



The major environmental factors affecting Natural Resources Wales (NRW).

A 'PESTLE' analysis tool enables organisations to assess the impact of six external factors which include Political, Economic, Social, Technological, Legal and Environmental (Battisa, 2024). The external factors identified by undertaking a 'PESTLE' analysis allow organisations to adapt (Marmol and Feys, 2015) in an environment that is changing and competitive often described as 'volatile, uncertain, complex and ambiguous (VUCA)' (Perera, 2017).



Legal factor – Amendment of the Equality Act (2010) – Act 2023.

Following the 2024 election of the Labour Government, the Equality Act of 2010 was updated to detail the employers' responsibility to prevent sexual harassment in the workplace (CIPD, 2024). The update to this legislation aims to deliver a safer workplace by shifting the focus from reactive measures and pivot towards proactive prevention (Cheadle, 2024). While an organisation isn't liable for sexual harassment by third parties against their staff (Cheadle, 2024), they will be in breach if they fail to establish proactive steps to demonstrate sexual harassment prevention (Equalities Act 2010, 2024).

Scan for case studies



In the following case study, Ure (2024) uncovers a workplace harassment case under the Equality Act 2010. The case explores how homophobic taunts which were directed to a heterosexual employee is covered under the protected characteristic sexual orientation. In a similar case study Brittin (2024) critically emphasises the risks that employers face if they fail to effectively address sexual harassment, in relation to the sex discrimination act (Robin, 2024).

The description of the inappropriate behaviours, whether questioned as trivial or non-targeted can also lead to the establishment of a hostile work environment which damages staff moral increasing the exposure of legal liability for the employer. The impact of these cases highlight the critical role that organisations play to prevent and address harassment of this nature (Sivasubramaniam, 2024). In addition to the legal compliance, adopting good practice and clear procedures will ensure dignity and respect within the workplace which will contribute to the remit of inclusivity (Herbert, 2024).

If NRW fail to implement effective harassment measures, it could lead to a work environment which becomes hostile (Robin, 2024). The damage posed to the organisational culture could lead to increased turnover, sickness and reduced employee moral overall detrimental to employee wellbeing (Herbert, 2024). Mangwana (2024) assert that all policies and procedures need to outline clearly that whether the harassment is intentional or not, cases where non-compliance is identified can escalate into financially costly legal challenges which will pose reputational damage to the organisation and harm employee engagement and subject NRW to increased scrutiny from regulatory bodies (Cheadle, 2024).

If an employee successfully presents a claim at a tribunal for sexual harassment and NRW hasn't introduced the reasonable steps to prevent sexual harassment, the compensation could increase by 25% for breaches identified in a tribunal case (Equality Human Rights Commission, 2024). The amendments to the Equality Act 2023 have broadened the responsibilities on the employer and legal compliance has become stringent (Gers and Groves, 2024). For NRW, we are required to revisit, revise and strengthen current measures to ensure alignment with the changing law (Robin, 2024).

To ensure NRW complies with the new duty within the updated Equalities Act 2010, CIPD (2024) assert that through acting on proactive measures which include providing regular training, implementing clear reporting channels where claims are promptly addressed and adopting zero-tolerance policies towards harassment to all levels of the organisation is not just legal requirement and imperative but a strategic move to ensure that the workplace is fair and productive.

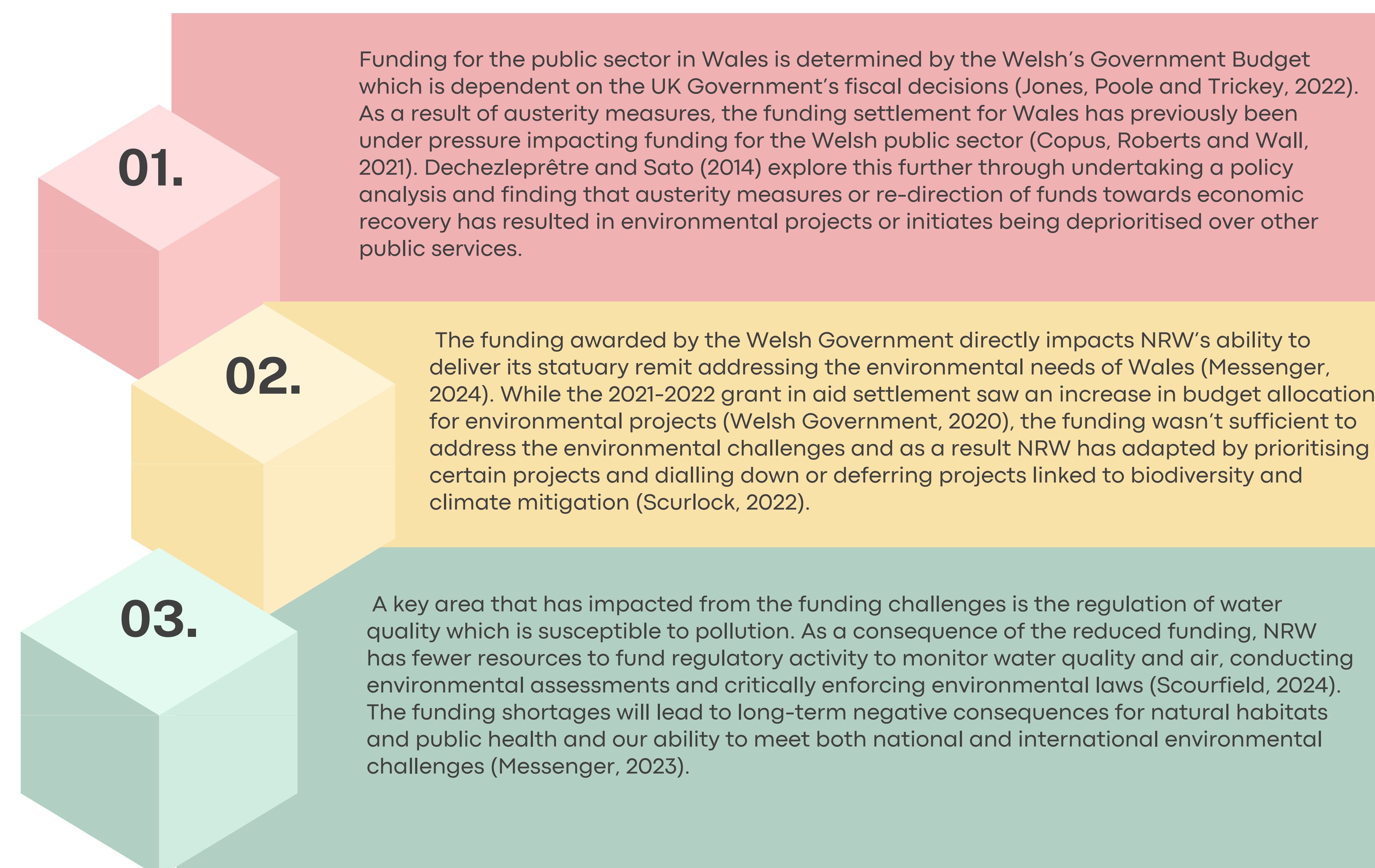
The actions that will be taken will assist mitigating legal challenges and ensures organisational credibility safeguarding the employees confidence in our commitment to dignity and respect (Herbert, 2024).



Political factor – the reality of public sector funding



As a consequence of high-inflation and cost of living crisis (ONS, 2024), the Welsh Government has to make difficult choices concerning the funding allocation across the public sector (Lewis, 2024). As a result of the wider economic pressures, it has created challenges for the Welsh Government when prioritising health, education and environmental protection which has resulted in tighter budgets for NRW (Audit Wales, 2023). The budget for the environment and rural affairs has experienced a continuous cut of 10.5% (Audit Wales, 2023).



NRW's environmental remit relies on the Welsh political and funding context for the public sector (Copus, Roberts and Wall, 2021). The Welsh Government's environmental policies are ambitious, however, the stark reality of funding remains to be a significant barrier in achieving these goals (Messenger, 2023). For NRW, the funding instability requires constant balance of prioritising the immediate and long-term objectives while generating income from its land wherever possible (Newman, 2024). Without a significant funding uplift or establishment of new revenue streams, the challenges to deliver the environmental pledges become more difficult to achieve, thus exasperating Wales' natural resources and environmental resilience (Messenger, 2024).

To find out more on how the external factors are influencing our corporate and people strategies, scan the QR to register for our virtual discussion.



Scan the QR code to access the evidence and literature used in this poster.

