

Board Paper

03 April 2014

Paper Title	People Strategy
Paper Reference:	NRW B O 27.14
Paper Prepared By:	Steve Burton

Purpose of Paper:	Decision
Recommendation:	To agree the People Strategy
Decision Required:	Not applicable

Impact: To note – all headings might not be applicable to the topic	Impact on the Environment: The People Strategy ensures we are meeting the needs of the business through the actions in order to deliver of the Corporate Plan
	Impact on the Economy: The People Strategy ensures Natural Resources Wales is an employer of choice to attract and retain people who work in NRW and therefore help the wider Welsh economy
	Impact on People and Communities: The People Strategy helps maintain staff morale and help ensure a quality service is delivered
	Impact on Knowledge: The People Strategy ensures we develop our people and share best practice across NRW

Issue

1. In order for Natural Resources Wales to meet the significant challenges of the Corporate Plan there is a need to identify the requirements of people actions. This People Strategy identifies the key people elements in order to support the deliverables of the Corporate Plan

Summary

2. To deliver the Corporate Plan we need good managers and leaders to ensure performance is maintained and improved. We recognise the need to reorganise and, in that process, it is essential that our people have strong leadership, are engaged and understand their contribution to our priorities
3. We face significant challenges with regards our workforce numbers and efficiency savings targets. At the same time we are expected to improve our delivery for Wales, better outcomes for Wales and better value for Wales. In that context we need to ensure we remain an agile organisation that is able to respond to the priorities we have identified in the Corporate Plan. Our people, and the practices we develop, need to reflect our internal business needs in order to help deliver the Corporate Plan.
4. Although we are a highly skilled organisation, there are areas where we need to improve our skills further. This is critical if we are deliver the priorities set out in the Corporate Plan – at the same time we need to maintain the level of professionalism we have already. At the same time we also need to continue to be a learning and an exemplar organisation and share our knowledge and practices with our stakeholders and communities.
5. The People Strategy recognises the need to be a diverse and inclusive organisation. It supports Natural Resources Wales' priorities with regards being an employer of choice and running apprenticeships that ultimately help the communities and the economy of Wales.
6. The People Strategy recognises that no single person or team can do this. Therefore if the People Strategy and ultimately the Corporate Plan are to be delivered everyone has to own the actions identified within the People Strategy.

Background

7. The Board meeting in November, received a concept note for the development of the People Strategy. Following that meeting work has been undertaken to understand further the people aspects of the Corporate Plan. The People Strategy is an integral supporting strategy that helps deliver the Corporate Plan

Next Steps

8. Further detailed organisational action planning will be undertaken to identify each of the yearly deliverables. These will, where necessary, be added to Directorate Delivery Plans as well as in some instances Personal Delivery Plans.
9. We will work in Partnership with the operational business leads as well as Trade Unions in developing these actions.

Risks

10. The biggest risk is that the ownership of the People Strategy is seen to be with ODPM rather than our people and the impact would then mean elements of the Corporate Plan would not be delivered.

Financial Implications

11. As each of the actions is considered a financial assessment of the cost will be factored in.

Communications

12. In finalising the People Strategy – a communication plan will be developed to ensure all staff are made aware of their strategy and responsibilities.

Equality impact assessment (EqIA)

13. A full EqIA will be undertaken before the People Strategy is launched.