

## Agenda

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**Teitl y Cyfarfod: Cyfarfod Bwrdd CNC (Diwrnod 1) – Sesiwn Gyhoeddus**

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**Dyddiad y cyfarfod: 20/01/2021**

**Amser y Cyfarfod: 9.30- 13.00**

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**Lleoliad: Cyfarfod Microsoft Teams**

[Cliciwch yma i ymuno â'r cyfarfod](#)

Neu ymunwch dros y ffôn (sain yn unig)

[+44 29 2105 5545,,914136701#](tel:+442921055545914136701)

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### Arsylwyr:

Amser	Eitem
9.30 (5 munud)	<b>1. Agor y Cyfarfod</b> <ul style="list-style-type: none"><li>• Croeso</li><li>• Datganiad o Fuddiannau</li><li>• Egluro ymddygiad y cyfarfod</li></ul> <p>Noddwr a Chyflwynydd: Syr David Henshaw (Cadeirydd)</p>
9.35 (5 munud)	<b>2. Adolygu'r Cofnodion a'r Cofnod Gweithredu</b> – i gadarnhau – gofynnwyd am ddiwygiadau trwy ohebiaeth ymlaen llaw <b>2A. Adolygu Cofnodion Cyfarfod Cyhoeddus 26 Tachwedd</b> <b>2B. Adolygu'r Cofnod Gweithredu Cyhoeddus</b> <p>Noddwr a Chyflwynydd: Syr David Henshaw (Cadeirydd)</p>
9.40 (5 munud)	<b>3. Busnes y Cadeirydd</b> <p>Noddwr a Chyflwynydd: Syr David Henshaw</p> <p>Crynodeb: Y Cadeirydd i roi diweddariad i'r Bwrdd</p>
9.45 (30 munud)	<b>4. Adroddiad y Prif Weithredwr</b> <p>Noddwr a Chyflwynydd: Clare Pillman, Prif Weithredwr</p> <p>Crynodeb: Rhoi diweddariad i'r Bwrdd ar weithgareddau allweddol cyfredol</p> <p>Cyflwyniad yn Unig</p>

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<b>10.15</b> <b>(10 munud)</b>	<p><b>5. Adroddiadau Diweddaru'r Pwyllgorau</b></p> <p>Noddwyr a Chyflwynwyr: Cadeiryddion y Pwyllgorau</p> <ul style="list-style-type: none"> <li>• Y Pwyllgor Archwilio a Sicrhau Risg – Dim diweddariad. Dim cyfarfod ers y Bwrdd diwethaf.</li> <li>• Y Pwyllgor Cynghori Tystiolaeth 1 Rhagfyr <b>Cyfeirnod y Papur: 21-01-B01</b></li> <li>• Y Pwyllgor Cyllid, Cynllunio a Pherfformiad – Dim Cyfarfod</li> <li>• Y Pwyllgor Rheoli Adolygu Llifogydd 7 Rhagfyr a 7 Ionawr (Ar lafar)</li> <li>• Y Pwyllgor Pobl a Chyflogau – 11 Rhagfyr (Cyhoeddus, heb eu cadarnhau) <b>Cyfeirnod y Papur: 21-01-B02</b></li> <li>• Y Pwyllgor Ardaloedd Gwarchoddedig – Dim cyfarfod</li> </ul> <p>Crynodeb: Rhoi diweddariad i'r Bwrdd ar weithgareddau diweddar y pwyllgorau</p>
<b>10.25</b> <b>(45 munud)</b>	<p><b>6. Strategaeth Profiad Cwsmeriaid ac Ymgysylltu</b></p> <p>Noddwr: Sarah Jennings, Cyfarwyddwr Cyfathrebu, Cwsmeriaid a Masnachol</p> <p>Cyflwynwyr: Naomi Lawrence, Pennaeth Profiad Cwsmeriaid, Catrin Hornung, Pennaeth Cyfathrebu, Kate Evans, Materion Cyhoeddus/Ysgrifennydd Personol i'r Prif Swyddog Gweithredol</p> <p>Crynodeb: I'r Bwrdd gymeradwyo cyfeiriad y Strategaeth Profiad Cwsmeriaid ac Ymgysylltu</p> <p>Cyfeirnod y Papur: 21-01-B03</p>
<b>11.10</b> <b>(20 munud)</b>	<p><b>Egwyl</b></p>
<b>11.30</b> <b>(60 munud)</b>	<p><b>7. Cyflwyno Lle: De-ddwyrain Cymru</b></p> <p>Noddwr: Gareth O'Shea, Pennaeth Gweithrediadau</p> <p>Cyflwynydd: Steve Morgan, Pennaeth Gweithrediadau De-ddwyrain Cymru</p> <p>Crynodeb: Darparu trosolwg o'r gweithgareddau allweddol yn rhanbarth De-orllewin Cymru</p>
<p><b>Diwedd Cyfarfod y Bwrdd</b></p>	
<b>12.30</b> <b>(30 munud)</b>	<p><b>8. Sesiwn Holi ac Ateb gyda'r Cyhoedd</b></p>
<b>13.00</b> <b>(60 munud)</b>	<p><b>Egwyl Ginio</b></p>

## Cofnodion heb eu cadarnhau

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**Teitl y Cyfarfod:** Cyfarfod Bwrdd CNC – Cyhoeddus  
Pawb a Fynychodd trwy Skype

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**Dyddiad y Cyfarfod:** 26 Tachwedd 2020

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**Aelodau'r Bwrdd a oedd yn Bresennol:** Syr David Henshaw, Cadeirydd  
Clare Pillman, Prif Weithredwr  
Yr Athro Steve Ormerod, Is-gadeirydd  
Karen Balmer  
Chris Blake (yn absennol o 12.15pm ymlaen)  
Catherine Brown  
Julia Cherrett  
Geraint Davies  
Howard Davies  
Dr Elizabeth Haywood  
Zoe Henderson  
Dr Rosie Plummer  
Yr Athro Peter Rigby  
Clare Pillman, Prif Weithredwr (yn y Gadair)

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**Aelodau'r Tîm Gweithredol a oedd yn Bresennol:** Prys Davies, Cyfarwyddwr Strategaeth Gorfforaethol a Datblygu  
Ceri Davies, Cyfarwyddwr Gweithredol Tystiolaeth, Polisi a Thrwyddedu  
Rachael Cunningham, Cyfarwyddwr Gweithredol Gwasanaethau Corfforaethol a Chyllid  
Gareth O'Shea, Cyfarwyddwr Gweithredol Gweithrediadau  
Sarah Jennings, Cyfarwyddwr Gweithredol Cyfathrebu, Cwsmeriaid a Masnachol

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**Unigolion Ychwanegol a oedd yn Bresennol:** Colette Fletcher, Pennaeth Llywodraethu ac Ysgrifennydd y Bwrdd  
Sarah Williams, Pennaeth Gweledigaeth 2050 a'r Strategaeth Gorfforaethol  
Martyn Evans, Pennaeth Gweithrediadau De-orllewin Cymru

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**Aelodau o'r Cyhoedd a oedd yn bresennol:** Gareth Wardell  
Daniel Wills - Vattenfall  
Frank Elsworth - Vattenfall  
Jack Hanbury – Ystad Parc Pont-y-pŵl

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**Datganiadau:** Ni wnaed unrhyw ddatganiadau.

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**Ymddiheuriadau:** Ni chafwyd yr un ymddiheuriad.

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## **Eitem 1. Agor y Cyfarfod**

1. Agorodd y Cadeirydd y cyfarfod a chroesawu pawb. Ni wnaed dim datganiadau pellach.

## **Eitem 2. Adolygu'r Cofnodion a'r Cofnod Gweithredu – i gadarnhau – gofynnwyd am ddiwygiadau trwy ohebiaeth ymlaen llaw**

### **2A. Adolygu Cofnodion y Cyfarfod Cyhoeddus a gynhaliwyd ar 16 Medi**

2. Cytunwyd ar gofnodion Sesiwn Gyhoeddus 16 Medi.

### **2B. Adolygu'r Cofnod Gweithredu Cyhoeddus**

3. Cafodd y Cofnod Gweithredu Cyhoeddus ei adolygu a'i gytuno.

## **Eitem 3. Busnes y Cadeirydd**

4. Dywedodd y Cadeirydd wrth y Bwrdd a'r cyhoedd fod CNC wedi parhau i weithio'n dda er gwaethaf heriau'r flwyddyn ddiwethaf. Roedd y gwaith ar Adferiad Gwyrdd yn datblygu a chyn hir byddai'r cynllun yn cael ei lansio'n ffurfiol, ynghyd â manylion am sut y byddai'n symud ymlaen i'r cam gweithredu. Roedd cyhoeddiad yr Adolygiad Llifogydd wedi bod yn llwyddiant, ac roedd hyn wedi gosod sylfaen i gynnal sgysiau pellach ar ddull Cymru o ymdrin â llifogydd.

## **Eitem 4. Adroddiad y Prif Weithredwr**

5. Roedd Adroddiad y Prif Weithredwr yn myfyrio ar y flwyddyn ddiwethaf, a'i helfennau amlycaf oedd y llifogydd ym mis Chwefror a phandemig Covid. Ers cyfarfod diwethaf y Bwrdd, cwblhawyd yr Adolygiad Llifogydd, a gyhoeddwyd ddiwedd mis Hydref, a myfyriwyd arno gan aelodau'r Bwrdd a'r Tîm Gweithredol. Roedd wedi sbarduno sgysiau anodd, a'r gobaith oedd y byddai hyn yn gwneud Cymru'n fwy gwydn yn y dyfodol ac y byddai'n parhau yn flaenoriaeth.
6. Roedd CNC wedi bod yn cynllunio ar gyfer y cyfnod ar ôl Brexit ac yn ymateb i faterion a allai godi o adael Ewrop heb gytundeb. Ym mis Mehefin roedd CNC wedi nodi'r angen i fod yn barod am aeaf aml-ddigwyddiad. Cynhaliwyd ymarfer pen desg er mwyn ymarfer yr ymateb o'r radd fwyaf sydd ei angen wrth iddynt gyd-daro; roedd hyn wedi llywio prosesau dros y misoedd diwethaf.
7. Cafodd ail adroddiad SoNaRR ei gyhoeddi'n mewn rhannau yn raddol gan fod rhywfaint o'r gwaith manwl wedi'i ohirio gan Covid. Derbyniodd CNC gadarnhad gan UKWAS fod y labordy wedi cadw achrediad ISO17025.
8. Rhoddodd y Prif Weithredwr ddiweddariad ar y Gyllideb a Gwerthiannau Pren. Nodwyd y bu hon yn gyllideb anodd eleni, ond bod CNC bellach ar y trywydd iawn i gyflawni yn erbyn ein targed. Byddai Cynllun Gwerthu a Marchnata Pren newydd o fis Ebrill nesaf ymlaen, ac roedd CNC wedi bod yn ymgynghori'n eang arno. Byddai hyn yn cael ei rannu gyda'r Bwrdd ym mis Ionawr.

9. Croesawodd y Prif Weithredwr y Pennaeth Llywodraethu ac Ysgrifennydd y Bwrdd newydd a nododd ymadawiad y Pennaeth Masnachol. Diolchodd am ei gwasanaeth gan ddymuno'n dda iddi yn y dyfodol. Roedd y broses recriwtio wedi dechrau ar gyfer y Pennaeth Archwilio Mewnol newydd a'r Pennaeth Gwybodaeth a Thystiolaeth. Byddai adroddiad Pulse parhaus i sicrhau Llesiant, Iechyd a Diogelwch da i'r staff, a darparwyd cymorth a chyingor parhaus iddynt.
10. Gorffennodd y Prif Weithredwr trwy ddiolch i'r Tîm Gweithredol a'r holl staff am eu cefnogaeth a'u gwaith diflino yn ystod blwyddyn eithriadol, a diolchodd i'r Bwrdd am eu cefnogaeth a'u her.

## **Eitem 5. Adroddiadau Diweddarau'r Pwyllgorau**

11. Rhoddodd Cadeirydd FPPC ddiweddariad llafar o'r cyfarfod diweddar ar 10 Tachwedd. Yr eitemau trafod allweddol oedd Cylch Cynllunio Busnes 2022, y Cynllun Busnes drafft, ac roedd gwaith wedi dechrau ar y Cylch Cynllun Corfforaethol Pum Mlynedd ar gyfer 2022-27 a fyddai'n cael ei lywio gan waith Gweledigaeth 2050. Roedd CNC yn gobeithio comisiynu grŵp gweledigaeth newydd ar gyfer pobl ifanc i gyfrannu at drafodaethau cynllunio.
12. Nododd Cadeirydd FRMC yr adolygiad o lifogydd 2020, a diolchwyd i staff CNC am eu gwaith rhagorol. Roedd yr adolygiad am sicrhau cynllunio cywir yn y dyfodol, gan anfon y negeseuon cywir at y cyhoedd. Roedd Llywodraeth Cymru yn ystyried a ddylid cynnal adolygiad annibynnol o ddigwyddiadau yn ystod llifogydd.
13. Roedd materion allweddol eraill yn cynnwys cyfraniad CNC yn y Strategaeth Genedlaethol ar gyfer Rheoli Perygl Llifogydd ac Erydu Arfordirol, a fyddai'n gofyn am gydweithio a phartneriaeth agos i gyflawni ei nodau. Bu FRMC hefyd yn canolbwyntio ar gronfeydd dŵr ac roedd canlyniadau ymchwiliad Toddbrook yn debygol o arwain at ddeddfwriaeth newydd.

## **Eitem 6. Dangosfwrdd perfformiad y Cynllun Busnes 2020-21 – Diweddariad Ch2**

14. Cyflwynodd y Prif Weithredwr yr Adroddiad Perfformiad ar gyfer Ch2 i'r Bwrdd ddiwedd mis Medi gan nodi y byddai'r canlyniadau'n cael eu cyhoeddi ar ein gwefan. Hwn oedd yr adroddiad cyntaf ers adolygiad Cynllun Busnes 2020/2021, a gymeradwywyd yng nghyfarfod mis Gorffennaf y Bwrdd.
15. Nododd y Bwrdd y mesurau allweddol a'u sgoriau cynnydd fel yr amlinellir yn y papur. O ran gwaith archwilio dilynol, roedd craffu annibynnol fel archwiliad UKWAS a phrosesau her mewnol megis ymateb i ddigwyddiadau, yn ymdrin â'r mater hwn.
16. Cytunodd y Bwrdd ar y cynnig i fabwysiadu adroddiad am eithriadau Ch3 symlach.

### **CYTUNWYD: Cytunodd y Bwrdd i'r dull arfaethedig er mwyn cael adroddiad am eithriadau symlach wrth adrodd ar berfformiad Ch3.**

17. Holodd y Bwrdd ym mha ffordd yr oedd yr wybodaeth rheoli perfformiad yn cael ei herio'n annibynnol, a gofynnwyd am ddiweddariad byr ar y gwiriadau a'r mesurau a oedd ar waith ar gyfer y cyfarfod nesaf. Eglurodd y Prif Weithredwr fod y ffigurau a gynhyrchir yn cael eu herio ar sawl lefel: herio allanol megis UKWAS a herio mewnol gan aelodau'r tîm a gynhyrcha'r ffigurau i'r Tîm Perfformiad sy'n cynhyrchu'r adroddiad, y Tîm Gweithredol ac Archwilio Mewnol.

**CAM GWEITHREDU: Y Prif Weithredwr i roi diweddariad byr i gyfarfod nesaf y Bwrdd ar y gwiriadau a'r mesurau sydd ar waith i herio'r wybodaeth rheoli perfformiad yn annibynnol.**

18. Gofynnodd y Bwrdd am ddiweddariad ar barodrwydd CNC i ymateb i'r newidiadau mewn amaethyddiaeth ar ôl Brexit a newidiadau deddfwriaethol. Amlinellodd y Cyfarwyddwr Gweithredol Tystiolaeth, Polisi a Thrwyddedu gynlluniau a gefnogwyd gan y Tîm Gweithredol, a dywedodd y byddai'r cynigion yn cael eu cyflwyno i'r Bwrdd yn fanylach yn y Flwyddyn Newydd.
19. Codwyd mater y toriadau yn y gyllideb amaethyddol a thrafnidiaeth a gyhoeddwyd, a gofynnwyd i'r Tîm Gweithredol sut y byddai hyn yn effeithio ar y rhaglenni sydd ar ddod. Cadarnhawyd y cynhelir sgysiau am ymgysylltu gyda Llywodraeth Cymru, ac roedd y Cyfarwyddwr Gweithredol Tystiolaeth, Polisi a Thrwyddedu yn aelod o Grŵp Llywio Buddsoddi Rhanbarthol yng Nghymru (RIWSG). Cadarnhaodd fod y drafodaeth hon ar yr agenda.

**CAM GWEITHREDU: Cyfarwyddwr Gweithredol Tystiolaeth, Polisi a Thrwyddedu i gylchredeg e-bost a dderbyniwyd gan RIWSG ar yr Adolygiad o Wariant y DU.**

20. Rhoddodd yr Athro Steve Ormerod ddiweddariad ynglŷn â'r fforwm Pysgodfeydd a thynnodd sylw at y papur diweddar da iawn ar faterion ffosffad Gwy. Fodd bynnag, heriodd y terfyn o bedair awr i ymateb i ddigwyddiadau. Eglurodd y Cyfarwyddwr Gweithredol Gweithrediadau y broses a'r ddibyniaeth ar asesiadau cychwynnol wrth ymateb. Fodd bynnag, derbyniodd y pwynt ehangach a byddai'n gofyn i Bennaeth Gweithrediadau Gogledd-ddwyrain Cymru roi diweddariad pellach i'r Bwrdd ar y pwnc.

**CAM GWEITHREDU: Cyfarwyddwr Gweithredol Gweithrediadau i drafod gyda Phennaeth Gweithrediadau Gogledd-ddwyrain Cymru a rhoi diweddariad pellach i'r Bwrdd ar y terfyn o bedair awr i ymateb i ddigwyddiadau.**

**Eitem 7. Diweddariad ar Adferiad Gwyrdd (Ilafar)**

Sarah Williams, Pennaeth Gweledigaeth 2050 a'r Strategaeth Gorfforaethol

21. Cyflwynodd y Cyfarwyddwr Strategaeth a Datblygu Corfforaethol yr eitem. Roedd y Gweinidog wedi croesawu'r adroddiadau a'r casgliadau ac wedi cymeradwyo'r ddau i'w cyhoeddi.
22. Roedd yr adroddiad cyntaf ar gynigion yr Adferiad Gwyrdd a'r llall ar y gefnogaeth i'r sector eNGO. Roedd 50 o gynigion blaenoriaeth un a 48 o gynigion yr oedd arnynt angen rhagor o waith a datblygiad. Roedd adnoddau wedi'u hymrwymo ac roeddent yn canolbwyntio ar y cynigion blaenoriaeth un ac iddynt achosion busnes da fel y gellid eu cysylltu â chyfleoedd cyllido sydd eisoes yn bod.
23. Roedd hefyd 19 o gamau galluogi ehangach o fewn y Bartneriaeth Cyflenwi Adferiad Gwyrdd nad oeddent yn gamau gweithredu penodol, ond a oedd yn gweithio ar gysylltu pobl a hwyluso gweithredu.
24. Roedd gan yr ail adroddiad, a oedd yn canolbwyntio ar gefnogi'r trydydd sector amgylcheddol, argymhellion ar draws ystod eang o feysydd yn annog cydweithredu ac arallgyfeirio incwm. Ar hyn o bryd roedd CNC yn gweithio trwy argymhellion gyda Llywodraeth Cymru a byddai hefyd yn ystyried cynnull grŵp o randdeiliaid yn y sector preifat i archwilio'r materion yn fanylach.

25. Nododd y Bwrdd rôl bwysig SMNR a deddfwriaeth arall wrth hwyluso'r gwaith hwn a thanlinellwyd hyn yn enghraifft dda o sut y gall deddfwriaeth gefnogi gweithredu.

## Eitem 8. Cyflwyno Lle

Martyn Evans, Pennaeth Gweithrediadau De-orllewin Cymru

26. Cyflwynodd y Cyfarwyddwr Gweithredol Gweithrediadau yr eitem a nododd mai hwn oedd y cyflwyniad lle cyntaf ers y Trallwng yn 2019 oherwydd Covid-19.

27. Rhoddodd Pennaeth Gweithrediadau De-orllewin Cymru gyflwyniad ar weithgarwch yn y rhanbarth ers y diweddariad diwethaf i'r Bwrdd ym mis Tachwedd 2019 a rhoddodd drosolwg o'r datblygiadau diweddaraf. Dyma'r meysydd a amlinellwyd: ansawdd dŵr, ansawdd aer, rheoli tir ac asedau a gweithio gyda'r Gwasanaeth Tân ac Achub. Croesawyd y cyflwyniad gan y Bwrdd a nodwyd adborth cadarnhaol gan drigolion lleol ar y rhyngweithio gan CNC yn yr ardal. Ymatebodd Pennaeth Gweithrediadau De-orllewin Cymru i sawl ymholiad gan aelodau'r Bwrdd ynghylch materion cyfredol yn yr ardal.

28. Roedd ymholiad ynghylch cynnwys y Gwasanaeth Tân ac Achub mewn gwaith ar dir comin pori a ariannwyd gan grant y Bwrdd Gwasanaethau Cyhoeddus (BGC) ac a fyddai hyn yn straen ar adnoddau. Dywedodd y Cyfarwyddwr Gweithredol Gweithrediadau fod CNC yn gyfrwng ar gyfer trosglwyddo arian i berchenogion/meddianwyr ac y byddai'n rhannu mwy o wybodaeth am y prosiect all-lein.

**CAM GWEITHREDU: Cyfarwyddwr Gweithredol Gweithrediadau i rannu rhagor o wybodaeth am y Gwasanaeth Tân ac Achub/ y gwaith ar dir comin pori a ariennir gan grant y BGC gyda Geraint Davies all-lein.**

29. Cynigiodd y Bwrdd eu cefnogaeth ar faterion yn ymwneud â gwastraff yn ystod Covid a gofynnwyd a oedd mwy y gallem ei wneud o safbwynt rheoleiddio. Roedd gwaith pellach ar y gweill ar ffurf darn o waith rheoleiddio strategol, ac roedd Polisi, Tystiolaeth a Thrwyddedu yn gweithio gyda'r timau Gweithrediadau.

30. Gofynnodd y Bwrdd am ragor o wybodaeth am ddefnyddio technegau arloesol, technolegau newydd a ffyrdd newydd o weithio sydd wedi cynorthwyo yn ystod Covid.

**CAM GWEITHREDU: Pennaeth Gweithrediadau'r De-orllewin i ddarparu nodyn i'r Bwrdd ar arloesi, technolegau newydd a ffyrdd newydd o weithio sydd wedi helpu'r timau Gweithrediadau yn ystod Covid.**

## Eitem 9. Sesiwn Holi ac Ateb Ryngweithiol gyda'r Cyhoedd

38. Croesawodd y Cadeirydd aelodau'r cyhoedd i'r sesiwn holi ac ateb.

39. Gofynnwyd y cwestiynau canlynol:

- Gofynnodd Daniel Wills a fyddai'r Swydd Pennaeth Masnachol yn cael ei chadw neu a fyddai'r Cyfarwyddwr newydd yn ymgymryd â'r rôl. Cadarnhaodd y Prif Weithredwr y byddai CNC yn penodi Pennaeth Masnachol newydd, am ei fod yn rhan o'r strwythur presennol.

- Gofynnodd Frank Elsworth a oedd Bwrdd CNC yn ymwybodol o sgîl-efeithiau prosiect Fferm Wynt Pen-y-Cymoedd (PyC) i Economi Cymru. Holodd a oedd y Bwrdd yn derbyn bod PyC yn drefniant prydlesu CNC a negodwyd sy'n deilwng o gael ei fabwysiadu ar bob prosiect adnewyddadwy Ystad Goetir Llywodraeth Cymru yn y dyfodol. Cadarnhaodd y Cyfarwyddwr Cyfathrebu, Cwsmeriaid a Masnachol fod CNC yn ymwybodol o hyn.

**CAM GWEITHREDU: Y Cyfarwyddwr Gweithredol Masnachol, Cwsmeriaid a Chyfathrebu i ymateb i Frank Elsworth ynghylch ei ymholiadau eraill a gyflwynwyd ar ôl y cyfarfod.**

- Gofynnodd Jack Hanbury am gofnod gorfodi gwastraff CNC. Cadarnhaodd y Cyfarwyddwr Gweithredol Gweithrediadau fod CNC yn gweithio o fewn y fframwaith rheoleiddio a bod yr holl ddata gorfodi ar gael ar wefan CNC.
- Holodd Jack Hanbury hefyd am yr adnoddau yn y timau gorfodi gwastraff. Rhoddodd y Cyfarwyddwr Gweithredol Tystiolaeth, Polisi a Thrwyddedu sicrwydd fod CNC yn gweithio ar yr adnoddau o fewn y timau. Awgrymodd y Cadeirydd y dylid cynnull cyfarfod gyda Mr Hanbury i drafod y materion ymhellach.

**CAM GWEITHREDU: Galwad ddwyochrog gyda Jack Hanbury, y Cyfarwyddwr Gweithredol Gweithrediadau a Chadeirydd CNC i drafod ymhellach ei ymholiadau ar orfodi gwastraff.**

- Gofynnodd Gareth Wardell a oedd Bwrdd CNC yn derbyn bod Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015 yn ei gwneud yn ofynnol i CNC gydymffurfio â'i ofyniad i ddilyn agweddau amgylcheddol, cymdeithasol, diwylliannol ac economaidd datblygu cynaliadwy. Cadarnhaodd y Cadeirydd fod CNC yn edrych ar hyn trwy'r Strategaeth Fasnachol a bod nifer o sefydliadau eraill yn wynebu'r un her. Ychwanegodd y Cyfarwyddwr Gweithredol Tystiolaeth, Polisi a Thrwyddedu fod CNC wedi ymrwymo i Reoli Adnoddau Naturiol yn Gynaliadwy (SMNR). Nododd fod gan CNC gyfres o nodau llesiant yn y Cynllun Corfforaethol a'i fod yn gweithredu yn unol â'r nodau.
- Gofynnodd Gareth Wardell a fyddai CNC yn elwa pe bai swyddogaethau masnachol rheoli Ystad Goetir Llywodraeth Cymru (WGWE), naill ai ar gyfer creu coetiroedd neu greu cynlluniau ynni adnewyddadwy, yn cael eu dargyfeirio i asiantaeth ar wahân. Ymatebodd y Prif Weithredwr fod CNC yn gweithio'n agos gyda Llywodraeth Cymru i ddatblygu'r cynlluniau ar gyfer cam nesaf ynni gwynt. Roedd y fframwaith yn darparu sail gadarn i sicrhau gwerth o Ystad Goetir Llywodraeth Cymru. Byddai'r Cyfarwyddwr Cyfathrebu, Cwsmeriaid a Masnachol yn parhau i yrru'r Strategaeth Fasnachol yn dilyn ymadawiad y Pennaeth Masnachol.

**Daeth y Cyfarfod i Ben**



### Cyfarfodydd y Bwrdd

Categori Cyfarfod	Dyddiad y Cyfarfod	Rhif yr Eitem	Rhif Paragraff	Noddwr y Papur	Cam Gweithredu	Perchennog	Erbyn	Statws	Nodiadau/Diweddariad
Cyhoeddus	16/09/2020	6	22	Amh.	CAM GWEITHREDU: Cytunwyd y byddai'r Prif Weithredwr yn ysgrifennu llythyr ymateb yn amlinellu cynnydd prosiect Brechfa Dau CNC – Swyddfa'r Prif Swyddog Gweithredol	Swyddfa'r Prif Swyddog Gweithredol/ Kate Evans	16/10/2020	Wedi'i gwblhau	
Cyhoeddus	26/11/2020	6	19	Ceri Davies, Cyfarwyddwr Gweithredol Tystiolaeth, Polisi a Thrwyddedu	CAM GWEITHREDU: Cyfarwyddwr Gweithredol Tystiolaeth, Polisi a Thrwyddedu i gylchredeg e-bost a dderbyniwyd gan RIWSG ar Adolygiad o Wariant y DU.	Ceri Davies, Cyfarwyddwr Gweithredol Tystiolaeth, Polisi a Thrwyddedu	26/11/2020	Wedi'i gwblhau	
Cyhoeddus	26/11/2020	6	20	Prys Davies, Cyfarwyddwr Strategaeth a Datblygu Corfforaethol	CAM GWEITHREDU: Cyfarwyddwr Gweithredol Gweithrediadau i drafod gyda Phennaeth Gweithrediadau Gogledd-ddwyrain Cymru ynghylch cael trafodaeth gyda'r Bwrdd yn y dyfodol ar y terfyn o 4 awr i ymateb i ddigwyddiadau.	Gareth O'Shea, Cyfarwyddwr Gweithredol Gweithrediadau'r De	20/12/2020		
Cyhoeddus	26/11/2020	8	31	Gareth O'Shea, Cyfarwyddwr Gweithredol Gweithrediadau'r De	CAM GWEITHREDU: Pennaeth Gweithrediadau'r De Orllewin i ddarparu nodyn i'r Bwrdd ar ddatblygiadau arloesol/technolegau/ffyrdd newydd o weithio a ddefnyddir sydd wedi helpu'r timau gweithrediadau yn ystod Covid.	Gareth O'Shea, Cyfarwyddwr Gweithredol Gweithrediadau'r De	20/12/2020		
Cyhoeddus	26/11/2020	8	29	Gareth O'Shea, Cyfarwyddwr Gweithredol Gweithrediadau'r De	CAM GWEITHREDU: Cyfarwyddwr Gweithredol Gweithrediadau i rannu rhagor o wybodaeth am y Gwasanaeth Tân ac Achub/y prosiect tir comin pori a ariennir trwy grant gan y BGLI, gyda Geraint Davies all-lein.	Gareth O'Shea, Cyfarwyddwr Gweithredol Gweithrediadau'r De	20/12/2020		
Cyhoeddus	26/11/2020	9	39	Syr David Henshaw	CAM GWEITHREDU: Cyfarwyddwr Gweithredol Masnachol, Cwsmeriaid a Chyfathrebu i ymateb i Frank Elsworth ynghylch ei ymholiadau eraill a gyflwynwyd ar ôl y cyfarfod.	Sarah Jennings, Cyfarwyddwr Gweithredol Cyfathrebu, Cwsmeriaid a Masnachol	20/12/2020		Trefnwyd cyfarfod gyda Mr Elsworth ar gyfer 11 Ionawr.
Cyhoeddus	26/11/2020	9	39	Syr David Henshaw	CAM GWEITHREDU: Galwad ddwyochrog gyda Jack Hanbury, Cyfarwyddwr Gweithredol Gweithrediadau a Chadeirydd CNC i drafod ymhellach ei ymholiadau ar orfodi gwastraff.	Gareth O'Shea, Cyfarwyddwr Gweithredol Gweithrediadau'r De	20/12/2020		

	Manylion y Papur
<b>Teitl y Papur:</b>	Diweddariad gan y Pwyllgor Cyngori ar Dystiolaeth (EAC)
<b>Cyfeirnod y Papur:</b>	21-01-B01
<b>Noddir y Papur gan:</b>	Peter Rigby – Cadeirydd EAC
<b>Cyflwynir y Papur gan:</b>	Peter Rigby
<b>Diben y Papur:</b>	Er gwybodaeth
<b>Argymhelliad:</b>	Nodi'r diweddariad

## Mater

Mae'r papur hwn yn rhoi diweddariad i'r Bwrdd yn dilyn cyfarfod o'r pwyllgor EAC ar 1 Rhagfyr 2020.

## Diweddariad

1. Cynhaliwyd cyfarfod cyntaf yr EAC yn dilyn penodi saith aelod annibynnol yn ddiweddar. Yn bwyllgor newydd, caiff yr aelodaeth ei monitro i sicrhau bod ganddo'r arbenigedd angenrheidiol i herio ac i fod mor drwyadl â phosibl ynghylch swyddogaethau tystiolaeth CNC. Y bwriad yw cyngori Bwrdd CNC a chynnig sicrwydd iddynt yn y ffordd orau posibl. Gall y Pwyllgor sefydlu Gweithgorau Gorchwyl a Gorffen i ategu'r arbenigedd hwnnw.
2. Rhoddwyd trosolwg i'r Pwyllgor o gyfrifoldebau eang CNC a chafwyd gwell dealltwriaeth o flaenoriaethau a phenderfyniadau'r sefydliad, y mae'r cyfan ohonynt yn ddibynnol, yn y pen draw, ar ein sail tystiolaeth.
3. Tynnwyd sylw at y newid diwylliant yn CNC ar y pryd tuag at gydnabod tystiolaeth. Nododd y Pwyllgor fod llywodraethu, prosesau ac adnoddau sy'n gysylltiedig ag adnabod, comisiynu a defnyddio tystiolaeth yn parhau i gael eu datblygu. Yn ogystal, mynegwyd i'r pwyllgor bwysigrwydd gweithio mewn partneriaeth i ddarparu ac i ddefnyddio'r dystiolaeth a'i hadnoddau data, er mwyn rhannu a deall yr hyn sy'n ysgogi tystiolaeth.
4. Cafwyd amrywiaeth o gyflwyniadau i ddangos:

- ehangder y gweithgareddau tystiolaeth ledled y sefydliad gan gynnwys gwaith Adroddiad Cyflwr Adnoddau Naturiol (SoNaRR) 2020
  - meysydd sy'n peri pryder i'r cyhoedd, megis yr adolygiad diweddar o berygl llifogydd.
5. Thema gyffredin yn y cyfarfod oedd yr angen i ddatblygu strategaeth ynghylch sut i ymgysylltu'n effeithiol a chyfleu ein tystiolaeth i'n rhanddeiliaid amrywiol. Byddai hyn yn sbarduno newidiadau mewn ymddygiad yn unol â'r blaenoriaethau, y cyfleoedd a'r pwysau a nodwyd. Cydnabuwyd natur ryngddisgyblaethol y dystiolaeth honno, ynghyd â'r penderfyniadau dilynol ar gamau gweithredu.
6. Yr wyf 'nawr yn ystyried camau nesaf y Pwyllgor, cyn cyfarfod nesaf yr EAC yn y gwanwyn.

	Manylion y Papur
<b>Teitl y papur:</b>	Diweddariad gan y Pwyllgor Pobl a Chyflogau (PaRC)
<b>Cyfeirnod y Papur:</b>	21-01-B02
<b>Noddir y Papur gan:</b>	Zoe Henderson – Cadeirydd PaRC
<b>Cyflwynir y Papur gan:</b>	Zoe Henderson
<b>Diben y papur:</b>	Er gwybodaeth
<b>Argymhelliad:</b>	Nodi'r diweddariad

## Mater

Mae'r papur hwn yn rhoi diweddariad i'r Bwrdd yn dilyn cyfarfod PaRC ar 11 Rhagfyr 2020.

## Diweddariad

Trafodwyd y materion allweddol canlynol:

1. Adolygu cofnodion y cyfarfod a gynhaliwyd ar 9 Medi a'r cofnod gweithredu.
2. Rhoddodd y Pennaeth Llywodraethu ddiweddariad ar y camau gweithredu a amlinellir ym mhapur Adolygu Effeithiolrwydd PaRC.
3. Trafododd PaRC y data a ddarperir gan y papur Gwybodaeth Reoli, megis Lefelau Staffio Chwarterol, lleihad mewn salwch staff a'r Rotas.
4. Rhoddodd y Pennaeth Rheoli Pobl ddiweddariad ar bolisi a oedd yn tanlinellu'r Cap ar y Taliad Ymadael, risgiau'r Cyflogwr a'r hawliadau a gyflwynwyd yn y papur Cyflogwr / Atebolrwydd Cyhoeddus a Pholisi Dewisol CPLIL.
5. Trafododd PaRC y diffiniadau a'r rhanddeiliaid a gyflwynwyd gan y Pennaeth Gwasanaeth Cwsmeriaid a rhoddwyd adborth. Cytunwyd y byddai'r eitem yn fwy priodol ar gyfer Pwyllgor arall.
6. Rhoddodd y Cynghorydd Arbenigol Arweiniol, Rheoli Portffolio gyflwyniad ar Werthuso Dylunio Sefydliadol (OD) a oedd yn diweddarau PaRC ar brydlondeb a chynnydd y Gwerthusiad OD.

7. Rhoddwyd diweddariadau llafar ar ganfyddiadau'r Arolwg Pulse a'r diweddaraf o ran Covid. Tynnodd hyn sylw at ba mor amserol y mae'r prosiect adnewyddu ac at bwysigrwydd canfyddiadau'r arolwg.
  8. Cyflwynodd y Pennaeth Datblygiad Sefydliadol y model cynllunio ar gyfer olyniaeth a oedd wedi'i ganfod trwy Gynllun y Gweithlu.
  9. Rhoddodd y Rheolwr Llesiant, Iechyd a Diogelwch ddiweddariad ar yr adroddiad ar Adolygiadau Archwilio Mewnol a'r Polisi Llesiant, Iechyd a Diogelwch diwygiedig.
  10. Cyflwynodd y Cyfarwyddwr Gweithredol Strategaeth a Datblygu Corfforaethol risg strategol Adnoddau Staff SR06, Galluogrwydd a'r datganiad archwaeth risg drafft ar gyfer SR06.
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# Papur y Bwrdd

20 Ionawr 2021

<b>Teitl y Papur:</b>	Strategaeth Profiad Cwsmeriaid ac Ymgysylltu
<b>Cyfeirnod y Papur:</b>	21-01-B03
<b>Noddir y Papur Gan:</b>	Sarah Jennings – Cyfarwyddwr Cyfathrebu, Cwsmeriaid a Masnachol
<b>Cyflwynir y Papur Gan:</b>	Naomi Lawrence – Pennaeth Profiad Cwsmeriaid Catrin Hornung– Pennaeth Cyfathrebu a Chysylltiadau Allanol Kate Evans – Rheolwr, Materion Cyhoeddus ac Ysgrifennydd Personol i'r Prif Swyddog Gweithredol

<b>Diben y Papur:</b>	<b>Penderfyniad</b>
<b>Argymhelliad:</b>	I'r Bwrdd gymeradwyo'r Strategaeth Profiad Cwsmeriaid ac Ymgysylltu arfaethedig yn gyfeiriad cywir i'r sefydliad

<b>Effaith:</b>	<p>Sut y mae'r cynigion yn y papur hwn yn helpu Cyfoeth Naturiol Cymru (CNC) i gyflawni egwyddorion Deddf Llesiant Cenedlaethau'r Dyfodol o ran y canlynol:</p> <p><b>Ystyried yr <u>hirdymor</u>:</b> Mae ein strategaeth arfaethedig yn ffurfioli ymrwymiad i ymgorffori Profiad Cwsmeriaid yn fusnes, fel arfer o weithio yn CNC.</p> <p><b>Defnyddio dull gweithredu <u>integredig</u>:</b> Byddwn yn dilyn arfer gorau ac yn mesur ein perfformiad yn erbyn cyrff y sector cyhoeddus a'r sector preifat.</p> <p><b><u>Cydweithio</u>:</b> Mae cyflawni'r strategaeth hon yn llwyddiannus yn gofyn i bob un ohonom weithio gyda'n gilydd, naill ai'n uniongyrchol neu'n anuniongyrchol.</p> <p><b><u>Cynnwys</u>:</b> Mae ein strategaeth arfaethedig yn gosod barn cwsmeriaid yn sylfaen ar gyfer pob penderfyniad a cham gweithredu yn y dyfodol.</p>
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	<p><b>Atal materion rhag codi:</b> Bydd gwaith a wneir trwy'r strategaeth hon i wella profiad cwsmeriaid yn sbarduno newid mewnol er mwyn hwyluso'r broses o wneud busnes gyda CNC a chyflymu'r broses honno, gan leihau cymhlethdod ac atal problemau.</p>
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## Mater

1. Cais i gymeradwyo'r Strategaeth Profiad Cwsmeriaid ac Ymgysylltu yw'r papur hwn, er mwyn galluogi CNC i ddangos ei ymrwymiad i roi ein cwsmeriaid wrth wraidd yr hyn a wnawn. Byddai hyn yn sefydlu mesurau i ddatrys materion hanesyddol o ran canfyddiad fel y nodwyd gan Archwiliad Canfyddiad diweddar Aelod o'r Senedd. Byddai hefyd yn ceisio egluro'r prosesau o ran perchnogaeth perthnasoedd mewnol ac allanol, gan egluro'r gweithdrefnau uwchgyfeirio ar eu cyfer.
2. Mae'r papur hefyd yn ceisio mynd i'r afael â'r angen i flaenoriaethu ac i gael cysondeb strategol ar draws holl weithgarwch ymgysylltu'r sefydliad. Byddai hyn yn osgoi dyblygu ac aneffeithlonrwydd, gan gynnig fframwaith llif gwybodaeth i sicrhau negeseuon cyson ledled y sefydliad.

## Cefndir

3. Cymeradwyodd CNC y Strategaeth Meithrin Ymddiriedolaeth Cwsmeriaid ym mis Medi 2018. Roedd y strategaeth hon yn cynnwys 13 o brosiectau a gynlluniwyd i'w cyflawni yn erbyn ein Cynllun Corfforaethol **Amcan Lles 7 - datblygu CNC yn sefydliad rhagorol sy'n darparu gwasanaethau cwsmeriaid o'r radd flaenaf.**
4. Mae CNC wedi dangos ymrwymiad i gynnig profiadau rhagorol i'n cwsmeriaid trwy greu rôl newydd Pennaeth Profiad Cwsmeriaid. Llenwyd y swydd hon ym mis Gorffennaf 2020.
5. Mae CNC wedi ymrwymo i gryfhau'r ffordd y mae'n cydweithio ag eraill er budd ein cwsmeriaid trwy greu'r Gyfarwyddiaeth Gyfathrebu, Cwsmeriaid a Masnachol a thrwy benodi Cyfarwyddwr newydd.
6. Golyga pandemig y Coronafeirws fod ein cwsmeriaid wedi gorfod addasu'n gyflym i ffyrdd newydd o weithio, a disgwyl i'w cyflenwyr barhau i ddarparu eu gwasanaethau mewn ffyrdd newydd, arloesol a digidol yn bennaf.
7. Wrth inni weld pwysau cynyddol ar gyllid cyhoeddus a'r ffocws parhaus ar yr argyfyngau hinsawdd a natur mewn byd ôl-Covid, ni fu ymgysylltu strategol â rhanddeiliaid, sy'n cyd-fynd yn agos â'r amcanion busnes, erioed yn bwysicach.
8. Croesawyd y newid i gyfeiriad sefydliadol sy'n seiliedig ar le, ond mae adegau, o hyd, lle mae angen eglurder ynghylch uwchgyfeirio'r broses o reoli perthnasoedd a sicrhau bod negeseuon a chymau gweithredu yn cael eu goruchwyllo yn gorfforaethol.

## Asesu

9. Adolygwyd Strategaeth Canolbwyntio ar Gwsmeriaid 2018 gan y Pennaeth Profiad Cwsmeriaid a'r Cyfarwyddwr Cyfathrebu, Cwsmeriaid a Masnachol. Y bwriad yw deall yr hyn y mae CNC wedi ymrwmo i'w gyflawni yn y gorffennol, ac ystyried a yw hyn yn cyd-fynd â'r meddylfryd presennol.
10. Crëwyd y Strategaeth Canolbwyntio ar Gwsmeriaid yn dilyn arolwg cwsmeriaid allanol a gynhaliwyd gan y Sefydliad Gwasanaethau Cwsmeriaid (ICS) ar ein rhan yn 2018. Daeth ein hadolygiad i'r casgliad bod y set ddata hon yn rhy fach i fod yn gynrychioliadol o sylfaen cwsmeriaid CNC, a bod y data a ddarparwyd gan CNC o'r system Rheoli Cysylltiadau Cwsmeriaid (CRM) o ansawdd gwael.
11. Treuliodd y Pennaeth Profiad Cwsmeriaid bedwar mis yn cyfarfod â chydweithwyr o bob rhan o CNC i ddeall y safbwynt mewnol o ran y ffordd rydym yn darparu gwasanaethau i'n cwsmeriaid ar hyn o bryd.
12. Gofynnwyd am farn ledled CNC ar y strategaeth bresennol ac am y 13 prosiect sy'n rhan ohoni sy'n cael eu cynnal gan y Rhaglen Gwsmeriaid. Arweiniodd y trafodaethau hyn at y casgliad bod y Rhaglen yn canolbwyntio gormod yn fewnol ac nad yw'n cydweithio ddigon i sicrhau canlyniadau ar draws y fenter. Mae yna ganfyddiad mai dim ond y Rhaglen sy'n ymdrin â gweithgareddau sy'n gysylltiedig â chwsmeriaid. Ychydig iawn o brosiectau'r Rhaglen sydd wedi sicrhau manteision pendant, ac nid yw'r gynulleidfa allanol wedi synhwyro'r manteision hyn.
13. Yn rhan o'r gwaith paratoi ar gyfer Gweledigaeth 2050, rydym wedi dadansoddi fformat ein rhestrau rhanddeiliaid. Mae llawer y gellid ei wneud i wella eu heffeithiolrwydd ac i'w hintegreiddio. Er enghraifft, nid yw cwsmeriaid a rhanddeiliaid wedi'u diffinio ar hyn o bryd ac felly mae dryswch ynglŷn â'r gwahanol berthnasoedd, pwy sy'n siarad â phwy, pryd a pham, a phwy sy'n berchen ar y perthnasoedd hynny. Rydym wedi datblygu dogfen ddiffinio (yn Atodiad 2) a adolygwyd gan y Tîm Gweithredol (TG) ym mis Hydref 2020 a'r Pwyllgor Pobl a Chyflogau (PaRC) ym mis Rhagfyr 2020.
14. Datblygwyd y cynllun hwn ar y cyd â'r Timau Cyfathrebu a Masnachol a swyddfa'r Prif Swyddog Gweithredol i sicrhau eu bod yn cyd-fynd â'u cynlluniau. Cynhaliwyd trafodaethau hefyd gyda TGCh i fesur pa offer presennol sydd ar gael i gefnogi'r gwaith hwn.
15. Aethpwyd â'r strategaeth i'r TG ar 15 Rhagfyr 2020 ac fe'i cymeradwywyd i'w chyflwyno yng nghyfarfod y Bwrdd ym mis Ionawr 2021.

## Strwythur y Tîm Profiad Cwsmeriaid

16. Er mwyn cyflawni'r strategaeth rydym yn cynnig newid strwythur y Tîm Cwsmeriaid. Y Tîm Profiad Cwsmeriaid fydd ein henw, yn hytrach na'r Tîm Rhaglen Cwsmeriaid. Mae hyn yn datgan y newid yn y ffocws. Mae'n dileu'r awgrym mai rhaglen waith yw hon a fydd yn dod i ben ac mai dim ond y Rhaglen Cwsmeriaid sy'n ymgymryd â gweithgareddau sy'n gysylltiedig â chwsmeriaid. Mae'r Tîm Profiad Cwsmeriaid yn cynnwys yr Hyb Cwsmeriaid. Ar ôl cymeradwyo'r strategaeth byddwn yn mynd trwy gyfnod o ail-frandio.



17. Cytunwyd ar strwythur y tîm mewn egwyddor yn y TG ym mis Rhagfyr ond mae'n amodol ar gwblhau cyllideb CNC gyfan. Gweler Atodiad 3 am ragor o fanylion am y rolau newydd.

### Crynodeb o swyddi newydd yn y tîm

<b>Rheolwr Profiad Cwsmeriaid</b>	Mae'r swydd hon yn disodli'r swydd Cynghorydd Arbenigol Arweiniol Gradd 8 sydd ar hyn o bryd yn Benodiad Cyfnod Penodol (FTA).
<b>Rheolwr Ymgysylltu</b>	Mae'r swydd hon yn disodli'r swydd Cynghorydd Arbenigol Arweiniol Gradd 6 sy'n FTA ar hyn o bryd.
<b>Dadansoddwr Data/Ymchwilydd Marchnad</b>	Mae hon yn swydd Gradd 6 newydd sy'n disodli swydd bresennol y Cynghorydd Cyfathrebu gan nad oes angen hyn mwyach oherwydd y berthynas waith gydweithredol rhwng y timau Profiad Cwsmeriaid a Chyfathrebu.
<b>Arweinydd Tîm yr Hyb Cwsmeriaid</b>	Ar hyn o bryd mae'r rôl hon yn FTA Gradd 6 hyd at fis Mawrth 2021, ac rydym yn cynnig ei bod yn dod yn barhaol.
<b>Arweinydd y Tîm Rhyddid Gwybodaeth a Chwynion</b>	Rôl Gradd 6 newydd yw hon a fydd yn arwain swyddogaeth Rhyddid Gwybodaeth, Cwynion a Thrwyddedu Data'r Hyb Cwsmeriaid, er mwyn sicrhau cydymffurfiaeth â deddfwriaeth berthnasol a gweithdrefnau CNC.
<b>Ceidwad Data</b>	Mae'r rôl Gradd 5 hon ar hyn o bryd yn FTA hyd at fis Hydref 2021, ac rydym yn cynnig ei bod yn dod yn barhaol.
<b>Trwyddedu Data</b>	Rôl Gradd 5 newydd yw hon a fydd yn cynnig perchnogaeth fusnes effeithiol ar gyfer swyddogaeth benodol yn yr Hyb Cwsmeriaid, gan ymdrin â cheisiadau trwyddedu data cymhleth.

### Llywodraethu

18. Gofynnwyd am arweiniad gan y TG ym mis Rhagfyr ynghylch sut y dylid rheoli profiad ac ymgysylltiad cwsmeriaid.
19. Argymhellwyd gan y TG ein bod yn dilyn yr un dull â'r Tîm Lles, Iechyd a Diogelwch, lle rydym yn gweithio ledled CNC, gan weithio gyda byrddau busnes i ymgorffori'r gwaith hwn yn llawn ar draws y sefydliad. Byddwn yn ceisio arweiniad gan y Tîm Lles, Iechyd a Diogelwch ym mis Ionawr 2021 ac yn cytuno ar ffordd ymlaen gyda'r TG.

## Argymhellion

20. Rydym yn dymuno eich cytundeb bod y Strategaeth Profiad Cwsmeriaid ac Ymgysylltu yn gosod y cyfeiriad cywir i'r sefydliad.

## Risgiau Allweddol

21. Mae'r systemau rhanddeiliaid presennol yn hen ffasiwn ac yn anghynnaladwy. Mae'r pwyslais ar ddefnyddio taenlenni Excel unigol yn golygu bod diffyg cysondeb, risgiau posibl o ran cydymffurfio â GDPR, ac nid yw'n hawdd diweddarau gwybodaeth felly mae bygythiad posibl i barhad busnes.
22. Os nad ydym yn cyflawni ein rhwymedigaethau o dan ddeddfwriaeth y Ddeddf Rhyddid Gwybodaeth/Rheoliadau Gwybodaeth Amgylcheddol (EIR), mae gan Swyddfa'r Comisiynydd Gwybodaeth ystod o bwerau gorfodi y gallant eu defnyddio, gan gynnwys:
- Cyflwyno hysbysiadau gwybodaeth, sy'n ei gwneud yn ofynnol i ni roi gwybodaeth benodol iddynt.
  - Cyflwyno hysbysiadau gorfodi sy'n ei gwneud yn ofynnol i ni gymryd camau penodol.
  - Rhoi cosbau ariannol, hyd at uchafswm o £17 miliwn.
  - Pwerau arolygu.
23. Mae hyn yn ychwanegol at yr effaith ar enw da CNC os nad ydym yn cydymffurfio â deddfwriaeth.
24. Mae gan Ombwdsmon Gwasanaethau Cyhoeddus Cymru bwerau cyfreithiol i ymchwilio i gwynion am wasanaethau cyhoeddus yng Nghymru a gallant argymhell y canlynol os ydynt yn cadarnhau cwyn:
- Ymddiheuriad, esboniad a chydabyddiaeth o gyfrifoldeb.
  - Camau unioni, a all gynnwys adolygu penderfyniad ar y gwasanaeth a roddwyd i achwynydd unigol, adolygu gweithdrefnau i atal yr un peth rhag digwydd eto a hyfforddi staff.
  - Taliad ariannol am golled ariannol uniongyrchol neu anuniongyrchol, colli cyfle, anghyfleustra a thrallod.
  - Gall yr Ombwdsmon hefyd ystyried a ddylid gwneud iawn ariannol am amser a helynt. Byddai hyn mewn amgylchiadau lle mae achwynwyr wedi dioddef mwy nag y gellid ei ddisgwyl fel arfer wrth wneud cwyn.
  - Unrhyw gyfuniad o'r uchod.
25. Mae hyn yn ychwanegol at yr effaith ar enw da CNC os bydd yr Ombwdsmon yn ymchwilio i ni.
26. Os na fyddwn yn cynnig profiad cadarnhaol i gwsmeriaid ac yn ymgysylltu â'n cynulleidfaoedd priodol, bydd yn niweidio ein brand a'n henw da. Mae hyn yn fwyfwy pwysig mewn byd digidol lle mae pobl yn rhannu eu profiadau gwael ar-lein, yn enwedig yn ystod sefyllfa bresennol Covid.
27. Os na fyddwn yn estyn allan at gynulleidfaoedd newydd ac yn gwrandao ar y rhai nas clywir yn aml, ni fyddwn yn berthnasol, a byddwn yn colli cyfleoedd i ymgysylltu â phobl ynghylch yr argyfyngau natur a hinsawdd ar adeg dyngedfennol.

28. Gallai dyblygu ymdrechion a phrosesau aneffeithlon o ran delio â chwsmeriaid a rhanddeiliaid arwain at staff yn gorweithio nes cael eu llethu'n llwyr, straen a lleihau morâl.

## Goblygiadau Ariannol

29. Y brif effaith ariannol yw trosi'r pedair FTA yn rolau parhaol, a'r tair rôl newydd o fewn y Tîm Profiad Cwsmeriaid. Cyflwynwyd y cyllid sy'n ofynnol ar gyfer y strwythur tîm newydd i'r Grŵp Tîm Arweinyddiaeth (GTA) ar 4 Rhagfyr 2020 ac mae gwaith blaenoriaethu eisoes wedi dechrau ar gyfer y GTA nesaf ar 6 Ionawr 2021. Mae hyn yn cyfateb i £370,000 uwchlaw'r costau sylfaenol cyfredol. Rydym eisoes yn talu £226,500 y flwyddyn i'r staff FTA sydd yn gyflogedig ar hyn o bryd. Felly, mae hyn yn £143,500 ychwanegol. Fel y soniwyd uchod, cytunwyd ar strwythur y tîm mewn egwyddor ac mae'n ddibynnol ar gwblhau cyllideb gyfan CNC.
30. Gofynnwyd am £150,000 ychwanegol i ariannu ymarfer mapio taith cwsmeriaid i'w gynnal ym mlwyddyn un.
31. Mae'r holl newidiadau TGCh sydd eu hangen ym mlwyddyn un yn cael eu cynnwys yng nghyllid TGCh a chaiff hyn ei adolygu bob blwyddyn ariannol.
32. Bydd cyflawni'r strategaeth yn sicrhau gostyngiad mewn costau trwy brosesau symlach a chynnydd yn yr hyn y mae staff yn ei gynhyrchu.

## Asesiad o'r Effaith ar Gydraddoldeb

33. Gweler Atodiad 4.

## Mynegai o Atodiadau

- 1) Strategaeth Profiad Cwsmeriaid ac Ymgysylltu
- 2) Cynllun Ymgysylltu â Rhanddeiliaid Corfforaethol
- 3) Ailstrwythuro'r Tîm Profiad Cwsmeriaid
- 4) Asesiad o'r Effaith ar Gydraddoldeb.

# Customer Experience & Engagement Strategy

December 2020



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- 3. What is Customer Experience?**
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# 1. Foreword by Sarah Jennings



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

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

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

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

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

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## 2. Introduction

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

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

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

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

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

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# 3. What is Customer Experience?



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

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

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

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

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



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# 4. What is Stakeholder Engagement?



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

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

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

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

## **Who are our customers and stakeholders?**

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

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

# 5. Vision & Approach



Vision

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

**By putting the customer at the heart of everything we do**

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

Our CX Principles



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



Make our information easy to find, access and understand.



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



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

Strategic Objectives

Listen, Understand, Respond	Greater Inclusion, enabling big and small conversations	Building stronger relationships and trust through innovative ways of working	Uniting NRW to deliver outstanding Customer Experiences
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3 Year Plan

Year 1 - Get the Basics Right & Listen. Build a solid Foundation	Year 2 – Implement Change based on Year One results	Year 3 - Embed as business as usual.
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SMNR Principles

Adaptive Management	Public Participation	Multiple Benefits
Collaboration & Engagement	Evidence	Thinking Long Term

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

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## 6. Strategic Objectives



### 1. Listen, Understand, Respond

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

#### **How:**

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

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

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

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

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# Strategic Objectives



## 2. Greater inclusion, enabling big and small conversations

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

### **How:**

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

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

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

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

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# Strategic Objectives



## 3. Building relationships and trust through innovative ways of working

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

### How:

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

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

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

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

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# Strategic Objectives



## 4. Uniting NRW to deliver outstanding Customer Experiences

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

### How:

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

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

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

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

# Corporate Stakeholder Engagement Plan

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

*Anodea Judith*

# Content

1. Introduction
2. Why do we need alliances?
3. Approach
4. Objectives
5. Identifying stakeholders
6. Engagement
7. Evaluation
8. Next Steps
9. Annexes:

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

**Annex 2: Strategic stakeholder analysis and levels of participation**



## 1. Introduction

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

## 2. Why do we need alliances?

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

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

### 3. Approach

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

### 4. Objectives

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

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

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

4.3 Our short-term goals are to:

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

4.4 Our long-term goal continues to be:

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

4.5 What good will look like:

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

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

## 5. Identifying Priority Stakeholders

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

## a) Matrix analysis of stakeholders

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

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

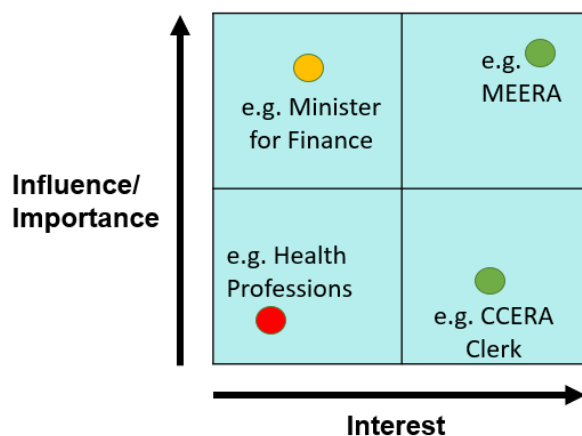


Diagram 1.  
Matrix of  
RAG Rated  
Stakeholder Relationships

## b) Heat mapping

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

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

## 6. Engagement

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

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

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

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

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

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

## 7. Evaluation

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

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

### a) Measurement

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

## 8. Next Steps

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



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

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

## Annex 2: Strategic stakeholder analysis and levels of participation

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

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



# Customer Experience Team Restructure (January 2021)

## **Customer Experience Manager**

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

## **Engagement Manager**

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

## **Data Analyst/Market Researcher**

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

## **Customer Hub Team Leader**

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

## **FOI & Complaints Team Leader**

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

## **Data Custodian**

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

**Data Licensing**

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

# Equality Impact Assessment

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

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

## Purpose of Equality Impact Assessment (EIA)

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

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

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

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

## Equality Impact Assessment Form

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### 4. Evidence used/considered

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

*Link to Welsh Government Socio-Economic Duty overview guidance*

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

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

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

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

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

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

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

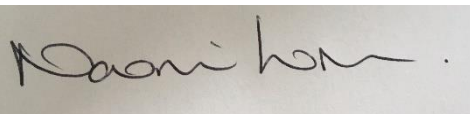

<b>Actions Identified</b>	<b>What are you going to do?</b>	<b>What will be the intended outcome/difference made?</b>	<b>Who is responsible?</b>	<b>Timescale and any resource implications and comments</b>
<b>Disability - Possible Negative Mental health implications through increased engagement</b>	<ol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

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

### 11. Monitoring, evaluating and reviewing

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

### 12. Integrated Impact Assessment Authorisation

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