

Our corporate plan - Nature and People Thriving Together

Draft impact statements and strategic indicators

(Draft product for testing through 2024-25)

Our corporate plan up to 2030, *Nature and People Thriving Together*, sets out our vision, mission, and well-being objectives to 2030.

In the plan we committed to strengthening our performance management framework, to ensure we effectively monitor delivery of the corporate plan. We have designed a performance management framework that monitors progress towards our well-being objectives in 2030 and beyond, while also showing the line of sight to what is happening in our day-to-day business. Ensuring this alignment has been central to our approach, so that we can demonstrate progress and tell the story over the lifetime of the plan and beyond.

This report should be read alongside our corporate plan and is in five sections:

- **Section 1** sets out the NRW performance management framework
- **Section 2** focuses on strategic performance reporting and the definition of impact statements and strategic indicators
- **Section 3** sets out the proposed draft impact statements and strategic indicators
- **Section 4** sets out the monitoring and reporting process for the impact statements and strategic indicators
- **Section 5** provides a narrative for each strategic indicator, including a description of the metric, the baseline and data sources.

Two technical annexes set out in greater detail the methodology (Annex 1), and the mapping of the steps to take to the strategic indicators (Annex 2).

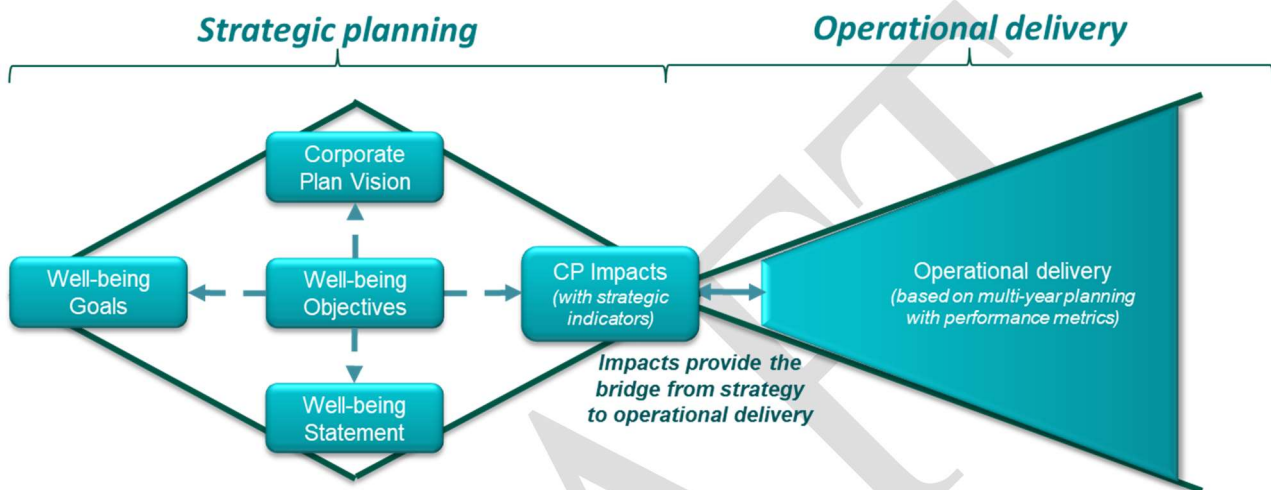
Section 1: Performance management framework

Our Corporate Plan sets our direction to 2030 and defines the pathway to 2050. Our three well-being objectives demonstrate our contribution to the well-being goals given our remit and specific levers and tools. We recognise that our work for nature, climate and pollution minimisation will positively impact on people's well-being. The broader benefits flowing from our work are documented in the well-being statement.

Our well-being objectives are outcome focussed, describing the change we want to see for nature, climate and pollution minimisation by 2030. Our influence will go further than this, as action for nature, climate and on pollution will realise significant further benefits for people's well-being.

From the outset we have recognised that our performance management framework needs to capture the multiple benefits of what we do, using a combination of quantitative and qualitative indicators along with supporting narratives to provide an integrated perspective of the impacts and benefits of our work. We aim to keep things simple and to use performance monitoring to tell our story, whilst acknowledging the contributions of those we work with and identifying those things that are beyond our control.

Diagram 1: Interface between strategic planning and operational delivery



We have designed our performance management framework to integrate the strategic and the operational, opening to more detailed, granular information as we move through to operational delivery to understand the drivers of performance:

Strategic - focussed on the long-term to 2030 and beyond. Used to monitor and report on progress in delivering the impacts associated with our well-being objectives

Operational – focussed on the short to medium-term to 2030. Multi-year planning used to monitor and report on progress in securing the outcomes of the steps to take. Sequencing will inform prioritisation in the annual business plan.

- **Annual Business Plan** – focussed on the short-term annual commitments. Used to monitor and report on progress in delivering annual commitments aligned to sequenced steps to take priorities from the multi-year plan and the annual budget allocation from Welsh Government.

Together, these provide a clear line of sight from the corporate plan to departmental, team and individual plans.

Section 2: Strategic performance reporting – definition of impacts and strategic indicators

To provide an integrated perspective on strategic performance we are using impact statements and strategic indicators together. These have been deliberately designed to avoid functional silos and facilitate connections as we strive to maximise the benefits of our work on nature, climate and pollution minimisation for people’s well-being.

The impact statements sit below the well-being objectives and define the ambition of what we want to see by 2030 and beyond - the destination or the 'ends'. They provide a detailed description of what success looks like. The impact statements are outward facing and recognise that collective action will be required across the public, private and third sectors to realise change.

The strategic indicators focus on those things NRW can directly influence, using its levers and tools, and are intentionally ambitious and stretching. We have chosen indicators where we can monitor progress over time, tracking progress against the things that need to change by 2030 (the 'curves we need to turn'). We have chosen strategic indicators that provide an integrated assessment of progress, painting a picture of the corporate plan in its totality. Each one is designed at a high level to 'pull along' other data and should be measurable and transparent. Each strategic indicator contributes to several impact statements highlighting the cross-cutting and holistic approach we are taking to monitoring and reporting.

The combination of impacts; quantitative and qualitative indicators; and supporting narrative provide a strategic perspective of progress towards our well-being objectives and the multiple benefits that flow from our work. The three parts will be used together to tell the complete story.

(Methodology of how we chose the impacts and indicators can be seen in Annex 1)

Section 3: Draft impact statements and strategic indicators

NRW cannot address the nature, climate and pollution emergencies alone. Our ambition is to enable and empower others to act with us. To assess if this collective action is on the right track by 2030, we have identified six impact statements to reflect the change we want to see:

Impact 1: By 2030 the decline in biodiversity is halted; effective regulation, habitat restoration and nature-based solutions contribute to increasingly resilient ecosystems enabling adaptation to change, benefiting people's well-being.

Impact 2: By 2030 sustained action on the causes, risks and impacts of climate change means nature and people are enabled and empowered to adapt, alleviating the effects on people's well-being

Impact 3: By 2030 pollution is minimised through effective regulation and legislative reform, reducing harm to biodiversity and people's well-being, and driving the sustainable management and use of natural resources

Impact 4: By 2030 increased action for social and environmental justice is maximising benefits for nature, climate, and pollution and reducing social inequalities

Impact 5: By 2030 sustained collaborative action means individuals and organisations are taking integrated decisions to address the nature, climate and pollution emergencies

Impact 6: By 2030 consistent delivery of our values and behaviours in NRW mean colleagues, partners and communities are engaged, enabled and empowered to innovate and accelerate action.

To track progress in achieving these impacts and to highlight where NRW has greatest influence, we have chosen twelve strategic indicators:

- SI 1:** Increasing the proportion of ecosystems that are defined as resilient
- SI 2:** Increasing the rate of habitat restoration
- SI 3:** Increasing the integration of activities that support nature recovery into Wales' public services
- SI 4:** Decreasing the rate of pollution on land and entering water bodies
- SI 5:** Decreasing the rate of pollution to air from industrial and non-industrial sources
- SI 6:** Decreasing the rate of greenhouse gas emissions and increasing the rate of sustainable sequestration
- SI 7:** Increasing the proportion of the population who have access to high quality green or blue space, and who use them sustainably
- SI 8:** Increasing the proportion of the population living in places that will continue to support and contribute to their health and well-being in a changing climate
- SI 9:** Increasing the impact of partnership approaches which deliver multiple benefits and address the root causes of the nature, climate, and pollution crises
- SI 10:** Increasing the proportion of the population that act to mitigate and adapt to the nature, climate, and pollution crises
- SI 11:** Increasing the proportion of organisations and businesses who act to mitigate and adapt to the nature, climate, and pollution crises
- SI 12:** Increasing the proportion of NRW colleagues feeling engaged, enabled, and empowered

Section 4: Use of the impacts and strategic indicators to monitor and report progress

Testing and reviewing

The impact statements and strategic indicators will be tested through to quarter three of 2024/25 to enable:

- engagement with partners to explore opportunities to refine considering their insight and data, building a “Team Wales” approach to monitoring and reporting performance to address the nature, climate and pollution emergencies
- progression of the development agenda, where we have identified gaps in available data and/or methodologies that need to be addressed to prepare appropriate metrics aligned to specific strategic indicators
- use of the impact statements and strategic indicators in real-time to frame and shape strategic discussions at the Executive Team and the NRW Board. This will be in alignment with our operational performance for 2024/25.

Using the learning from this testing phase, the impact statements and strategic indicators will be finalised in the autumn of 2024, with any changes recommended to the Executive Team and the NRW Board for approval. Thereafter, it is the intention that they will remain fixed to 2030.

Ownership and accountability

The impact statements and strategic indicators must be considered as an integrated package. They have been designed to avoid functional silos and facilitate connections as we strive to maximise the benefits of our work for nature and people. No one team or department will be responsible for an individual impact statement or strategic indicator. They are to be owned collectively by the Executive Team and the NRW Board.

The Executive Team provide the visible leadership and championing of the well-being objectives. Each well-being objective has been assigned to a member of the Executive Team with the remit of ensuring the integrated delivery of the well-being objectives, through working together to secure the balanced delivery of all three well-being objectives. The Executive Team well-being objective lead will draw on the impact statements and strategic indicators to frame and shape their discussions at the Executive Team and the NRW Board, to ensure we collectively remain focussed on the change we want to see by 2030.

Using the impact statements and strategic indicators

Performance against the impact statements and strategic indicators will be scrutinised by the Executive Team and the NRW Board at well-being objective strategic discussions throughout the year. These sessions will be framed by the impact statements and relevant strategic indicators and informed by a supporting narrative.

The primary focus will be on NRW delivery, identifying the relevant steps to take and associated operational performance metrics. Table 1 illustrates the areas of focus under each well-being objective and how they map to the strategic indicators (*Annex 2 illustrates the full mapping of all the steps to take*).

The narrative will also reflect on the wider external context including:

- **Government.** The corporate plan has been developed to meet the requirements under the current Term of Government Remit Letter which have been integrated into the steps to take. Scrutiny will take account of progress on key policy or legislative changes that are positively or negatively influencing the strategic indicators
- **Partnership and wider society.** Insights will be drawn from on our partnership work, as well as our work on PSBs delivering well-being plans. Scrutiny will include feedback from key partners, new funding mechanisms and progress on PSB ways of working
- **International/ global.** The corporate plan has been developed in line with current global approaches, reflected in the Climate and Biodiversity COPs. Scrutiny will include a horizon scan of emerging approaches from the UN and EU and an assessment of the implications for our work in Wales.

Table 1: Well-being Objectives, Areas of Focus mapped to the Strategic Indicators

	SI1: Ecosystems	SI2: Habitats	SI3: Public services	SI4: Pollution -land & water	SI5: Pollution - air	SI6: GHG and sequestration	SI7: Green and blue space	SI8: Living	SI9: Partnership approaches	SI10: Population acting	SI11: organisations acting	SI12: Colleagues
Nature is Recovering												
We will be protecting nature by...	Y	Y	Y	Y	Y			Y	Y		Y	
We will be restoring nature by...	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	
We will be ensuring nature is respected and valued in decision making by...	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	
We will be connecting nature and people by...	Y	Y					Y	Y	Y	Y	Y	
We will be an exemplar nature positive organisation by...	Y	Y									Y	Y
Communities are resilient to climate change												
we will be scaling up delivery of nature-based solutions by...	Y	Y		Y		Y	Y	Y	Y	Y	Y	
We will be adapting to the risks and impacts of climate change by...	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	
We will be contributing to the reduction in carbon emissions by...	Y	Y		Y	Y	Y		Y	Y		Y	
We will be enabling people, <u>communities</u> and businesses to take sustained action on climate change by...			Y				Y	Y	Y	Y	Y	
We will be an exemplar organisation for a carbon positive public sector by...						Y			Y			Y
Pollution is Minimised												
We will be effectively using our regulatory tools and approaches by...	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	
We will be taking a risk-based response to incidents by...	Y	Y		Y	Y	Y		Y	Y	Y	Y	
We will be encouraging the adoption of resource efficiency and the use of alternative materials by...	Y			Y	Y	Y		Y			Y	
We will be enabling people, <u>communities</u> and businesses to take sustained action to minimise pollution by...	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	
We will be an exemplar zero pollution and waste organisation by...				Y	Y							Y

Strategic Stakeholder Engagement Planning

The impact statements and strategic indicators, alongside our annual business plan, will help identify of the annual strategic engagement and advocacy priorities of the CEO, Chair and NRW Board.

To support our intention to build a ‘Team Wales’ approach to the impact statements and strategic indicators, the Corporate Strategy & Project Management Office (PMO) department will be engaging with corporate planning teams across the Welsh public and third sectors. We will also be engaging with environment bodies across the UK through the remainder of 2023/24 up to quarter three of 2024/25 to learn from others.

A specific engagement plan is in development, building on existing stakeholder mapping. This will identify target audiences and individuals to explore opportunities to refine the impact statements and strategic indicators considering their organisational insight and data.

Section 5: Description of each Strategic Indicator

To track progress in achieving the ambition set in the impact statements and to highlight where NRW has greatest influence, we have chosen the following twelve strategic indicators:

Strategic Indicator 1: Increasing the proportion of ecosystems that are defined as resilient

NRW has developed (with academic partners) a working framework for measuring ecosystem resilience, referred to as DECC or DECCA¹. The primary attributes of ecosystem resilience are: Diversity (including biodiversity, but also genetic diversity, geodiversity, habitat diversity and landscape diversity), Extent (of habitats or species), Condition and Connectivity.

We measure this directly, and publish our methodology and reasoning, through the State of Natural Resources Report (SoNaRR). SoNaRR treats the broad habitat types and their components as our ecosystems. They are:

- Coastal margins
- Enclosed farmland
- Freshwater
- Marine
- Mountains, moorland and heaths
- Semi-natural grasslands
- Urban

Activities such as rewetting peatland, encouraging agricultural practices that encourage biodiversity and soil health, and woodland creation aimed at improving connectivity and facilitating management are particularly important here. It is important to note that Urban is an equally valid habitat; activities that contribute to urban resilience, such as street trees providing habitat and mitigating urban heating, will contribute to this indicator.

NRW role:

Direct on land we manage and relevant activities we regulate; for other areas, working in partnership with others including NGOs, local authority planners, landowners and the National Parks.

Well-being Objective Areas of Focus aligned to the strategic indicator

See Annex 3 (NRW steps to take mapping) for a full list of steps to take aligned to this strategic indicator

Nature is recovering

- Protecting nature
- Restoring nature
- Ensuring nature is respected and valued in decision making
- Connecting nature and people
- An exemplar nature positive organisation

Communities are resilient to climate change

- Scaling up delivery of nature-based solutions
- Adapting to the risks and impacts of climate change
- Contributing to the reduction in carbon emissions

Pollution is Minimised

- Effectively using our regulatory tools and approaches
- Taking a risk-based response to incidents
- Encouraging the adoption of resource efficiency and the use of alternative materials
- Enabling people, communities, and businesses to take sustained action to minimise pollution

Baseline:

SoNaRR, SoNaRR2020 resilience assessments (summative assessments from wide range of supporting data). Update will be published 2025.

Key metric:

SoNaRR Aim 2 ecosystem resilience assessments; illustrative case studies (e.g. early SFS/NPAP/NaCE etc outcomes)

Complexity:

High (but most effort already expended for SoNaRR)

Resources required:

Low: work is already being done

¹ Sanderson Bellamy, A., J. Latham, S. Spode, S. Ayling, R. Thomas, and K. Lindenbaum. 2021. A framework for ecosystem resilience in policy and practice: DECCA. Ecology and Society 26(4):31.

Strategic Indicator 2: Increasing the rate of habitat restoration

This Strategic Indicator is focussed on tracking the improvement in ecosystem function resulting from restoring habitats (on land, in freshwater and marine environments) whose condition we can influence through using our tools in regulation, land management agreements, grants and wider partnership working. This will also focus on land we manage. Activities aimed at improving the condition of protected ecosystems (such as land management agreements) and encouraging their extent to increase from refugia such as NNRs will be particularly relevant here. 'Rate' has been chosen because the pace of habitat restoration activity must accelerate alongside the extent of the habitat under appropriate management.

Baseline:

Key metric:

Small revamp of existing protected sites metric. Weakness must be recognised in that monitoring activity is not currently sufficient to assess condition/positive management of existing protected sites. Evaluated project outcomes (e.g. LIFE, Natur am Byth, etc).

Complexity:

Medium

Resources required:

Medium: performance and evaluation needs, to be aligned differently

NRW role:

Direct on land we manage, working in partnership with landowners, NGOs and public authorities elsewhere.

Well-being Objective Areas of Focus aligned to the strategic indicator

See Annex 3 (NRW steps to take mapping) for a full list of steps to take aligned to this strategic indicator

Nature is recovering	Communities are resilient to climate change	Pollution is Minimised
<ul style="list-style-type: none"> ○ Protecting nature ○ Restoring nature ○ Ensuring nature is respected and valued in decision making ○ Connecting nature and people ○ An exemplar nature positive organisation 	<ul style="list-style-type: none"> ○ Scaling up delivery of nature-based solutions ○ Adapting to the risks and impacts of climate change ○ Contributing to the reduction in carbon emissions 	<ul style="list-style-type: none"> ○ Effectively using our regulatory tools and approaches ○ Taking a risk-based response to incidents

Strategic Indicator 3: Increasing the integration of activities that support nature recovery into Wales' public services (DEVELOPMENT)

Section 6 of the Environment (Wales) Act 2016 requires all public authorities to 'seek to maintain and enhance biodiversity in the exercise of functions in relation to Wales, and in so doing promote the resilience of ecosystems, so far as consistent with the proper exercise of those functions'. As well as our established roles in providing evidence, advice and implementation support, NRW will use its increasing advocacy role to encourage and support bodies like local authorities and NHS Boards to maximise the positive impacts for biodiversity coming from their activities, both through PSBs and at project levels. Encouraging more comprehensive reporting of S6 actions from public authorities could be considered as a means of improving accountability.

Public authorities can take action to maintain and enhance biodiversity by making simple alterations to the way they perform their duties and activities; for example, green infrastructure and sustainable renewable energy infrastructure can be integrated into almost all aspects of a public authority estate. Strategically, it is essential that authorities integrate nature recovery into their governance and decision-making at all levels, including their procurement activities. Organisations such as NHS Boards can be particularly effective because of the amount of urban land they manage. There is evidence that the integration of high-quality green spaces into hospital sites has positive impacts on patient outcomes as well as staff well-being. Sympathetic design and planting can deliver improvements to biodiversity, local air quality and site drainage.

Baseline:

existing S6 reporting

Key metric:

Key metric: Public bodies' Section 6 reporting. Reporting is currently uneven, and statistics are not well published or clear. A metric could simply be success rate of reporting on S6 duties, but this is really a reflection on the implementation by Welsh Government. A more structured and nuanced route could be taken through PSB and Public Authority planned actions such as Wellbeing Plans and Nature Charters, using WFGA 7 areas of corporate change, journey to resilient Wales, and the Global Biodiversity Framework. It should be possible to demonstrate the increase in nature literacy in addition to climate and ocean literacy through writing and publication of corporate, annual and sector specific strategies and plans.

Complexity:

Medium

Resources required:

Medium: fits within a colleague's current role profile

NRW role:

Advocacy and advice to Welsh Government; advocacy, advice and partnership with other Welsh public authorities.

Well-being Objective Areas of Focus aligned to the strategic indicator

See Annex 3 (NRW steps to take mapping) for a full list of steps to take aligned to this strategic indicator

<p>Nature is recovering</p> <ul style="list-style-type: none"> Protecting nature Restoring nature Ensuring nature is respected and valued in decision making 	<p>Communities are resilient to climate change</p> <ul style="list-style-type: none"> Enabling people, communities, and businesses to take sustained action on climate change 	<p>Pollution is Minimised</p> <ul style="list-style-type: none"> Enabling people, communities, and businesses to take sustained action to minimise pollution
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Strategic Indicator 4: Decreasing the rate of pollution on land and entering water bodies

Pollution on land, which is harmful in itself, leads to contamination in nearby water bodies and ultimately to our marine environment. By taking a whole-catchment approach which aims to deal with pollution issues at source, whether caused by an incident at a point source or by diffuse inputs, we can help to prevent wider damage. As in SI 2, 'rate' has been chosen to reflect both the amount of pollution and the time over which it occurs; we should commit to accelerating the pace of reduction.

Baseline:

Key metric:

For water, Water Framework Directive status is unlikely to be effective due to the degree of lag, but WFD elements as at the date of most recent analysis combined with incident data & case studies from WIRS would be effective. Land pollution element is forthcoming.

Complexity:

Low

Resources required:

Low for water, medium for land

NRW role:

Direct influence through regulatory, compliance, and pollution prevention

Well-being Objective Areas of Focus aligned to the strategic indicator

See Annex 3 (NRW steps to take mapping) for a full list of steps to take aligned to this strategic indicator

Nature is recovering

- Protecting nature
- Restoring nature
- Ensuring nature is respected and valued in decision making

Communities are resilient to climate change

- Scaling up delivery of nature-based solutions
- Adapting to the risks and impacts of climate change
- Contributing to the reduction in carbon emissions

Pollution is Minimised

- Effectively using our regulatory tools and approaches
- Taking a risk-based response to incidents
- Encouraging the adoption of resource efficiency and the use of alternative materials
- An exemplar zero pollution and waste organisation

Strategic Indicator 5: Decreasing the rate of pollution to air from industrial and non-industrial sources

Air pollution is the largest environmental risk to public health². Public Health Wales estimates³ the burden of long-term air pollution in Wales to be the equivalent of 1,000 to 1,400 deaths each year. NRW plays a key regulatory role alongside local authorities. Activities in this area are likely to increase once the Environment (Air Quality and Soundscapes) (Wales) Bill (or the Clean Air Act) passes into law.

Air quality issues, particularly through nitrogen deposition, can also lead to damage to ecosystems.

Baseline:

Key metric:

There are existing Air Quality Standards/Objectives set up for health protection (e.g., PM2.5, PM10, NO2, SO2, etc), and Critical Levels/Loads set up for protected sites (i.e., NH3, N deposition). WG and its Clean Air Advisory Panel are working towards new pollutant target setting. Air Quality & Noise Team will develop a metric using the existing objectives and monitoring regime.

Complexity:

Low

Resources required:

Low additional

NRW role:

Direct regulatory and operating in partnership with local authorities, depending on the issue.

Well-being Objective Areas of Focus aligned to the strategic indicator

See Annex 3 (NRW steps to take mapping) for a full list of steps to take aligned to this strategic indicator

Nature is recovering

- Protecting nature
- Restoring nature
- Ensuring nature is respected and valued in decision making

Communities are resilient to climate change

- Adapting to the risks and impacts of climate change
- Contributing to the reduction in carbon emissions

Pollution is Minimised

- Effectively using our regulatory tools and approaches
- Taking a risk-based response to incidents
- Encouraging the adoption of resource efficiency and the use of alternative materials

² WHO global air quality guidelines: particulate matter (PM2.5 and PM10), ozone, nitrogen dioxide, sulphur dioxide and carbon monoxide, 2021, World Health Organisation

³ 'Air Pollution and health in Wales', 2020, Public Health Wales

Strategic Indicator 6: Decreasing the rate of greenhouse gas emissions and increasing the rate of sustainable sequestration

A reduction in emissions can be achieved primarily through advice, guidance, partnership working and advocacy, as well as leading by example in minimising our own emissions as an organisation. We can influence sequestration rates through partnerships with land managers and through our own interventions which sequester carbon- e.g. through woodland creation and restocking, peatland re-wetting, and the restoration of seagrass beds. Carbon dioxide is the most influential greenhouse gas, but we should also work to reduce emissions of methane from industry, landfills and agriculture, of nitrous oxides from vehicles and industry, and HFCs from industrial and domestic activities.

Baseline:

Key metric:

UK Greenhouse Gas Inventory statistics as used by WG for their Welsh reporting; internal data on woodland natural regeneration and restocking, NPAP outcomes & seagrass restoration.

Complexity:

Low

Resources required:

Low

NRW role:

Advice, guidance, partnership working, advocacy and leading by example on emissions. Direct contribution through restocking and regeneration to sequestration

Well-being Objective Areas of Focus aligned to the strategic indicator

See Annex 3 (NRW steps to take mapping) for a full list of steps to take aligned to this strategic indicator

Nature is recovering <ul style="list-style-type: none"> ○ <i>Restoring nature</i> ○ <i>Ensuring nature is respected and valued in decision making</i> 	Communities are resilient to climate change <ul style="list-style-type: none"> ○ <i>Scaling up delivery of nature-based solutions</i> ○ <i>Adapting to the risks and impacts of climate change</i> ○ <i>Contributing to the reduction in carbon emissions</i> ○ <i>An exemplar organisation for a carbon positive public sector</i> 	Pollution is Minimised <ul style="list-style-type: none"> ○ <i>Effectively using our regulatory tools and approaches</i> ○ <i>Taking a risk-based response to incidents</i> ○ <i>Encouraging the adoption of resource efficiency and the use of alternative materials</i> ○ <i>Enabling people, communities, and businesses to take sustained action to minimise pollution</i>

Strategic Indicator 7: Increasing the proportion of the population who have access to high quality green or blue space, and who use them sustainably (DEVELOPMENT)

An estimated 415,000 people in Wales, or 13% of the population, do not have access to green space within a ten-minute walk of their homes⁴. This is particularly the case in urban areas of South Wales. Collaborating with local authorities (particularly planners) to embed green infrastructure with multiple benefits (SUDS, recreation, habitat creation) is key to redressing these issues. We should collaborate with planners and other relevant authorities to maximise the use of these spaces while also ensuring that sensitive or 'honeypot' sites are used sustainably and responsibly. Blue spaces (accessible water areas, including rivers, lakes and the sea) also provide important benefits, particularly to mental wellbeing⁵, and we should promote their sustainable use for recreation.

Baseline:

Key metric:

Wales Green Infrastructure Data Set alongside the boundary data for sites winning a Green Flag or Green Flag Community Award (collected annually by Keep Wales Tidy) to assess population access to natural green space according to the standards set out in the NRW Greenspace Toolkit. Third-party data.

Data from our national social surveys can tell us:

- People's perceptions of what they think green spaces should be like, and their perceptions of what their local spaces are actually like as well as the perceived quality of that local space
- How long it takes people to walk to their nearest green space (and whether they ever do)
- what type(s) of green spaces people have within a 10 min drive of home and how satisfied people are with the quality of these
- people's attitudes to and behaviours in green spaces (responsible behaviours as defined by the Countryside Code)
- how often people use the outdoors for recreation (in its widest sense), the barriers to doing so more frequently, the activities they undertake and the latent demand for activities.

Within the survey data, blue spaces are treated as a component of green space.

Complexity:

Medium

Resources required:

Low additional

NRW role:

We have direct contribution through the land we manage, however our primary role is to advise and influence the planning system through Area Statements, the PSBs and directly with local and National Park authorities.

Well-being Objective Areas of Focus aligned to the strategic indicator

See Annex 3 (NRW steps to take mapping) for a full list of steps to take aligned to this strategic indicator

Nature is recovering

- Restoring nature
- Ensuring nature is respected and valued in decision making
- Connecting people and nature

Communities are resilient to climate change

- Scaling up delivery of nature-based solutions
- Adapting to the risks and impacts of climate change
- Enabling people, communities, and businesses to take sustained action on climate change

Pollution is Minimised

- Effectively using our regulatory tools and approaches
- Enabling people, communities, and businesses to take sustained action to minimise pollution

⁴ [Green Space Index | Fields in Trust](#). This figure is based on geographical analysis- other available analysis is based on survey data.

⁵ *The social benefits of Blue Space: A Systematic Review* (2020) Environment Agency

Strategic Indicator 8: Increasing the proportion of the population living in places that will continue to support and contribute to their health and well-being in a changing climate (DEVELOPMENT)

This is a particularly 'big' indicator, covering climate change adaptation and retrofitting in infrastructure, particularly existing urban and peri-urban places (including most of our flood-related activity). Our role here is primarily in our interactions with planning authorities and other partners. This should be the core indicator for the creation of urban green infrastructure for multiple benefits, SUDS measures, 'grey' flood infrastructure and natural flood management infrastructure located higher up in catchments. Management of the parts of the Welsh Government Woodland Estate which abut villages and towns will also contribute here, particularly in terms of wildfire risk, management of coal tips, and engagement with communities. This indicator will need to reflect just transition, social justice and the need for the most disadvantaged communities to be supported most.

Baseline:

Key metric:

This indicator will need development work- primarily in terms of agreeing an integrated approach and narrative rather than technical development or data collection. Data sources will include:

- Our own flood maps and data from our capital programmes
- Data from SUDS Approving Boards
- Planning system data and case studies for UGI
- Social survey data on perceived flood risk and wellbeing
- The Welsh Index of Multiple Deprivations

Complexity:

High. Data on adaptation are lacking

Resources required:

High - development time from multiple teams (e.g. policy, DPAS, People & Places, Flood). However, the process should inform business planning and operational performance monitoring for each of these groups, so carries added value

NRW role:

Primarily advice and guidance to planning authorities and other partners, but also direct through our flood warning and response, land management and pollution control/prevention activities.

Well-being Objective Areas of Focus aligned to the strategic indicator

See Annex 3 (NRW steps to take mapping) for a full list of steps to take aligned to this strategic indicator

<p>Nature is recovering</p> <ul style="list-style-type: none"> ○ Protecting nature ○ Restoring nature ○ Ensuring nature is respected and valued in decision making ○ Connecting people and nature 	<p>Communities are resilient to climate change</p> <ul style="list-style-type: none"> ○ Scaling up delivery of nature-based solutions ○ Adapting to the risks and impacts of climate change ○ Contributing to the reduction in carbon emissions ○ Enabling people, communities, and businesses to take sustained action on climate change 	<p>Pollution is Minimised</p> <ul style="list-style-type: none"> ○ Effectively using our regulatory tools and approaches ○ Taking a risk-based response to incidents ○ Enabling people, communities, and businesses to take sustained action to minimise pollution
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Strategic Indicator 9: Increasing the impact of partnership approaches which deliver multiple benefits and address the root causes of the nature, climate and pollution crises (DEVELOPMENT)

We are not in a position to deliver everything that needs to be done, and in many cases, we would not be the best people to do so. We need to quickly develop effective partnership approaches at multiple scales, to promote and engage in collaboration and co-operation, and to encourage public participation in our decisions where it is appropriate. This will be a primarily qualitative measure

Baseline:

Key metric:

- Data from our grants programme and the forthcoming partnership funding approach (inc. case studies)
- Data and case studies on Area Statement impacts
- Data and case studies on PSB impacts
- Data, case studies, impact testimonials, etc. from improvements arising from our strategic MoU's
- Qualitative data arising from Natur a Ni and the Citizen's Assemblies

Complexity:

Low

Resources required:

Low

NRW role:

Advice, guidance, partnership and grant awarding.

Well-being Objective Areas of Focus aligned to the strategic indicator

See Annex 3 (NRW steps to take mapping) for a full list of steps to take aligned to this strategic indicator

<p>Nature is recovering</p> <ul style="list-style-type: none"> ○ Protecting nature ○ Restoring nature ○ Ensuring nature is respected and valued in decision making ○ Connecting people and nature 	<p>Communities are resilient to climate change</p> <ul style="list-style-type: none"> ○ Scaling up delivery of nature-based solutions ○ Adapting to the risks and impacts of climate change ○ Contributing to the reduction in carbon emissions ○ Enabling people, communities, and businesses to take sustained action on climate change ○ An exemplar organisation for a carbon positive public sector 	<p>Pollution is Minimised</p> <ul style="list-style-type: none"> ○ Effectively using our regulatory tools and approaches ○ Taking a risk-based response to incidents ○ Enabling people, communities, and businesses to take sustained action to minimise pollution
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Strategic Indicator 10: Increasing the proportion of the population that act to mitigate and adapt to the nature, climate and pollution crises

Our principal means are likely to be through our engagements with partners and stakeholders, our growing advocacy role, and through our work on education and lifelong learning. We can monitor pro-environmental actions through our social surveys (People and Nature Survey (PaNS) and National Survey for Wales (NSW)). We can encourage activities which increase individual resilience to climate change, such as understanding local flood risks, better home insulation and transitioning to renewable energy for heating. We can also collaborate with partners to encourage smaller behaviour changes with larger cumulative impacts.

Baseline:

Key metric:

Social survey data on:

- Peoples' understanding of flood risk to their property. This could be used to understand knowledge of flood risk v actual flood risk
- Action taken to prepare in case of flood (of those who knew they were at risk)
- Pro-environmental actions taken in general (National Survey)
- Pro-environmental attitudes, behaviours and propensity to alter behaviours (PaNS Wales)

Complexity:

Medium

Resources required:

Low - this analysis already happens

NRW role:

Advice, guidance and advocacy.

Well-being Objective Areas of Focus aligned to the strategic indicator

See Annex 3 (NRW steps to take mapping) for a full list of steps to take aligned to this strategic indicator

Nature is recovering

- Restoring nature
- Ensuring nature is respected and valued in decision making
- Connecting people and nature

Communities are resilient to climate change

- Scaling up delivery of nature-based solutions
- Adapting to the risks and impacts of climate change
- Enabling people, communities, and businesses to take sustained action on climate change

Pollution is Minimised

- Effectively using our regulatory tools and approaches
- Taking a risk-based response to incidents
- Enabling people, communities, and businesses to take sustained action to minimise pollution

Strategic Indicator 11: Increasing the proportion of organisations and businesses who act to mitigate and adapt to the nature, climate and pollution crises (DEVELOPMENT)

Our means here will be similar to SI 10, engaging with PSBs and business groupings to encourage better environmental outcomes and deeper consideration of environmental issues in private sector governance. Our developing advocacy role will also come into play. Again, this is likely to be a qualitative indicator.

Baseline:

Key metric:

- Case studies from PSBs
- Case studies from partnerships with industry

Complexity:

Low

Resources required:

NRW role:

Advice, guidance and advocacy.

Well-being Objective Areas of Focus aligned to the strategic indicator

See Annex 3 (NRW steps to take mapping) for a full list of steps to take aligned to this strategic indicator

Nature is recovering

- *Protecting nature*
- *Restoring nature*
- *Ensuring nature is respected and valued in decision making*
- *Connecting people and nature*
- *An exemplar nature positive organisation*

Communities are resilient to climate change

- *Scaling up delivery of nature-based solutions*
- *Adapting to the risks and impacts of climate change*
- *Contributing to the reduction in carbon emissions*
- *Enabling people, communities, and businesses to take sustained action on climate change*

Pollution is Minimised

- *Effectively using our regulatory tools and approaches*
- *Taking a risk-based response to incidents*
- *Encouraging the adoption of resource efficiency and the use of alternative materials*
- *Enabling people, communities, and businesses to take sustained action to minimise pollution*

Strategic Indicator 12: Increasing the proportion of NRW colleagues feeling engaged, enabled and empowered

Our colleagues are vital to achieving success and we will continue to improve understanding and act to improve engagement, enablement and empowerment so colleagues feel able to do their jobs effectively. We will continue to undertake staff surveys through Ein Llais to understand how internal action is impacting colleagues.

Baseline:

Key metric:

- Ein Llais

Complexity:

Low

Resources required:

Low

NRW role:

Advice, guidance and advocacy.

Well-being Objective Areas of Focus aligned to the strategic indicator

See Annex 3 (NRW steps to take mapping) for a full list of steps to take aligned to this strategic indicator

Nature is recovering

- An exemplar nature positive organisation

Communities are resilient to climate change

- An exemplar organisation for a carbon positive public sector

Pollution is Minimised

- An exemplar zero pollution and waste organisation