

10 February 2015

Paper Title	Education and Skills Enabling Plan
Paper Reference:	NRW B B 8.15
Paper Prepared By:	Rhian Jardine: Head of Sustainable Communities, KSP Gillian Bilsborough: Education, Learning and Participation Advisor

Purpose of Paper:	To present the Education and Skills approach for NRW to deliver our Corporate Plan commitments.
Recommendation:	To approve the Education and Skills Enabling Plan, the associated Action Plan and indicative Results Based Accounting (RBA) Plan.
Decision Required:	YES

Impact: To note – all headings might not be applicable to the topic	Impact on the Environment: Environmental impacts from learning activities have several positive impacts. Learning activities that focus on the Natural Resource Management approach will not only connect young people with their natural environment but will create caring individuals who value their natural surroundings in a way that will help inform decisions into adulthood and prospective career choices. Impact on the Economy: Economic prosperity and employment opportunities is a key aim of this Enabling Plan. By introducing the principles of Natural Resource Management into places of learning, we hope to have a positive impact on future career choices, employability and the skills to apply the Natural Resource Management approach to a broad spectrum of sectors across Wales. Impact on Community: Places of learning are often at the heart of the community. This Enabling Plan aims to develop considerate and caring young people who will influence and take active roles in their communities to ensure their local environment is
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	managed for the benefit of all. Impact on Knowledge: Our delivery of this Enabling Plan and associated Action Plan must be based on robust evidence and evaluation. In addition, we will build up our internal knowledge through brigading staff across the business on how best to understand and communicate the Natural Resource Management approach. It will also allow us to manage our own internal data resource so that we can share this appropriately with learners.
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Issue

1. In our Corporate Plan we committed to providing opportunities for people to learn in, and about, and enjoy the environment through providing learning and skills opportunities. We have reviewed our approach to education and how to make this fit for delivering our purpose and the commitments in our Corporate Plan. The key aspects for the Board to consider are:
 - An effective Education and Skills Enabling Plan is crucial to our ability to influence and engage with the learning sectors across Wales by supporting them to deliver the Natural Resource Management approach.
 - The aims of this Enabling Plan have clear links with other 'people engagement' enabling plans that have been approved or are currently being developed. We must ensure that these links are established early in the process of delivery and that the enabling plans complement each other.
 - By implementing this Enabling Plan, NRW is committing to a change in direction for this work focussing on how we will assist, support and facilitate others to deliver and achieve our outcomes through sharing our expertise, facilities and assets. It also prioritises our role in strategically influencing the formal education and skills sectors in Wales.

Summary

2. This Enabling Plan delivers four main components:

Influencing:

More national and local policy, practise and decision making will be influenced in order to deliver the Natural Resource Management approach

Formal Learning:

More learners in formal education will change behaviours as a result of learning in and about the natural environment and the importance of the Natural Resource Management approach, continuing to use this approach in the future.

Skills development:

More learners will gain the skills required to deliver the sustainable management of natural resources through their employment. More learners will have the skills to progress to employment in the Natural Resource Management sector and will participate in continued professional development

Resources and data:

More learners and education professionals will have improved access to, and make full use of, high quality facilities demonstrating the principles of

Natural Resource Management and access to data and information about the approach.

3. We will monitor the progress of these components through the Results Based Accounting approach (RBA).
4. RBA is an outcome focused performance management system. Welsh Government have tasked us with using the approach throughout our organisation.

Background

5. This Enabling Plan will brigade our current Education and Skills service to align it with our delivery of Natural Resource Management across the business.
6. The Enabling Plan will guide our education and skills resource so that we offer an influential and integrated service using the skills and support of the necessary staff and specialists throughout the organisation. Our role to educate will be embedded in our core delivery activities. Our role to influence will be more strategic.
7. This Enabling Plan will enable us to identify, manage and deliver appropriate data and resources that currently sit in a variety of formats across the business.
8. This Enabling Plan will provide the strategic direction against which we will review our current service to ensure that it is aligned with our new approach and is efficient, effective and accessible.
9. The Enabling Plan, Action Plan and RBA approach have been developed with support from our Communities and Knowledge Board Sub Groups.

Next Steps

10. If endorsed by the board we will share the Enabling Plan with colleagues across NRW, our partners and relevant networks. Q4.
11. We will work with colleagues in all Directorates to embed the Enabling Plan and implement the Action Plan through the Directorate Delivery Plans. Q4.
12. We will commence the review of the current organisational arrangements, in line with our change management principles, and put in place the structures necessary to deliver the Enabling Plan. Q4 to Q2.

Risks

13. Failure to endorse the direction for education and skills, as detailed in this Enabling Plan, will prevent the organisation from updating and delivering a core service that will influence future generations.
14. The Enabling Plan relies on the full commitment of the Executive Team. Failure to ensure that the direction given in this Enabling Plan is reflected in the Directorate Delivery Plans, will dilute our progress with this sector.
15. Successful delivery of this Enabling Plan requires a small central experienced team, who are supported across the business by skilled and specialist staff responsible for the delivery of our core activities and the identified actions.

Financial Implications

16. In order to make our service costs effective, there is a requirement in the Action Plan to review current services and expenditure and to consider the possibility of charging for our services. Any such charge would be in line with Welsh Government charging policies.
17. The Board has signalled that this area of our work needs to deliver more for less hence the need to review our current strategic approach and our operating model.
18. The current arrangements account for an expenditure of just under £1million and the work of a dedicated team of education professionals.

Communications

19. All communication with colleagues, partners and networks will be in line with the recommendations of our recently published Communications Strategy. This also applies to all the data and resources provided internally and publically to ensure that our materials are consistent with our branding style and format.
20. We have developed the Enabling Plan using the input of staff and their knowledge of external partners work and met with the National Museum of Wales to learn how they have implemented changes to their educational provision including the introduction of a charging policy.

Equality impact assessment (EqIA)

21. NRW has statutory obligations under the Equality Act 2010. This Enabling Plan has been evaluated under NRW's Equality Impact Assessment (EqIA). See Annex 4.

Index of Annex

22. Annex 1 - Education and Skills Enabling Plan 2015-2020

23. Annex 2 - Education and Skills Action Plan 2015-2020

24. Annex 3 - Education and Skills Results Based Accounting Plan 2015-2020

25. Annex 4 – Equalities Impact Assessment