

Board Paper

12th February 2014

Paper Title	People Strategy
Paper Reference:	NRW B O 7.14
Paper Sponsored By: Paper Authored By:	Liz Davis Steve Burton

Purpose of Paper:	Decision
Recommendation:	To agree the People Strategy
Decision Required:	If applicable

Impact:	Impact on the Environment: The People Strategy will ensure we are meeting the needs of the business through the actions to be able 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 Community: 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 Natural Resources Wales.
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Background

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

Context

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. Although Natural Resources Wales is a young organisation it means we have the opportunity to do things differently. 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 the Corporate Plan priorities with regards being an employer of choice and running apprenticeships that ultimately helps the communities and the economy of Wales.
6. The People Strategy has been developed to support Natural Resources Wales deliver the Corporate Plan. However no single person are 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.

Risks

7. The biggest risk in the delivery of the People Strategy is that the ownership is seen to be with ODPM rather than our people. The consequence of this being that elements of the Corporate Plan fail to be delivered.

Financial Implications

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

Legal and Compliance Issues

9. Until the detailed actions are identified it is hard to know what the legal and compliance issues are. There are some initiatives that may have a legal implication relating to employment law.

Communications

10. 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)

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