

Natural Resources Wales

Board Meeting

4 September 2013

Paper Title	CHANGE PROGRAMME UPDATE
Paper Reference:	Paper NRW B (O) 28.13
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Purpose of Paper:	To update the Board on the Change Programme
Recommendation:	The Board is asked to note the update.

Impact:	The Change Programme is creating NRW's ability to deliver the benefit of improved impact and outcomes across all of its functions and remit. Impact on the Environment: Impact on the Economy: Impact on Community: Impact on Knowledge:
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Summary:

Our last update to the Board reported on progress with transition into NRW by the end of April 2013. We are now able to report on progress with developing NRW's workforce and culture and building its standalone capability.

This short paper introduces a presentation that will give an overview of the scale and nature of the task to finish the building and shaping of NRW.

Issue

1. NRW is still in the early days of developing as a single organisation, with a different identity to those of the previous bodies. The OD and People Management Team have embarked on the programme of organisational development and the Transition Team has been leading work to develop NRW's standalone capability. This initial exploratory and planning work has now given us a good idea of the scale and nature of the task to build the foundation from which to unlock NRW's potential and deliver more for Wales. The programme is large, complex and needs to be completed within short timescales.

Background

2. We have brought all the work to develop NRW's standalone capability and create one organisation into an overarching Change Programme. This is structured as a suite of programmes, each with a governance structure headed by a member of the Executive Team. The Executive Team will devote one meeting per month to fulfil the role of a Change Programme Management Board.
3. The Leadership Team has just completed a 'Conversation' with staff, meeting all teams to start explaining NRW's mission and get feedback about the organisation and issues arising.
4. We estimate that NRW needs to direct at least 10 to 20% of its staff time to helping create new capabilities and absorbing the effects of change to maintain business continuity.
5. In the main, work to develop NRW's standalone capability is nearing the end of the definition and planning stage. We have started some significant implementation, with products already delivered.
6. The Transition team has worked with the Corporate Planning and Finance teams to develop a mechanism for capturing benefits
7. We are planning a formal gateway review of the Change Programme in the autumn.

Risks

8. The main risks that we are managing at present are:
- Early cessation of services by EA, who are being drawn into Defra and UK Government shared services.
 - High separation or residual charges arising from cessation of EA or FC services.
 - Capacity within the business to resource delivery of change and manage the impact of change alongside maintaining business continuity.
 - Overall coordination of a complex suite of programmes.
 - Compliance with procurement process timescales.

Financial Implications

9. None from this information paper. However, there are significant financial contributions required to deliver the programme.

Legal and Compliance Issues

10. None from this information paper, although note the programme risks include compliance with procurement rules and legal obligations associated with re-design of processes and management of information.

Communications

11. Following the 'Conversation' in July, we are now concentrating on communication and engagement about the Change Programme, including monthly bulletins to staff.

Equality impact assessment (EqIA)

12. Not applicable.