development and use of Supplementary Planning Guidance to ensure its sustainability
- Promote community involvement in the development and management of high quality, accessible and welcoming green space to deliver multiple benefits
- Monitor and disseminate data on local availability of accessible natural green space, and on tree canopy cover in our towns and cities

	Action	How will we do this?					Why will we do this?				Type of Activity	Lead and support Directorates	Notes and Comments
		NRW land and business management	Increased community resilience	Increased provision of & access to green space	Champion the contribution of green space and trees	Community engagement & co-production	Health and well-being	Economy	Caring for the Environment	Social Equity and cohesion	New; Enhanced existing activity; Continued existing activity		
3.1	We will continue to assist local authorities to keep up to date maps of accessible natural green space and .advise on how to meet standards for access to natural green space.			✓	✓						E	**KSP,** Operations North and Mid, Operations South	
3.2	We will promote the provision of and community involvement in, high quality, welcoming green space where people work and live – promoting the use of objective standards (e.g. Green and Blue Flag Awards) to assess that green space provision is fit for purpose.		✓	✓	✓	✓	✓	✓	✓	✓	E	**Operations North and Mid, Operations South**, KSP	
3.3	In line with the Welsh Government's *Woodlands for Wales* strategy, we will continue to work with partners to promote community involvement in the decision-making about and management of Welsh woodlands and trees so that they deliver more benefits (including enterprise, skills and jobs) to local communities.	✓	✓	✓	✓	✓	✓	✓	✓	✓	E	**Operations North and Mid, Operations South**, National Services, KSP	
3.4	We will continue to work with others in the priority communities in the South Wales Valleys, building on the strategic woodland plans undertaken in the Heads of the Valleys and Western Valleys Regeneration Areas to facilitate maximum community benefits.	✓	✓	✓	✓	✓	✓	✓	✓	✓	E	**Operations South**, National Services, KSP	
3.5	We will provide visually diverse and well-managed access to the land we manage to encourage use, identifying opportunities to install access points adjoining communities.	✓	✓	✓	✓	✓	✓	✓		✓	E	**Operations North and Mid, Operations South**, KSP	
3.6	We will continue to promote our Tree Cover in Wales' Towns and Cities study (2014), making all data available on our website for download, gathering feedback to improve the methodology and exploring collaborative approaches to data collection and sharing. We will undertake further tree cover survey updates using the latest aerial photography – building our understanding the		✓		✓		✓	✓		✓	E	**KSP**	

	spatial distribution of Wales' urban trees and monitoring change over time.											
3.7	We will continue to work with local authorities to produce county reports on town, land-use and ward canopy cover on the Tree Cover study base-line findings, and encourage local authorities to ground truth findings and report back.	✓		✓		✓	✓		✓	E	**KSP**	
3.8	Using the learning outcomes from programmes in Wales and beyond, we will work with communities and partners (including our suppliers and contractors) to explore opportunities to secure resources for landscape scale greenspace and woodland creation where it will deliver the greatest environmental and well-being benefits.	✓	✓	✓	✓	✓	✓	✓	✓	N	**KSP,** Operations North and Mid, Operations South, National Services	
3.9	We will work with Registered Social Landlords to develop advice, guidance and secure resources to deliver ecosystem services from their currently under-utilised green space.	✓	✓	✓	✓	✓	✓	✓	✓	N	**Operations North and Mid, Operations South**, KSP	
3.10	We will work with the Wildlife Trusts to extend the provisions of the North Wales Wildlife Gardening Project to the whole of Wales.	✓	✓	✓	✓				✓	N	**KSP,** Operations North and Mid, Operations South	
3.11	We will define the scope and feasibility of a tool to quantify the ecosystem services required from, and currently delivered by green infrastructure in urban areas. If feasible, develop that tool in conjunction with Welsh local authorities and NGOs.			✓	✓				✓	N	**KSP**	

4. Champion the contribution of green space, including woodlands and trees, as powerful and versatile natural assets which support well-being, local economies and climate change mitigation

Our priorities for action are to:

- Use our knowledge and evidence to demonstrate to policy and decision makers the wide ranging ecosystem service benefits contributed by green space, woodlands and trees
- Promote their routine inclusion in project and programme delivery, including through procurement activity
- Ensure that the skills and resources exist to manage this resource for community well-being sustainably and for future generations

	Action	How will we do this?					Why will we do this?				Type of Activity New; Enhanced existing activity; Continued existing activity	Lead and support Directorates	Notes and Comments
		NRW land & business management	Increased community resilience	Increased provision of & access to green space	Champion the contribution of green space and trees	Community engagement	Health and well-being	Economy	Caring for the Environment	Social Equity and cohesion			
4.1	We will continue to play a lead role in promoting increased provision of and access to natural green space - acting as Secretariat for the Wales Green Infrastructure Forum, exploring the potential to establish a Wales urban tree network, and working with our suppliers, consultants and contractors during key stages of the procurement cycle, e.g. scheme design and service delivery.		✓		✓						C	KSP, Operations North and Mid, Operations South	
4.2	We will assist and support the UK Trees and Design Action Group in the dissemination of their work in promoting urban trees.				✓				✓		C	KSP	
4.3	We will work with the Welsh Government and other partners to safeguard our towns' ancient, veteran and historic trees – exploring opportunities to tighten current TPO legislation, potential non-statutory tree conservation areas, and how we can promote the important contribution trees make to the historic and landscape character of town centres.				✓				✓		C	KSP, Operations North and Mid, Operations South	
4.4	We will build on the Wales i-Tree Eco pilot study (quantifying and valuing the ecosystem services provided by trees) in Wrexham County Borough, publishing and promoting further studies for the urban areas of Bridgend County Borough and the Tawe Catchment NRM Trial. We will conclude and publish the evaluation of the impacts of the iTree study in Wrexham on local authority attitudes to and policy regarding their urban tree resource.		✓		✓	✓	✓	✓	✓	✓	C	KSP, Operations North and Mid, Operations South	
4.5	We will work actively with the Vibrant and Viable Places local programme leads, Business Improvement Districts and other partners to ensure that green infrastructure plays a key part in urban regeneration programmes.		✓	✓	✓	✓	✓	✓	✓	✓	N	KSP, Operations North and Mid, Operations South	
4.6	We will work with colleagues both within NRW and the Welsh Government to promote both the eligibility of green infrastructure (including tree planting) within grant programmes and to encourage its inclusion in schemes supported.	✓	✓	✓	✓	✓	✓	✓	✓	✓	N	KSP, Operations North and Mid,	

No.	Action											N	Lead
													Operations South
4.7	We will identify towns and wards with the least tree cover and promote the development of local authority tree strategies to reduce the risk of further loss, promote good management and new planting of the right trees in the right places.		✓	✓	✓	✓	✓	✓	✓	✓		N	**KSP**, Operations North and Mid, Operations South
4.8	We will build a case study portfolio to promote best practice in all aspects of the promotion, creation, management and protection of green infrastructure. ,				✓				✓			N	**KSP**, Governance and Communications
4.9	We will work with others to identify barriers to the provision of and access to green space where people live and work, and identify ways of overcoming these.		✓	✓	✓		✓		✓	✓		N	**Operations North and Mid, Operations South**, KSP
4.10	We will use this information as Public Service Board members - supporting local authorities to include the provision of natural greenspace as a core element of Local Development Plans, and to develop Supplementary Planning Guidance to safeguard and promote the provision of natural green space.	✓	✓	✓	✓		✓	✓	✓	✓		N	**Operations North and Mid, Operations South**, KSP
4.11	We will explore with the Welsh Government the potential to develop a Technical Advice Note to safeguard and promote the provision of natural green space.		✓		✓				✓	✓		N	**KSP**
4.12	We will research and monitor the capacity of local authorities to manage their green space and trees to deliver the best ecosystem services and community benefit as resources reduce – identifying essential skills gaps, exploring opportunities to develop expertise, promoting best procurement practice and specification of plant material, plant handling, routine maintenance and after-care.				✓				✓			N	**KSP**
4.13	We will work with Forest Research and the Open University to upload Tree Cover in Wales' Towns and Cities data onto Treezilla's 'Monster Map of Trees' citizen science site, and encourage communities to record local tree details on Treezilla.				✓	✓			✓			N	**KSP**

5. Communications & Monitoring

Our priorities for action are to ensure that:

- NRW staff are fully mandated and empowered to take strategic actions forward
- NRW staff understand delivery requirements and are fully supported in this
- External stakeholders are aware of the strategy and involved as delivery partners
- Best practice and learning is captured and disseminated
- We draw on research and develop an RBA approach to monitor, evaluate, deliver and review the strategy and related activities.

		Action	How will we do this?					Why will we do this?				Type of Activity	Lead and support Directorates	Notes and Comments
			NRW land and business management	Increased community resilience	Increased provision of & access to green space	Champion the contribution of green space and trees	Community engagement	Health and well-being	Economy	Caring for the Environment	Social Equity and cohesion	New; Enhanced existing activity; Continued existing activity		
5.1		We will develop a phased (pre-launch, launch, delivery) communications plan for the strategy, for both internal and external audiences. This will include the following actions:										N		
		Internally												
5.2		We will communicate Executive Team and Board endorsement of the Plan, and ensure that all teams have a clear mandate to implement it.										N	KSP, Communications, KSP	
5.3		We will provide briefings to: - Answer questions and clarify how and why actions have been identified - Support inclusion of actions in DDPs - Discuss delivery options and identify further guidance needed.										N	KSP	
5.4		We will produce staff guidance to increase awareness of external organisations and networks which can help support community development and capacity building.										N	KSP, Communications,	
5.5		We will publish progress updates on a dedicated intranet page along with a staff role directory on the intranet, ensuring that staff can contact specialists for delivery guidance on each aspect of work.										N	KSP, Communications,	
5.6		We will identify and publish named NRW stakeholder leads/contacts and their deputies.										N	Communications, KSP	
		Externally												
5.7		We will identify and analyse audiences to ensure effective targeting and promotion of the finalised strategy to all relevant stakeholders and publish it on the NRW website.										E	KSP, Communications	
5.8		We will establish an Advisory Panel of external partners working to support community engagement	✓	✓		✓						N		

	to support best practice delivery, and to act as a 'critical friend' to NRW.											
5.9	We will build collaborative partnerships with stakeholders (community, third sector and statutory), identifying and taking forward opportunities for joint delivery.									E	**Operations North and Mid, Operations South,** KSP	
5.10	We will develop proposals for a national urban tree and woodland award scheme.									N	**KSP, Communications**	
	Internal and External											
5.11	We will work with partners to promote learning and best practice – using published case studies, social media, site visits and events etc. develop, publish and promote a suite of case studies, promoting learning and best practice.									E		