

Board Paper

18 December 2013

Paper Title	People Strategy – Initial Concept
Paper Reference:	Paper NRW B O 56.13
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Purpose of Paper:	Decision: To agree the concept – the full People Strategy will be presented to the Board in February
Recommendation:	To agree the next steps
Decision Required:	Welcome Board comments

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

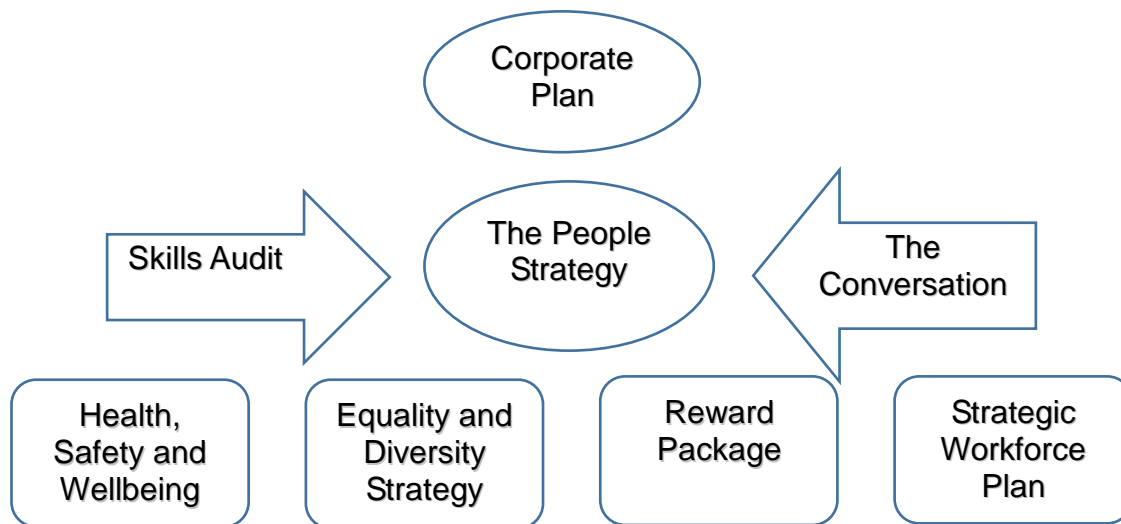
Issue

1. As NRW matures there is a need to make sure we identify those people orientated activities that will help deliver of the Corporate Plan. The purpose of this paper is to gain Board agreement with the concept of what the People Strategy would look like and how it will be developed and implemented.
2. The paper also explains where it fits with other strategies and how information already gleaned will help identify the actions required to help support the delivery of the Corporate Plan.

Background

3. The Single Environment Body Business case described the financial advantages of bringing about a unified culture. Since April there has been an incremental change as NRW's culture is shaped. The Corporate Plan will, to certain extent, start help shape the culture. The People Strategy however, will influence and drive forward a unified culture and therefore bring about the expected financial benefits.
4. The Corporate Plan identifies what Natural Resources Wales will deliver over the next three financial years. Understandably this focuses predominantly on the external deliverables. However there are deliverables that affect the organisation. These centre around ensuring
 - staff are professional through their engagement with stakeholders and partners,
 - we are an efficient organisation in the ways we undertake our business
 - develop our people and their skills
 - our leadership and management is transforming our delivery
5. In addition the Corporate Plan describes the organisation and people we want to be;
 - **Passionate and ambitious** about our work and the positive impact we will have
 - **Disciplined and focussed** in our prioritisation and delivery
 - **Trusted and professional** in our relationships with stakeholders, staff, and their representatives
 - Taking a **common sense** approach to our work and being **responsible** and **accountable** for our actions.
6. The People Strategy will, therefore, pick up these actions and values to ensure they become integral to our organisation.

7. The purpose of the People Strategy is, primarily to support the delivery of the Corporate Plan as well as the Business Plans. However it also pulls together the other strategies that have people aspects included in them as well as other sources of data we have e.g the conversation, skills audit.



8. Work has already started to help develop the activities that could be included within the People Strategy. At the Leadership Group event Spectrum Groups were tasked with identifying those people orientated activities the group believed would support the Corporate Plan. Groups were tasked with identifying both the what, as well as the potential measures we could have in order to measure when we had achieved it.

The People Strategy Format

9. The proposal is the People Strategy will be drafted in a style that ensures everybody in the organisation can see what the people Strategy is aiming to achieve for them, when it will be delivered and how we will know we have got there.
10. Based on the above the following the following format is suggested

Identify 4 Goals	Each goal will be linked to the Corporate Plan and capturing the theme of the identified activities. For each goal there will be 6 sections as detailed below
1. Where we want to be	A description that expands on the 4 goals and links the goals with the actions
2. How we will achieve this	This would describe how each part of the organisation will achieve the goal and could be broken down by Leadership Group, Managers, Staff, ODPM
3. What we need to do	This would describe what actions

	each part of the organisation needs to do and could be broken down in the same format as 'How we will achieve this'
4. Key Success Measures	This will describe what success looks like – either as a narrative or both. Such measures could be attrition rates, sick absence rates
5. Our Starting Point	Using data already sourced e.g. the Conversation, Skills audit etc
6. Our end target point	This will show the people targets we wish to achieve by March 2017

Next Steps

11. For the people Strategy to be real and owned by the organisation rather than ODPM. The work already started with the Leadership Group needs developing further and expanded to a wider group to ensure its foundations are from and with the business
12. In developing the actions we will use existing network groups to identify the potential actions such as Equality and Diversity Group, Health and Safety Committee, Partnership Forum, team talks. This will give more authenticity to the actions and help with the engagement and delivery.
13. Our People Strategy will be presented to the Board for agreement and sign off in February after which a series of staff talks will take place to ensure staff are aware of the strategy and understand their roles in delivering their strategy.

Risks

14. The biggest risk in the development and 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 failed to be delivered.

Financial Implications

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

Legal and Compliance Issues

16. Until the 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 such as equality and diversity.

Communications

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

Equality impact assessment (EqIA)

18. A full EqIA will be undertaken before the People Strategy is complete.