



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

Managing today's natural resources for tomorrow's generations

Well-being Statement 2017/18

Welcome to our first Well-being Statement - An incredible opportunity...

Natural resources in Wales are fantastic - rugged mountains and woodlands, beautiful landscapes and coastlines, and amazing wildlife.

They are vital for our survival and provide us with the basic things we need to live: clean air, clean water and food. They create jobs for thousands of people like farmers, foresters, and tourist operators, creating wealth and prosperity.

They give us all a better quality of life and opportunities to enjoy the outdoors against a backdrop of Wales' natural beauty and heritage. People come from far and wide to experience them. They are intrinsically linked with Welsh culture and language.

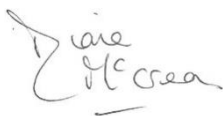
It's our job in Natural Resources Wales (NRW) to look after these natural resources and what they provide for us: to help reduce the risk to people and properties of flooding and pollution; to look after special places for well-being, wildlife and timber; and to work with others to help us all to manage them sustainably. The people who work here in NRW have the knowledge, expertise and passion to help make the sustainable management of natural resources a reality.

And although the environment is cleaner than it has been since the Industrial Revolution, there is much more work to do. Biodiversity continues to decline; recyclable waste is still sent to be buried in landfill; and we are still reliant on fossil fuels that contribute to climate change.

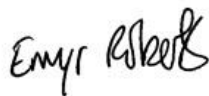
We have to change and we cannot do this alone - it requires a new, integrated and collaborative approach.

It is crucial that we all work together to manage natural resources sustainably - otherwise they will not be there for us and for our children in the future.

We have worked extensively with our staff and a wide range of stakeholders to produce our Well-being Objectives. We now invite those of you already working with us, and new partners, to join with us - to help achieve a better future for all of us in Wales and for the next generation. The environment - Wales' greatest natural resource - and its sustainable management - has a vital role to play.



Diane McCrea
Chair



Emyr Roberts
Chief Executive

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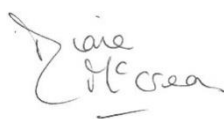
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Wales' natural resources: challenges and opportunities

Did you know?

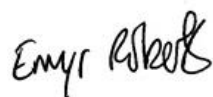
- *Wales covers a land area of over two million hectares. This land supports agriculture, forestry and urban areas and is home to a rich variety of wildlife.*
- *Wildlife and activity tourism provides over 200,000 jobs in Wales and is estimated to be worth £6.2 billion. Every year, Wales' National Parks attract 12 million visitors who spend £1 billion on goods and services.*
- *Agriculture brings £385 million to the Welsh economy every year, with almost £500 million from woodlands and associated industries.*
- *But biodiversity is in decline. Wales, along with the rest of the UK and other countries, failed to meet its 2010 national and international biodiversity targets.*
- *There are more than 200,000 (11%) properties in Wales at risk of flooding from rivers or the sea.*
- *Illegally dumped waste, spillages and runoff can pollute watercourses and land, while emissions from industry and vehicles pollute the air; there are between 40,000 and 50,000 deaths in the UK every year due to air pollution.*

"We need to reverse biodiversity loss, and ensure our ecosystems are resilient enough to continue providing the services and benefits we need to live. We also need to encourage businesses to adopt the highest social, cultural and environmental standards, and to balance these interests with economic performance, thereby delivering green growth and making Wales competitive, successful and sustainable."



Diane McCrea, Chair

"We all need to make a fundamental change in the way we work and live to make a successful transition to a resilient economy where our natural resources are sustainably managed and where, for example, biodiversity has been restored, carbon dioxide emissions are drastically reduced and where waste going to landfill is effectively eliminated. That is, where the environmental, social, cultural and economic considerations of well-being are all taken in to account in our day to day lives."



Emyr Roberts, Chief Executive

Executive Summary

Managing today's natural resources for tomorrow's generations is our first Well-being Statement, and the first document that meets our obligations under the Well-being of Future Generations Act (Wales) 2015. It is also a pre-requisite for our next Corporate Plan.

The Statement discusses our Well-being Objectives as Natural Resources Wales (NRW) and shows what we want to achieve. It also explains how we will be working in accordance with the sustainable development principle, also known as 'the five ways of working' as set out in the Well-being Act.

Our seven Well-being Objectives are to:

- Champion the Welsh environment and the sustainable management of Wales' natural resources
- Ensure land and water in Wales is managed sustainably and in an integrated way
- Improve the resilience and quality of our ecosystems
- Reduce the risk to people and communities from environmental hazards like flooding and pollution
- Help people live healthier and more fulfilled lives
- Promote successful and responsible business, using natural resources without damaging them
- Develop NRW into an excellent organisation, delivering first class customer service.

All of these Objectives are equally important and not listed in any priority order. We developed them in collaboration with a wide range of stakeholders, including our own staff and external individuals and organisations. This Well-being statement explains how the Well-being Objectives contribute to the Well-being Goals for Wales, how we will allocate our resources to them, and how we will keep them under review.

Transformational opportunities

Thanks to two new pieces of legislation - the Well-being of Future Generations Act (Wales) 2015 and the Environment Act (Wales) 2016 - we all now have a real opportunity to revolutionise the way we manage the natural environment in Wales.

These new Acts are transforming the way we work, enabling:

- The production of this Well-being Statement and our Well-being Objectives
- Work with Public Services Boards to co-produce local Well-being assessments and Well-being Plans, as set out in the Well-being of Future Generations (Wales) Act 2015
- Publication of the State of Natural Resources Report (SoNaRR)
- Support for the development of the Welsh Government's Natural Resources Policy
- Co-production of Area Statements across Wales (setting out risks, priorities and opportunities to help implement the Natural Resources Policy at a local level)
- Partnerships with a wide range of stakeholders
- Our revised purpose, as set out in the Environment (Wales) Act 2016, which is that we:-
 - must pursue the sustainable management of natural resources (SMNR) and
 - apply the principles of sustainable management of natural resources
...in the exercise of our functions.

Much of this new terminology is explained in more detail in the Well-being Statement.

We have also included examples of our current work 'on the ground', which help to illustrate how we have begun to apply the SMNR principles and the five ways of working. While we have already made good progress in a short space of time, we appreciate this is just the start of a new approach which we will be developing over the next few years.

Everyone at NRW is keen to see these Well-being Objectives become a reality, and to maximise our contribution to the Well-being Goals set out in the Well-being Act. Through the sustainable management of natural resources and our ongoing focus on integration and partnership, we know we can make this happen.

Our Well-being Statement

This Well-being statement is the forerunner of our Corporate Plan 2017-22, which will be published later in 2017. This Well-being Statement contains:

- Our Well-being Objectives
- How our Well-being objectives contribute to the seven Well-being Goals
- Achieving the Well-being Objectives: the steps we need to take
- Following the sustainable development principle (the five ways of working)
- Involving people, communities and future generations
- Our governance
- Ensuring we keep the steps we need to take under review
- Allocating of resources
- When the Well-being Objectives will be achieved

Within this document, some of the above information is presented in tables, rather than in text form.

Learning as we go

In common with other public bodies in Wales, we need to review our Well-being Objectives at least once a year. We will learn as we go, informed by the Natural Resources Policy, the Well-being Objectives produced by other public bodies, and by the Public Services Boards. Emergent well-being plans and area statements will also shape our work, and we will need to adjust our thinking, our organisation and our ways of working as part of an ongoing iterative process. This will be reflected in our corporate plan. More information on well-being plans and area statements is given at the end of this Well-being Statement under the heading *Other relevant information*.

Working in a different way

In developing this Well-being Statement, we have begun to work with others in a more integrated and collaborative way. [By asking staff and stakeholders what they think our Well-being Objectives should be, we have ensured this document is inclusive, robust and reflective of a wide spectrum of opinions and priorities.](#)

Our Well-being Objectives

Our Well-being Objectives are that we will:

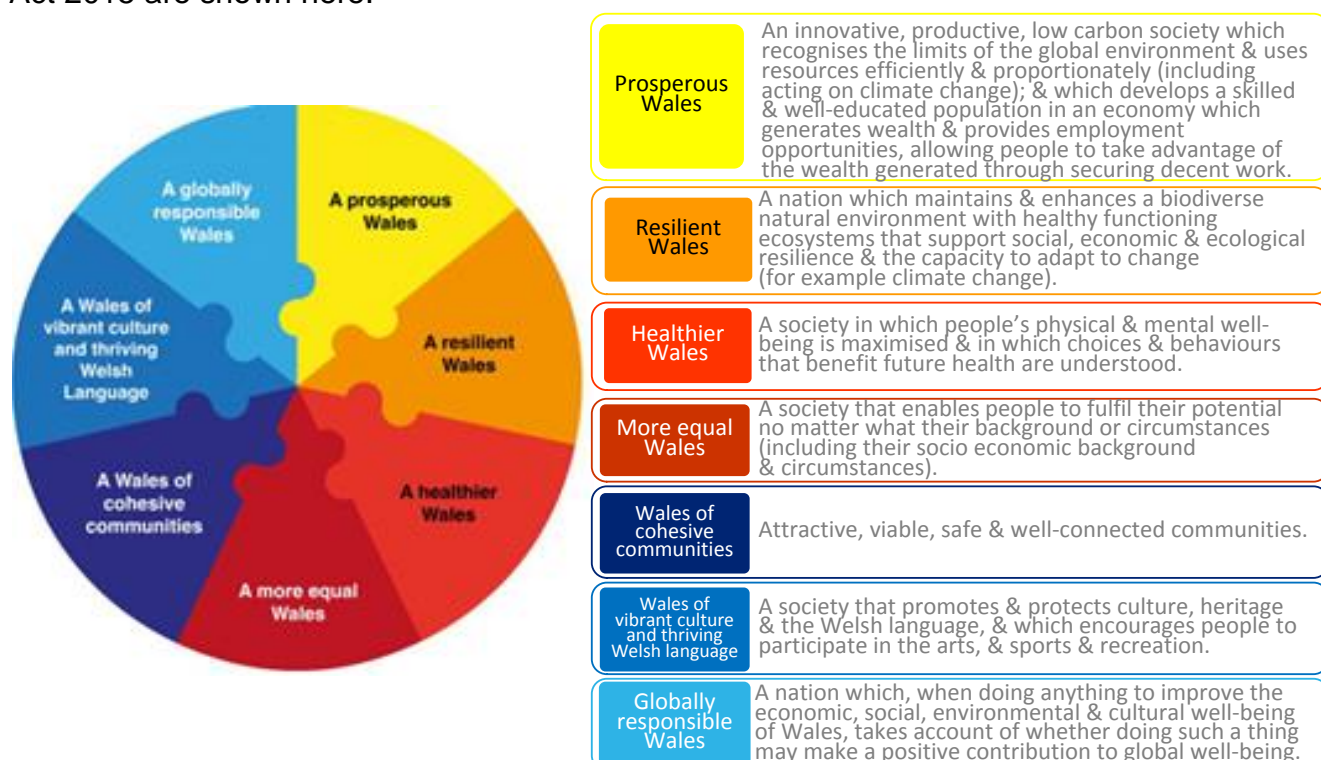
Well-being Objective	
1	Champion the Welsh environment and the sustainable management of Wales' natural resources
2	Ensure land and water in Wales is managed sustainably and in an integrated way
3	Improve the resilience and quality of our ecosystems
4	Reduce the risk to people and communities from environmental hazards like flooding and pollution
5	Help people live healthier and more fulfilled lives
6	Promote successful and responsible business , using natural resources without damaging them
7	Develop NRW into an excellent organisation , delivering first-class customer service

How our Well-being Objectives contribute to the Well-being Goals

Our Well-being Objectives contribute to all of the Well-being Goals for Wales through:

- the sustainable management of natural resources, which will help ecosystems become more resilient; and
- the ways we work with others and how we operate as an organisation.

The Well-being Goals for Wales, as defined in the Well-being of Future Generations (Wales) Act 2015 are shown here:



A summary of the benefits provided by resilient ecosystems (through the sustainable management of natural resources), and how they contribute to the Well-being Goals, is shown in the table below. This content is taken from the State of Natural Resources Report (SoNaRR), which was published in September 2016.

Well-being Goals	Benefits
A Prosperous Wales	<i>Natural resources provide significant opportunities for employment and economic activity in Wales. Many of our key industries, such as agriculture, fisheries, forestry, energy and tourism are dependent on natural resources.</i>
A Resilient Wales	<i>Biodiversity, mountains, moorlands and heaths, semi-natural grasslands, woodlands, urban greenspaces, rivers, streams, lakes and wetlands, coastline and marine ecosystems all contribute to supporting Wales' ability to adapt to climate change. They are fundamental in supporting all of the well-being goals.</i>
A Healthier Wales	<i>Natural resources make a significant contribution to the physical health and mental wellbeing of people in Wales. (For example, trees help to absorb pollutants and improve air quality; access to nature and greenspace has positive impacts on physical and mental health.)</i>

An Equal Wales	<i>Equal access to ecosystems that provide cultural services would contribute to equality in Wales. At present, access is not equally distributed. (For example, not everyone lives in close proximity to accessible greenspace.)</i>
A Wales of Cohesive Communities	<i>Involving communities in the management of their local parks and woodlands has been shown to improve community cohesion and reduce antisocial behaviour.</i>
A Wales of Vibrant Culture and Thriving Welsh Language	<i>Landscapes have played a significant role in the development of distinct cultural practices, such as local building techniques which use local materials and locally specific art and literature.</i>
A Globally Responsible Wales	<i>The environment supplies all our material resources, so we must better understand the impacts of our activities globally in terms of both imports and exports.</i>

By making these inter-linkages and dependencies more explicit, it becomes clear that taking action to build the resilience of natural resources will provide significant other benefits across the Well-Being Goals.

In Table 1 on the next page, we show how our Well-being Objectives contribute to the Well-being Goals.

Table 1: How our Well-being Objectives contribute across the Well-being Goals

Well-being Goal/ Well-being Objective	A prosperous Wales <i>An innovative, productive and low carbon society which recognises the limits of the global environment ...</i>	A resilient Wales <i>A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic, and ecological resilience and the capacity to adapt to change...</i>	A healthier Wales <i>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i>	A more equal Wales <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including socio economic background and circumstances)</i>	A Wales of cohesive communities <i>Attractive, viable, safe and well-connected communities</i>	A Wales of vibrant culture and thriving Welsh Language <i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation</i>	A globally responsible Wales <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being</i>
Champion the Welsh environment and the sustainable management of Wales' natural resources	Sustainably managing raw materials and products from the natural environment, e.g. food and timber. Encouraging and enabling businesses to follow good practice and not degrade our natural resources further. Providing opportunities for employment, including farming, forestry, fisheries and tourism, as well as opportunities for research, education and learning.	Ensuring Wales' natural resources are managed sustainably – this is our purpose. Improving the resilience of our ecosystems, improving biodiversity, and supporting Wales' ability to adapt to climate change.	Providing access to greenspace and encouraging people to become more active. Promoting the need for cleaner air and water and waste reduction. Creating green infrastructure in urban areas, offering a wide range of benefits for a high proportion of the population.	Providing opportunities for everyone to access and enjoy Wales' natural environment, regardless of where they live. Ensuring everyone in Wales, benefits from clean air and water regardless of where they live.	Enabling communities to live and work in an attractive and resilient natural environment. Enabling communities to work together to maintain and enhance the environment for their own well-being.	Using the natural environment as a backdrop or inspiration for art, literature and music, including in the Welsh language. Our historic and designated landscapes and seascapes are part of our natural heritage.	Helping reduce our ecological footprint through the sustainable management of our natural resources, thereby ensuring that our actions do not have consequences further afield.
Ensure land and water in Wales is managed sustainably and in an integrated way	Making best use of land and water, managing them in the best way and in the best place. Promoting Wales as an attractive place for business, while ensuring our land and water are managed to produce sustainable benefits and provide more jobs.	Sustainably managing land and water on a landscape scale, leading to more resilient ecosystems that are better able to cope with climate change and continue to provide benefits.	Improving the management of air, water and soils to reduce pollution and contamination and contribute to good public health. Sustainably managing landscapes which can impact positively on mental health.		Creating green infrastructure and Sustainable Urban Drainage to support safe and attractive communities.	Ensuring historic and designated landscapes and seascapes are managed as part of our natural heritage and culture.	Ensuring our land and water management and business opportunities do not lead to emissions or environmental damage that can have consequences further afield.
Improve resilience and quality of our ecosystems	Creating more resilient ecosystems, meaning that we can continue to enjoy the benefits of natural resources and attract businesses to Wales.	Delivering on our purpose, which is to pursue the sustainable management of natural resources and, as a result, make ecosystems more resilient. Reversing the decline in biodiversity, which is key if we are to continue to benefit from our natural resources	Providing more opportunities for people to access greenspace and improve their physical and mental well-being.	Improving the natural environment where people live, making access to green space more equitable.	Creating opportunities to bring communities closer together and help make their local environment a more attractive and resilient area to live and work.	Ensuring our natural environment and designated landscapes and seascapes continue to be an integral part of the Welsh culture, providing an inspiration for the arts and supporting a wide range of outdoor sports and activities.	Ensuring our European and internationally important sites are resilient and protected and more able to adapt to climate change.

		Ensuring the diversity, connectivity, health and adaptability of our ecosystems to enable their long-term viability.					
Reduce the risk to people and communities from environmental hazards like flooding and pollution	Reducing both the financial and emotional costs of damage to homes, businesses and properties.	Looking at integrated SMNR solutions to reduce the risk, severity and frequency of incidents; more resilient ecosystems will also be able to cope better with environmental hazards.	Working together to keep people healthier through the control of air and water quality and waste. Keeping people safe when incidents do occur.	Ensuring everyone can feel safe regardless of where they live.	Creating opportunities for communities to work together and support each other to reduce the impact of environmental hazards, while also bringing communities closer together.		Ensuring pollution / emissions do not dissipate more widely, e.g. into the atmosphere or water courses, to affect other countries or internationally important areas in Wales.
Help people live healthier and more fulfilled lives	Providing opportunities for learning and skills development, which will help people into jobs.		Enabling access to greenspace and encouraging people to become more active. Working with partners to understand how our work can contribute to social inclusion and public health.	Enabling equal access to greenspace. Ensuring good air and water quality and waste reduction is available to everyone, regardless of where they live.	Bringing communities together in attractive environments to live and work, while also developing skills that can help people into jobs.	Using our natural environment to inspire the arts, sports and recreation, and the practice of the Welsh language.	Enabling a better understanding of the importance of SMNR, and how unsustainable management can impact people's day-to-day lives. Creating a better understanding of wider global environmental issues and what individuals can do to help reduce impacts.
Promote successful and responsible business, using natural resources without damaging them	Creating sustainable businesses which can continue to be successful in the future.	Creating more resilient ecosystems, which can continue to provide the ecosystem services and benefits businesses require.	Promoting responsible business practices, thereby reducing the impact on our natural resources and ensuring people are able to live in a cleaner, healthier environment. Working with businesses to create a level playing field, making them aware of the most suitable options and ensuring they use natural resources wisely.	Reducing the impact of businesses on the natural environment throughout Wales, including more industrialised areas.	Building more cohesive communities through job opportunities in the local area. Encouraging business ethics to support the use of local produce, responsible environmental operations, and the development of local skills and capacity.	Facilitate opportunities for businesses involving sports and the arts on land that we manage and ensure we work with businesses in accordance with our Welsh Language Standards	Reducing businesses' contribution to global emissions and their impact on the global environment. Reducing our ecological footprint in Wales.
Develop NRW into an excellent organisation, delivering first class customer service	Developing an efficient and effective organisation, playing its part in contributing to the Welsh economy.	Delivering SMNR in both our work and our work with others.	Ensuring a cleaner environment and providing opportunities for outdoor recreation.	Enabling more equal access to the natural environment, including in urban areas.	Helping communities care for their local area, bringing people closer together, and providing opportunities for learning new skills which could lead to employment.	Helping appreciate local difference. Improving understanding of the importance of the natural environment and the need for SMNR. Providing a platform and inspiration for the arts, sports and recreation.	Sustainably managing internationally important areas. Taking the lead in sustainable management of natural resources across the world.

Achieving our Well-being Objectives: the steps we need to take

Table 2 on the next page sets out our Well-being Objectives, the rationale behind them (the why), the steps we will take to meet them (the what), how we will work (the how), and the Well-being Goals toward which each Objective contributes. It cannot include every element of our work, but aims to illustrate the breadth of our efforts and our contribution to a more sustainable future.

This table provides a useful summary of our Well-being Statement, and contains additional information so it can be read in isolation if required.

Table 2: The rationale behind our Well-being objectives, the steps we will take and how we plan to deliver them, together with the Well-being goals they contribute to

Well-being objective	Why is this one of our Well-being Objectives?	What are we going to do?	How are we going to work? Applying the SMNR principles and five ways of working	Well-being goals contribution
<p>Champion the Welsh environment and the sustainable management of Wales' natural resources (SMNR)</p> <p><i>SMNR means: Using natural resources in a way and at a rate that maintains and enhances the resilience of ecosystems and the benefits they provide.</i></p> <p><i>And in doing so: Meet the needs of present generations without compromising the ability of future generations to meet their needs, and to contribute to the achievement of the Wellbeing goals.</i></p> <p>It includes taking action to promote, and not hinder sustainable management.</p>	<p>We are the 'arms-length' government organisation responsible for the Welsh environment and the management of Wales' natural resources.</p> <p>Our purpose is to:-</p> <ul style="list-style-type: none"> • Pursue SMNR • Apply the SMNR principles in our work <p>We want to ensure the benefits our natural environment provides are available now and for future generations</p>	<ul style="list-style-type: none"> • Lead by example and be an SMNR exemplar in how we go about our day-to-day activities. which are: <ul style="list-style-type: none"> - Managing our land and assets - Being a regulator - Provide evidence and advice - Sampling, analysis and reporting - Recreation - Science and research - Working collaboratively with partners including issuing grants - Incident response - Education, learning and skills - Enabling services (supporting the other activities) • Embed SMNR throughout all our work • Build climate change resilience into all our work and plans • Promote and build on our carbon-positive status and aim to be an exemplar 	<ul style="list-style-type: none"> • Inspire ourselves and others to adopt SMNR, understand and apply SMNR principles (and in so doing the five ways of working) • Use evidence and our staff's knowledge to provide internal and external advice and make the best decisions we can • Work in true partnership with others, right from the start, collaborating and integrating our work where we can deliver a better outcome by working together • Provide environmental expertise at PSBs and for local and national stakeholders • Work in partnership with PSBs to build opportunities to improve well-being through the natural environment into Well-being Plans, to be completed by March 2018 • Help everyone - organisations and the general public - understand the importance of the natural environment, both for its own sake and for the essential services it provides for the people of Wales 	<ul style="list-style-type: none"> • A Prosperous Wales • A Resilient Wales • A Healthier Wales • A More equal Wales • A Wales of cohesive communities • A Wales of vibrant culture and thriving Welsh language • A Globally responsible Wales
<p>Ensure land and water in Wales is managed sustainably and in an integrated way</p>	<p>Wales covers a land area of over two million hectares. This land supports agriculture, forestry and urban areas and provides a home for a variety of wildlife.</p> <p>Wales' marine area, meanwhile, covers 41% of the territory of Wales and also contains a wide range of habitats.</p> <p>NRW directly manages 7% of Wales' land area; we also have extensive duties in relation to the 25% of Wales that is designated a National Park or Area of Outstanding Natural Beauty.</p> <p>SMNR will allow us to manage Wales' land and water in a much more integrated way, ensuring that the ecosystem services and benefits they provide are available to us now and in the future. For example, better management of our soils will help ensure we are able to grow food long into the future; similarly, increased woodland cover and management, and better use of our uplands, will improve carbon sequestration and storage.</p>	<ul style="list-style-type: none"> • Demonstrate SMNR in practice on the land and water we manage ourselves, including the Welsh Government Woodland Estate and those National Nature Reserves we manage • Develop Area Statements covering the whole of Wales co-productively by March 2019 • Turn the priorities identified in the Natural Resources Policy informed by SoNaRR into practical action 	<ul style="list-style-type: none"> • Work in partnership and provide advice and support for land owners and managers so that they can adopt an SMNR approach • Be bold and innovative; use our new experimental powers to try out new approaches • Adopt an approach to land and water management which ensures we work at appropriate spatial scales in an integrated way • Help manage and learn from our distinctive and designated landscapes and seascapes • Ensure our regulation and permitting services support the delivery of an SMNR approach • Respond to planning advice and statutory consultations promptly within agreed service levels • Support Welsh Government's Marine transition programme 	<ul style="list-style-type: none"> • A Prosperous Wales • A Resilient Wales • A Healthier Wales • A Wales of cohesive communities • A Wales of vibrant culture and thriving Welsh language • A Globally responsible Wales
<p>Improve resilience and quality of our ecosystems</p>	<p>By ecosystem resilience, we mean how well ecosystems can deal with disturbances by resisting them, recovering from them, or adapting to them.</p> <p>Ecosystems need to be resilient and able to adapt to climate change and other pressures if they are going to continue to provide essential services. These services</p>	<ul style="list-style-type: none"> • Work collaboratively to deliver the Nature Recovery Action Plan. • Work to: <ul style="list-style-type: none"> - Improve ecosystem diversity and connectivity 	<ul style="list-style-type: none"> • Use the development of our Area Statements to support the principles of SMNR and increase ecosystem resilience across the whole of Wales • Manage protected sites and species as the foundation for nature recovery 	<ul style="list-style-type: none"> • A Prosperous Wales • A Resilient Wales • A Healthier Wales • A More equal Wales • Wales of cohesive communities

	<p>include clean air and water, food and timber, productive soil, attractive landscapes and seascapes.</p> <p>However, biodiversity is in decline and Wales - along with the rest of the UK and other countries - failed to meet its 2010 international and national biodiversity targets. We need to reverse biodiversity loss, and ensure ecosystems are resilient enough to continue to provide the services upon which we depend.</p>	<ul style="list-style-type: none"> - Broaden the extent of ecosystems where we can - Improve the condition and adaptability of ecosystems • Restock 200 hectares of forest on land we manage in 2017/18 • Continue with our programme to control <i>P. ramorum</i> through compliance with statutory health notices and the removal of 9,000 hectares of infected larch and subsequent replanting. 	<ul style="list-style-type: none"> • Support projects which improve ecosystem resilience, such as the EU LIFE projects or our grant funding programme 	<ul style="list-style-type: none"> • A Wales of vibrant culture and thriving Welsh language • A Globally responsible Wales
<p>Reduce the risk to people and communities from environmental hazards like flooding and pollution</p>	<p>Changes in the volume and frequency of rainfall means we face an increased risk of flooding.</p> <p>209,000 properties in Wales (11% of all properties) are at risk of flooding from rivers or the sea. 148,000 of these are homes while 60,000 are non-residential. Of these:</p> <ul style="list-style-type: none"> • 104,000 are at risk of flooding from rivers (69,000 residential, 35,000 non-residential) • 85,000 are at risk from tidal flooding (64,000 residential, 21,000 non-residential) • 20,000 are at risk of flooding from both rivers and the sea (16,000 residential, 4,000 non-residential) <p>Illegally dumped waste, spillages and runoff can pollute watercourses and land, while emissions from industry and vehicles pollute the air; there are between 40,000 and 50,000 deaths in the UK every year due to air pollution.</p> <p>By using SMNR as the basis for solutions to some of these issues, we can reduce the frequency and severity of the impacts resulting from environmental hazards, such as flooding. We can also provide additional benefits for people and improve the natural environment, for example through tree planting in urban areas to reduce air pollution.</p>	<ul style="list-style-type: none"> • Work with others to develop SMNR-based solutions to flooding and pollution • Ensure these solutions deliver multiple benefits, like habitat creation and recreation opportunities • Deliver a programme of flood protection projects, including schemes to protect an additional 500 homes in 2017/18 • Ensure 90% of people and businesses in flood risk areas access our flood risk information • Work with others to support the delivery of air action plans 	<ul style="list-style-type: none"> • Work in partnership with others to develop SMNR-based opportunities • Support local communities at risk from flooding • Provide an effective flood incident response • Monitor and regulate our water quality • Manage and regulate waste, promoting reduction, reuse and recycling to drive a circular economy • Identify and tackle serious pollution activity, and respond to incidents where possible • Work at a landscape scale to address strategic challenges, such as managing uplands to retain water and reduce downstream flooding • Work with PSBs and local authorities on local air quality issues where our regulated industries contribute to the problem 	<ul style="list-style-type: none"> • A Prosperous Wales • A Resilient Wales • A Healthier Wales • A More equal Wales • A Wales of cohesive communities • A Globally responsible Wales
<p>Help people live healthier and more fulfilled lives</p>	<p>Natural resources make a significant contribution to the physical and mental wellbeing of people in Wales. Indeed, access to greenspace can improve both physical and mental health.</p> <p>Only 25% of adults meet the recommended level of physical activity through outdoor pursuits, and it is critical that we encourage more people to make use of the outdoors. Involving communities in their local area has also been shown to improve community cohesion and reduce antisocial behaviour, as well as help people develop skills which can make them more employable.</p> <p>Our land and sea are part of our Welsh culture; they inspire art, literature and music and provide opportunities for sport and recreation. They also provide</p>	<ul style="list-style-type: none"> • Encourage outdoor recreation and learning at our own facilities and in the wider environment, especially the use of national trails and Coastal Path • Increase opportunities for local access to the natural environment that help bring communities together, while also offering learning and development to help foster community pride and a sense of place • Protect Wales' cultural heritage and archaeology across the land and water we manage 	<ul style="list-style-type: none"> • Work in collaboration and integrate our work with health experts to ensure we maximise opportunities to improve mental and physical health through engagement with the natural environment • Work in partnership with others to promote the use of the outdoors to encourage people to get active and improve well-being • Highlight the opportunities the natural environment can provide for learning and development • Promote the cultural importance of our landscapes and seascapes as part of Wales' heritage 	<ul style="list-style-type: none"> • A Prosperous Wales • A Healthier Wales • A More equal Wales • A Wales of cohesive communities • A Wales of vibrant culture and thriving Welsh language • A Globally responsible Wales

	<p>a unique sense of place and local distinctiveness, for example through the use of local building materials.</p>			
<p>Promote successful and responsible business, using natural resources without damaging them</p>	<p>Natural resources provide opportunities for a wide range of businesses and employment. Agriculture, forestry, fisheries and tourism are all directly reliant on our natural resources. There are also a whole host of other businesses located in Wales that provide valuable jobs and help stimulate the economy.</p> <p>Wales' agriculture alone brings £385 million to the Welsh economy every year, with almost £500 million from woodlands and associated industries.</p> <p>Wildlife and activity tourism to Wales also provides over 200,000 jobs and is estimated to be worth £6.2 billion. Meanwhile, every year Wales' National Parks attract 12 million visitors who spend £1 billion on goods and services.</p> <p>We want to make Wales competitive: a great place to do business and a great place to locate a business. We also want to make it easy for responsible businesses to establish themselves in Wales. Above all, we need to encourage businesses to adopt the highest social, cultural and environmental standards, and to balance these interests with economic performance, thereby delivering green growth and making Wales competitive, successful and sustainable. Indeed, we believe we can generate good business opportunities while also sustainably managing our natural resources here in Wales, with one enhancing the other.</p>	<ul style="list-style-type: none"> • Make sure our advisory and regulatory work is efficient and effective, allowing good quick decisions to be made and good projects to start on time • Deliver our renewable energy programme, including wind, small-scale hydro and other opportunities • Help provide good quality jobs for communities across Wales, including taking part in schemes such as LIFT • Continue to investigate commercial opportunities on land we manage, including forestry, recreation and use by third parties • Implement our five-year timber marketing strategy, including trial of Standing Sales Plus • Work with others to put steps in place to help establish a circular economy in Wales • Look at how we can encourage businesses to adopt appropriate accreditation schemes which demonstrate they adhere to high environmental and social, as well as economic standards 	<ul style="list-style-type: none"> • Work collaboratively with businesses to encourage them to adopt an SMNR approach to their work, considering social, cultural and environmental issues alongside economic performance, looking for win-win solutions • Help hydropower applicants by improving the clarity of our guidance on abstraction and impoundment licences • Work in partnership with the Welsh Government to take forward sustainable business, helping to create a sustainable economy • Look for alternative ways to allow infrastructure and business projects to proceed at speed, while also enhancing the biodiversity and natural resources of Wales • Help businesses create green urban spaces • Help Support Wales to be a leader in innovative food production • Use our buying power (some £85 million per annum) to influence Welsh supply chains, as our membership of the Welsh Government National Procurement Service to influence other public sector organisations • Work with partners to support the management of high-quality landscapes to support the tourism sector 	<ul style="list-style-type: none"> • A prosperous Wales • A Resilient Wales • A Healthier Wales • A More equal Wales • Wales of cohesive communities • A Wales of vibrant culture and thriving Welsh language • A Globally responsible Wales
<p>Develop NRW into an excellent organisation, delivering first class customer service</p>	<p>To achieve our ambitions, we need to change the way we work. We also need to change the structure of our organisation and make the best use of our resources, e.g. staff and money.</p> <p>We are already working in some of the ways we need to, and since NRW began in 2013, we have undergone considerable change. But we need to make further changes to ensure we are fully able to deliver our revised purpose.</p> <p>We want to be able to respond locally to support well-being plans. We also want to make our services streamlined and customer-focussed. And we want to continue to learn and make decisions based on the best available evidence and expertise.</p>	<ul style="list-style-type: none"> • Implement the five transformation programmes that form part of our Roadmap:- <ul style="list-style-type: none"> - Embed SMNR - Customer Focus - People and teams - Improve efficiency and service delivery (including our Business Area Reviews) - Implement our Enterprise Plan • Make our organisation more 'place based' so we can make best use of local expertise and more easily work at an appropriate scale • Implement a more streamlined risk-based approach to our services over the next five years 	<ul style="list-style-type: none"> • Change our organisation across four key areas- <ul style="list-style-type: none"> - Our people, teams and culture - Delivery model: a continuum from direct delivery to enabling, ranging from working ourselves, working with others but taking the lead, and working with others in a supporting role - Ways of working focussed on SMNR principles and the five ways of working - Our structure, arranged around local delivery at an appropriate scale 	<ul style="list-style-type: none"> • A Prosperous Wales • A Resilient Wales • A Healthier Wales • A More equal Wales • Wales of cohesive communities • A Wales of vibrant culture and thriving Welsh language • A Globally responsible Wales

Following the sustainable development principle

In developing these Well-being Objectives, we have begun to apply the nine SMNR principles set out in the Environment Act (Wales) 2016. In so doing, we have adopted the five ways of working, also known as 'the sustainable development principle', described in the Well-being of Future Generations Act (Wales) 2015.

We have been following the five ways of working to some extent already. But the two Acts bring them into sharper focus, enabling us to work co-productively and collaboratively right from the outset. Of course, **this is just the start; we are on a learning curve at the beginning of a long-term process.** We need to continue to learn and work in this way in the future, and we are keen to build on our achievements to date.

The nine SMNR principles and the five ways of working (the sustainable development principle) are shown here:



Taking each way of working in turn, we will now look at how we have begun to apply the sustainable development principle across our Well-being Objectives.

Long term

The very nature of our work means that much of what we do is inherently long term. Many of our plans, for instance, are already focused 50+ years into the future. And although we are mapping out our corporate plan over a five-year period, we appreciate that even this timescale may change as we review our Well-being Objectives.

Indeed, **all of our Well-being Objectives are long term and ongoing**, and we will establish relevant milestones as more information becomes available. Much of this information has only recently been published or is still in development, and will gradually come online over the next few years.

Long-term thinking, planning and horizon scanning

In September 2016, we published our first [State of Natural Resources Report \(SoNaRR\)](#). The report addresses the present state of Wales' natural resources and the extent to which natural resources are being sustainably managed. It also recommends a proactive approach for building ecosystem resilience and, for the first time ever, links this to collective and individual well-being. In this way, the report is closely aligned to the seven Well-being Goals discussed in the previous section.

Uniquely, we are a statutory member of all **Public Services Boards (PSBs)** in Wales. The PSBs are currently developing **Well-being Assessments** and **Well-being Plans**, which will also require long-term thinking, as will our development of **Area Statements** under the Environment Act (Wales) 2016. These Area Statements, in turn, will inform the PSBs' Well-being Plans, and overall this long-term thinking and approach will influence our future Well-being Objectives.

The **Natural Resources Policy and Future Trends Report**, to be published by the Welsh Government, will also help us shape our Well-being Objectives to ensure we are responding to the most urgent natural resource priorities. At the same time, our evidence teams are working with academia and other partners to undertake **horizon scanning**. This process involves looking at issues that may come up in the future, how they could affect natural resources and how we can take advantage of emerging technologies. This long-term thinking has been built into the development and review of our Well-being Objectives, for example in how we deal with flood risk in a changing climate.

Long Term thinking in Action

Long-term thinking is critical to our forest resource and land management plans. These plans, which take into account long-range climate change predictions, extend for over 50 years.

Case Study 1: Applying SMNR principles to Forest Resource Planning



Long Term & Scale – the plans consider right from localised tactical planning up to the strategic 50+ year timescale, beyond individual plans to consider the national level. This ensures the approach is joined up, yet still able to reflect local distinctiveness where appropriate.



Adaptive management – there is flexibility and a continuous approach to reviewing and responding to events, for example the way our plans have had to be amended due to the impact of larch disease. Building **resilience** into the Welsh environment is at the heart of the way we manage forests, seeking to benefit ecosystems, biodiversity and habitats. Accreditation schemes ensure this happens.

Collaboration and engagement with locals, forest users, business, and third sector is part of the planning and implementation. Business, educational and recreational opportunities are just some of those explored with local communities, partnerships and groups. **Public participation** takes place in shaping how the forest is used,

and the impact its use may have locally. This covers things like landscape and visual impact or local impact of management operations. The impact the forest and its long term use could have on carbon capture, chemicals in the environment or water quality and attenuation are part of ensuring a **preventative** approach is taken. Monitoring of forest health is one way we ensure the latest **evidence** fits into our plans and is part of how we adapt them over time.

Prevention

Prevention is engrained in our Well-being Objectives. It is closely linked to **long-term thinking and planning, which can prevent problems from getting worse or happening at all.**

For example, ensuring land and water are managed in a sustainable and integrated way can prevent soil from becoming eroded or degraded. Similarly, reducing the risk from environmental hazards like flooding and pollution can limit the impact and frequency of floods and the harm to people and property. And encouraging more people to get active and make use of the natural environment can avert or alleviate physical and mental ill-health.

Multiple well-being benefits

SoNaRR has identified a number of opportunities to help prevent natural resource degradation in Wales. Undertaking this work would provide benefits across all seven of the Well-being Goals. These include:

- **Greening our urban areas.** Creating more green spaces in our urban areas would:
 - Improve connectivity within and between ecosystems
 - Enhance water filtration and water quality
 - Reduce surface water flooding
 - Create opportunities for active health and recreation
 - Improve community cohesion and help tackle health inequalities and air pollution
- **Increasing woodland cover.** Creating more woodland and bringing more existing woodland into sustainable management would:
 - Help increase the diversity and connectivity of our woodlands (for example, making them more resilient to disease and better for wildlife)
 - Increase woodland resource
 - Provide building materials and fuel
 - Help reduce flood risk
 - Enhance carbon storage to help tackle climate change
 - Provide recreation opportunities to improve health and happiness
- **Managing our coastline more effectively.** These activities would:
 - Bring more benefits to those that live on or near the coast through tourism and employment
 - Address the risk of coastal flooding through managed realignment
 - Support coastal habitats and marine life
- **Restoring our floodplains.** Maintaining, enhancing and restoring our floodplains would make rivers more resilient to low and high flows, which would:
 - Reduce flood risk
 - Improve water quality
 - Support recreation and economic activity

- **Better soil and land management.** Improving how we manage soil would:
 - Safeguard future food production
 - Support habitats for wildlife
 - Reduce the costs of water treatment
- **Restoring our peatland and uplands.** This activity would:
 - Safeguard carbon stores to help minimise the effects of climate change
 - Improve habitats for species that depend on them
 - Help reduce flood risk
- **Managing Marine Ecosystems.** The integrated management of marine ecosystems through a plan-led system would:
 - Facilitate better understanding of the benefits of marine natural resources and optimise their use

All of the above would contribute significantly to mitigating and adapting to **Climate Change** and can only be addressed in an integrated way.

Prevention in Action

Our air quality improvement efforts are a prime example of prevention measures and mind-set being applied to an urgent resource issue.

Case study 2: Improving air quality in Port Talbot



NRW has a remit to permit and regulate polluting industries to ensure a healthier, more prosperous and globally responsible nation. Port Talbot steel works is vast. It is equipped with two blast furnaces, a steel plant, processing plant, coke ovens, 3 landfills, huge raw material stockyards, a harbour and its own power station. The site has 50 km of roads and 100 km of railway to facilitate thousands of vehicle movements a day. These activities all generate airborne pollution, including PM10. In particular, we have a key role in reducing the risk from this site of a daily PM10 exceedance, prevent the occurrence, or limiting its duration or severity.

For **evidence** for regulation, we use real time data from local authority monitors located around Port Talbot to assess pollution. We have permitted the site to ensure point source releases are minimised and Best Available Techniques (BAT) are used. Despite these efforts, no single process or activity has been identified as the most significant source. The local topography and weather is complex, activities at the steel works are dynamic and the monitoring is impacted by natural occurring events and windblown sea salt. Consequently we apply **adaptive management** in our regulation of the site.



Through **collaboration and engagement**, we work with Welsh Government, Industrial Partners, Neath Port Talbot County Borough Council with advice and expertise from the UK's Air Quality Expert Group and various UK universities. There are **multiple benefits** to improving quality; air pollution, for example from transport and industrial sources, harms our health and wellbeing. Air pollution also damages biodiversity, reduces crop yields and contributes to climate change.

Our combination of actions has and continues to make a difference. 2016 was potentially the best year recorded in air quality for over 8 years making a difference to the lives of people who live in the Port Talbot area. Many improvements require **long term** actions and multi million pound investments – but not all. Our interventions and guidance have helped change environmental awareness within the steel works; there is greater awareness of **preventative action** and importance of process control to minimise pollution.

Integration

While Table 1 shows how our Well-being Objectives contribute to each of the Well-being Goals, **our Well-being Objectives also support each other**. In fact, **all of them are interconnected and co-dependent**. For example:

- Ensuring land and water in Wales is managed in a sustainable and integrated way will improve the resilience and quality of our ecosystems
- Promoting successful and responsible business will help reduce the risk to people and communities from environmental hazards like flooding and pollution. It will also help people live healthier and more fulfilling lives
- By championing the Welsh environment and SMNR, and by ensuring NRW delivers first class customer service, we can help people understand the services and benefits they derive from natural resources. These developments will also enable us to work more closely together to ensure our natural resources are sustainably managed.

We have been actively engaging in events and debate to ensure our Well-being Objectives are informed by shared experience and insight. Such events include those organised by the Future Generations Commissioner's Office. We believe that comparing our Well-being Objectives to those of other public bodies, with a view to further integration and collaboration, and even shared Well-being Objectives, will be a really useful exercise.

Integration in Action:

Working in a more integrated way will enable us to solve problems together, as demonstrated in our plans for future waste management.

Case study 3: Managing Waste Responsibly

NRW is responsible for providing a risk-based approach to regulation of the waste industry, ensuring that waste is managed so that it does not cause pollution to the environment, harm to human health and serious detriment to the local area as well as supporting the sustainable management of our natural resources.

The majority of the waste industry operates responsibly but there is part of the industry that fails to meet the required standards or operates outside the law. These poor performing or illegal sites can impact on the environment, communities, reputation of a sector and legitimate waste business. These sites also pose a greater risk of incidents that can take up a large amount of time and money across a number of public sector organisations.

Our regulation will not be effective in isolation. Looking at this issue in a different way we could tackle it from another angle: **Working together the public sector in Wales has enormous buying power and potential to influence**, by ensuring that contracts have due diligence checks throughout the supply chain as goods and services are bought and as any waste is disposed or sent for recycling, then opportunities for waste crime will be severely curtailed. It will take concerted action from all those involved in the waste chain; producers, collectors, carriers and waste management operators, to create an environment where compliant businesses are able to flourish on a level playing field.

Taking a step beyond this, if we also ensured that our focus was on valuing and protecting the resources we use we can work together to put steps in place that move us away from the current linear model, where materials are fed in to the economy at the start and discarded at the end to help establish a circular economy in Wales.

Collaboration

NRW is a Wales-wide organisation with a broad remit. Having previously partnered with a wide range of organisations, we are now encouraging and enabling our teams to work as collaboratively as possible with internal and external stakeholders. As well as our existing partnerships, our work with PSBs in particular lends itself to this approach. In 2015/16 and 2016/17, NRW provided over £6 million in Partnership Funding which brought in more than £17.8 million in match funding and volunteer time. These results demonstrates the value and efficiency of working in partnership to achieve NRW's goals, and the potential to promote SMNR through a range of organisations.

In the same way, we have developed our Well-being Objectives in a collaborative and co-productive manner, engaging our Board, staff and stakeholders in a series of workshops (see below). [We intend to continue this engagement work as we review and further develop our Well-being Objectives in future years.](#)

Collaboration in Action

We have recently been working with other organisations, such as Public Health Wales, to further develop our collaborative approach. [We want to build on this work to identify shared Well-being Objectives and work programmes](#), and can already see opportunities for future collaborations, for example with Sports Wales.

Case study 4: Developing organisational synergies with Public Health Wales

Where there are synergies, Public Health Wales and NRW are collaborating to develop a shared approach to achieving their well-being objectives.

Opportunities for joint working have been identified for the following Well-being Objectives:

4. Minimise public health risks from current and emerging diseases, environmental hazards and emergencies

6. Realise the potential of our natural and cultural resources to promote physical and mental health and well-being and contribute to a low carbon, environmentally resilient Wales

4. Reduce the risk to people and communities from environmental hazards like flooding and pollution

5. Help people live healthier and more fulfilled lives

Both organisations have extensive experience of working together, especially around health protection issues. This collaboration is seen as the natural next step to enhance and extend relationships to seize opportunities to improve well-being. Examples of areas for further integrated working include promoting positive health and well-being through clean air, water, land and tranquil green spaces; collective climate change mitigation and adaptation; and mitigating and reacting to environmental risks such as increasing temperatures, extreme weather events and flooding.

Involvement

Involvement is critical to the success of our work, and we involve people at all levels in shaping our work. Our Well-being Objectives have been developed collaboratively and in co-production with our Board, staff and stakeholders. Following initial work with our Board, we held six workshops in Cardiff, Bangor, Llandudno and Aberystwyth during November and December 2016. One hundred members of staff and over 40 external representatives from 30 different organisations took part in the workshops: many of the ideas generated are now reflected in the seven Well-being Objectives featured in this document.

As we review our Well-being Objectives, we intend to hold similar events and invite an even broader range of participants. We will also link to PSB Well-being Assessments, Objectives and Plans as they are produced.

We have successfully used co-production in other areas of our work. In the autumn of 2016, we began looking at how we will be developing Area Statements over the next two years, involving a wide range of stakeholders. This is a very good example of how we would like to work with other organisations in the future, developing our processes and statements collectively right from the start, with no preconceived ideas about the final result.

Involvement in Action

Collaboration and involvement already go to the heart of our organisational ethos. Our Gavenny River Project is a perfect example.

Case study 5: Coordinating collaboration and engagement on the Gavenny River



The Gavenny River is a short river in South East Wales flowing from its source through the market town of Abergavenny and into the Usk Special Area of Conservation (SAC).

Evidence suggests the river is failing to achieve its required GOOD status as set out by the Water Framework Directive. Pressures include barriers to fish migration, plus urban and rural diffuse and point source pollution issues. The project aims to tackle some of these facilitating **public participation** where appropriate. **Collaboration and engagement** with the local



community showed a significant interest and willingness to be engaged in finding solutions to environmental pressures. Opportunities which emerged were not limited to water quality improvements alone with interest in developing and managing adjoining habitats for conservation and amenity value. Bringing a wide range of stakeholders together broadened the outputs and added significant value. Stakeholder led sustainable land management options were incorporated into NRW's Flood Risk Management maintenance schedules for the riparian corridor.

This **adaptive** approach enabled the delivery of a number of other multiple benefits. These included sustainable management of an area of urban greenspace, donation of felled timber to the local woodland group and local forest school for woodland craft and resale as well as improved ecosystem resilience of the river and greenspace.

Sewer flooding issues which were an added pressure on the water quality were tackled in the round, focussing on **preventative action** by identifying the issues such as ingress of surface water at source. We used telemetry evidence provided by Dwr Cymru Welsh Water (DCWW) on spillage frequency to target infrastructure improvements. Water butts (courtesy of DCWW) were offered to priority areas which if installed and used correctly can increase sewerage capacity by up to 20,000 litres during a storm event.



Involving people, communities and future generations

The work we have done to date is very much the start of an ongoing process. Looking ahead, we aim to involve people further through:

- **Increased collaborative workshops and events with staff, stakeholders** and the general public as we review our Well-being Objectives
- Work with other public bodies, and with the Future Generations Commissioner's office, to share our Well-being Objectives and identify areas of common ground and opportunity
- **Collaboration with PSBs across Wales**, comparing local Well-being Assessments, Plans and Objectives as they are developed, and linking these to our own Well-being Objectives.

Over the next few years, as more information becomes available and Well-being Plans and Area Statements are developed, our Well-being Objectives will become better integrated with those of other organisations as part of an ongoing process.

Case study 6: Involving local people in the Llynfi Woodland Project



The spirit of Llynfi Woodland project is an opportunity to create 30 hectares of new woodland planting, transforming a former industrial site into a multi-functional 75 hectare community woodland in the Upper Llynfi Valley. The site demonstrates how underutilised land can bring multiple benefits to the environment and local people, helping communities become healthier, **building resilience** and become more prosperous. The Challenge was to bring people together to develop a dynamic and resilient woodland resource that responds to the changing needs of people and the environment both now and in the future. Over the last decade, site investigations, coupled with **evidence** demonstrating local deprivation and reduced healthy-life expectancy led to Welsh Government, NRW and Ford Motor Company funding.



Collaboration and engagement with various partners including Swansea University, the Amphibian Reptile Conservation Trust and Bridgend County Borough Council has helped to ensure the success of the project to date.

Public participation has been fundamental in the early development of site and will be integral to its **long term** management. Working with community to prepare plans for the site enabled local needs and aspirations to be assessed and incorporated. The community have taken an active role in developing the site including participating in the planting of 60,000 trees and 50,000 bulbs, choosing the site's name, creating an outdoor learning area and participating in the 'keeper of the collieries' sculpture initiative.



The site has delivered numerous benefits including the creation of accessible space for relaxation and exercise, improved biodiversity, landscape and local flood risk. It provides performance space and a celebration of local industrial heritage. A site-based volunteering group has been established with the aim of further embedding the project within the community, ensuring the long-term success and sustainability of the site. Projects which the group will be involved with include a geocache trail, dog activity area, pond creation, a sensory trail and a green exercise prescription pilot.

Our Governance

Our organisational design and Roadmap

NRW is a relatively young organisation, having come into being in April 2013. As such, we are constantly undergoing change in order to fulfil our revised purpose and maximise our contributions to the Well-being Goals.

Our Roadmap sets out where we would like to be as an organisation by 2020. It includes five transformation programmes which will change our organisation and are already being delivered. These are:-

- Embedding SMNR across our organisation,
- Customer Focus,
- People and Teams,
- Improving Efficiency and Service delivery (including our Business Area Reviews) and
- Developing enterprise and business, including our Enterprise Plan.

We also want to see change across four key areas:-

- Our people, teams and culture, where we have clear purpose and direction, inspirational leadership and a culture of trust and togetherness
- Our delivery model which spans a continuum from being an enabling organisation to direct delivery, with all of our work underpinned by well evidenced decisions
- Our ways of working focused on the principles of the sustainable management of natural resources
- Our structure, which will be arranged around local delivery where it is most appropriate to do so, and at a scale suited to particular needs.

These are illustrated in the diagram below:



Ensuring we keep the steps we take to meet the Well-being Objectives under review

Monitoring performance

We will monitor our work closely to ensure we are maximising our contribution to the Well-being Goals and working in accordance with the sustainable development principle.

We will do this through our Performance Framework, which we use to monitor and report on our progress on two levels:

- At a **Population level**: looking at key issues such as greenhouse gas emissions, water quality, bathing water quality, and people's physical activity, across the whole of Wales. Our SoNaRR, which will be published every five years, will set out the state of natural resources in Wales and related issues and opportunities.
- At a **Performance level**: measuring how much of our planned work we have achieved against our targets. This assessment takes place at corporate, directorate, team and individual levels. Staff should be able to see how they have contributed to both the work of the organisation and the trends shown by our indicators.

Our performance is also scrutinised by our Board, published on our website three times a year, and included in our Annual Report. In addition, we will use the results of our performance framework to adjust our future work plans and Business Plan.

Allocating resources to our Well-being Objectives

To deliver against our Well-being Objectives, [we organise and describe our work through the following ten main activities](#).

- **Managing our land and assets**: The creation, maintenance and operation of all our assets including for commercial purposes
- **Regulation**: Our work on permitting, consenting, licencing and determining. All regulatory compliance and enforcement including our navigation work
- **Providing advice**: Work to advise government at Wales, UK and EU levels, plus advise other bodies and organisations. All our input and advice on planning and development control matters along with our role in strategic spatial planning
- **Sampling, Analysis and Reporting**: Our work to take samples, monitor and measure, plus analysis, modelling and reporting of this
- **Recreation**: The promotion of recreation on our land and the management of commercial and non-commercial access and recreation facilities
- **Science and research**: Development of our evidence base, oversight of monitoring and sampling programmes plus the development of science and research with partners
- **Issuing Grants**: Our external funding, grants and partnership work
- **Incident Response**: Responding to, reviewing, reporting on, and learning from incidents
- **Education, Learning and Skills**: Our work to influence and support education and learning along with the facilitation of education, learning and skill development opportunities
- **Enabling services**: All those internal services which support our delivery and operation.

Internally, we split these activities into further tiers, which enables us to allocate and prioritise resources across our organisation. Each of these activities contributes to achieving a number of Well-being Goals. The table below shows how the activities we carry out spread across, and support the delivery of, our Well-being Objectives. It also shows how we distribute our human resources and budget across these activities.

Well-being Objectives							Main Activities	FTE (Full Time Equivalent)	£m
Champion the welsh environment	Land & Water	Resilience	Hazards	People live ealthier	Successful & responsible business	Excellent Organisation			
1	2	3	3	5	6	7			
X	X	X	X	X	X		Managing our Land & Assets	478	63.9
X	X	X	X	X	X		Regulation	337	26.9
X	X	X			X		Provide Advice	275	14.2
X	X	X	X	X		X	Sampling, Analysis & Reporting	202	12.7
X				X	X		Recreation	56	4.7
X	X	X	X	X		X	Science & Research	25	2.0
X			X				Incident Response	80	3.7
X			X	X	X		Education, Learning & Skills	6	0.3
X						X	Issuing Grants	6	3.9
X						X	Enabling Services*	331	35.8
Total								1,796	168.1

* Enabling Services includes all Senior Management and Leadership (51FTE and £2.4m from Operational Directorates) and all our fleet and transformation capital (£2.6m)

More information can be found in our Business Plan 2017/18.

When the Well-being Objectives will be achieved

Our Well-being Objectives are for the long term. As with our purpose - pursuing the sustainable management of natural resources - they will endure long into the future.

However, we have some significant milestones to meet over the next five years. These include the production of various plans and strategies, in collaboration with the Welsh Government and the PSBs, that will provide the background information to shape and guide our further work, such as:

- National Natural Resources Policy by Welsh Government
- Well-being Assessments published by PSBs
- Well-being Plans to be published by PSBs by March 2018
- Area Statements to be prepared by NRW
- The Next SoNaRR to be published by 2020
- The restructuring of NRW as part of our Organisational Design
- Continuing to follow our Roadmap to 2020

Further detail on specific areas of work contributing to our Well-being Objectives can be found in Table 2. In time, we will include additional milestones which will show key achievements on the way to meeting our Well-being Objectives.

Other relevant information

Our Corporate Plan 2017-22

Our five year corporate plan will be published later in 2017, following the publication of the Natural Resources Policy. The corporate plan will be based on this Well-being Statement and will also contain additional information as it becomes available. However, with Area Statements and Well-being Plans under development, and embedding SMNR in progress, our corporate plan will need to be regularly reviewed and updated.

The link between SMNR principles and the five ways of working

Our purpose is set out in the Environment Act (Wales) 2016, which includes pursuing the sustainable management of natural resources and working in accordance with the nine SMNR principles. There is a great deal of synergy between the SMNR principles and the the five ways of working, or the sustainable development principle. [By working in accordance with the SMNR principles, we are also following the five ways of working set out under the Well-being of Future Generations Act \(Wales\) 2015.](#)

Well-being Assessments, Well-being Plans and the work of the PSBs

We refer to a number of plans and documents in the text, many of which need to be produced as a result of the Well-being Act. Nationally, as a public body, we need to produce this Well-being Statement and our Well-being Objectives. Locally, through our work as part of all of the PSBs in Wales, we have contributed to the production of Well-being Assessments and are working co-productively to produce Well-being Plans. More information and explanation of these plans can be found in the [Essentials Guide to the Well-being Act](#).

The Environment (Wales) Act 2016

The Environment (Wales) Act gives us a new purpose, which is to pursue the sustainable management of natural resources, and to apply the principles of sustainable management in the exercise of our functions.

The sustainable management of natural resources provides a common objective and way of working that all functional teams across NRW must apply in their day-to-day work.

The objective of sustainable management:

This is defined in the Environment (Wales) Act as:

Using natural resources in a way and at a rate that maintains and enhances **the resilience of ecosystems** and the **benefits they provide**

In doing so,

meet the needs of present generations without compromising the ability of future generations to meet their needs, and to **contribute to the achievement of the Wellbeing goals.**

It includes taking action to promote, and not hinder, the objective of sustainable management.

There are four aspects that we need to look at together to understand and apply the objective in our work:

- The use and management of natural resources
- The resilience of ecosystems
- The benefits natural resources and ecosystems provide now and in the future
- How the management and use of natural resources and ecosystems support the Well-being Goals now and in the future. This may require changes in human behaviour and activity (the way in which we work) as well as land management (what we and others do).

No one team or individual can be a specialist in all these aspects. Only by bringing together individuals from different teams and disciplines can we develop a common understanding of the root causes of environmental problems and the opportunities to do things differently. Applying the principles of sustainable management provides a common method to achieve this.

What are the sustainable management principles?

The Environment (Wales) Act puts in place nine principles for the sustainable management of natural resources:



These principles ensure that we:-

- Better understand how nature (and people) work
- Involve people - in both understanding issues and taking decisions
- Value the benefits that natural resources provide and might provide in the future.

These principles closely align to the Sustainable Development Principle set out in the Well-being of Future Generations Act. In applying these principles, we shift towards long-term thinking, taking a preventative approach, and working collaboratively with others.

When faced with an issue we will apply the principles of sustainable management and consider each of the four aspects of the objective. In doing this we will automatically fulfil the requirements of the Well-being of Future Generations Act to:

- maximise our contribution to the well-being goals, and;
- apply the Sustainable Development Principle – the five ways of working.

By applying our new purpose, we meet the requirements of the Well-being and Future Generations Act.

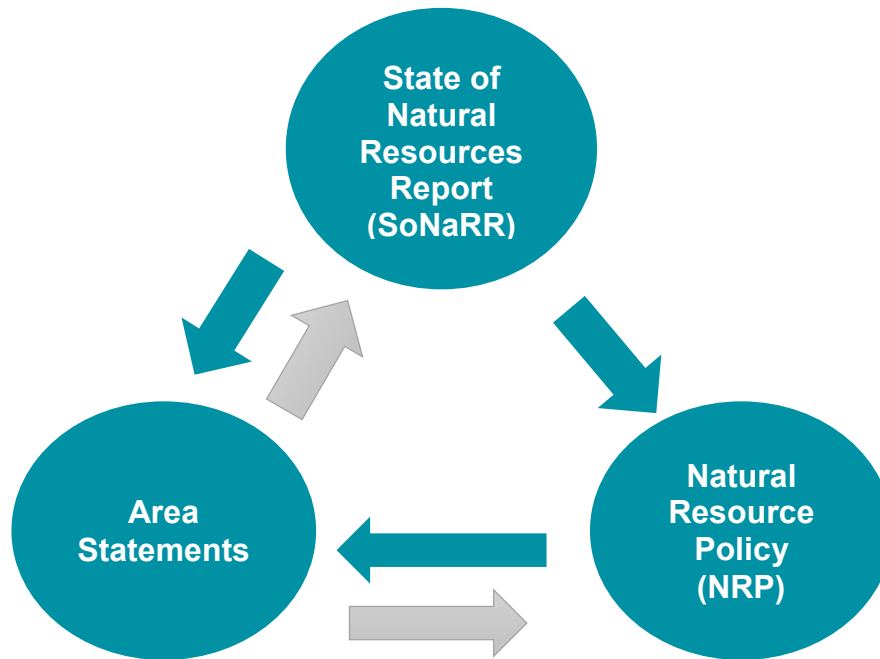
Conclusion: driving change through legislation

The new legislative framework will drive a new approach to sustainable development, supported by collaborative ways of working across the public, private and third sectors. This approach will transform the use and management of natural resources and ecosystems in Wales. It will drive innovative approaches which take a long-term and preventative approach to support the resilience of ecosystems, optimising contributions to economic prosperity and community cohesion.

As discussed, the catalyst for this transformational change are a number of new statutory products, which NRW, PSBs and the public sector are required to produce over the next two years. These include Well-being Statements by all public sector organisations, Well-being Plans by new PSBs, and Area Statements by NRW.

To facilitate its well-being duties, NRW has a specific role to play in supporting PSBs and other public bodies in delivering sustainable development. The Environment (Wales) Act puts in place a statutory framework for the sustainable management of natural resources, built around the well-being of future generations, and maintaining and enhancing the resilience of ecosystems:

- The **State of Natural Resources Report (SoNaRR)**, produced by NRW, tracks the progress being made towards achieving the sustainable management of natural resources, and serves as an essential evidence base to underpin the Natural Resources Policy
- **The Natural Resource Policy** will set out the priorities for the sustainable management of natural resources at a national level. It will outline how the sustainable management of Wales' natural resources will provide benefits to society and the economy as well as the environment, supporting the goals outlined in the Well-being of Future Generations (Wales) Act
- **Area Statements** will be an integrated evidence base, setting out the risks, priorities and opportunities at a local level to facilitate the implementation of the Natural Resources Policy at a local level. Produced by NRW and **following the principles of sustainable management**, this will help inform PSBs and other public bodies how the management and use of natural resources can best contribute to the achievement of the Well-being Goals.



By working with PSBs and other public bodies, we can ensure all stakeholders understand their roles and responsibilities in delivering sustainable management. It is through this process that we will set our organisational priorities and fulfil our statutory obligations.

In common with other public authorities, we will also develop a plan to fulfil the Biodiversity and resilience duty in section 6 of the Environment Act (Wales) 2016, including working collaboratively to deliver the Nature Recovery Plan. This plan will be included in our corporate, business and directorate delivery plans so that it is truly integrated across our organisation.

We hope you have found this Well-being statement useful. It is the start of a new way of working for NRW, which will involve greater collaboration and integration with a wide range of organisations and individuals. By working together, we can take meaningful steps towards managing today's resources for future generations, and creating a competitive, successful and sustainable Wales. A Wales in which economic interests are balanced with social and environmental imperatives, and in which we all play our part in reversing biodiversity loss, delivering ecosystem resilience, and safeguarding natural resources in Wales.

More information will be found in our Corporate Plan, which will be published later in 2017.

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