



12th February 2013

Paper Title	Natural Resources Wales Knowledge Management Strategy
Paper Reference:	NRW B O 11.14
Paper Sponsored By: Paper Authored By:	Ceri Davies Helen Wilkinson

Purpose of Paper:	To present the draft Natural Resources Wales Knowledge Management Strategy
Recommendation:	To approve the strategy
Decision Required:	

<p>Impact: To note – all headings might not be applicable to the topic</p>	<p>Impact on the Environment: Managing and sharing our knowledge will help us and others in Wales, UK and Europe to make informed decisions on actions and policies that affect the environment.</p> <p>Impact on the Economy: Sharing our knowledge, data and information with others and making it available for re-use contributes to the knowledge economy both in and beyond Wales.</p> <p>Impact on Community: Enhancing the way we share our knowledge at a local level and engaging in knowledge exchange with local communities will help improve our understanding of local issues and help to engage and empower communities in decisions and actions related to their local environment.</p> <p>Impact on Knowledge: By managing and sharing our knowledge effectively across Wales, UK and beyond, we will play our part in wider knowledge exchange networks; making a contribution to, and benefiting from, increased knowledge and understanding of our environment.</p>
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Issue

1. Knowledge underpins the successful delivery of all our strategic objectives.
2. Improving the ways in which we manage and share our knowledge is essential to improving our outcome and service delivery, helps to realise efficiencies throughout our organisation and helps support the credibility and accountability of our decisions and actions.

Summary

3. This paper introduces our draft knowledge management strategy for 2014-2016.

Background

4. In recognition of the significance of effective knowledge management to delivering our objective, our Business Plan for 2013/14 included a specific target to deliver a Knowledge Strategy.
5. Agreeing a new knowledge management strategy in our first year is particularly important as we need to manage the transfer of knowledge assets and knowledge services from our legacy bodies into our new organisation.
6. After transition, we will be responsible for new, higher volumes of data and information that will need to be managed in new and consistent ways. Managed appropriately, our newly collated knowledge will help create a unified culture through a single, shared knowledge base and knowledge sharing tools.
7. The draft strategy that is presented here has been developed using:
 - Steer and consultation from our Knowledge and Information Management Transition Board and the Board's Knowledge Group
 - Internal engagement and consultation with staff across all our functions through 2 workshops (70 staff), follow up emails and an internal social media group (140 members)
 - Consultation with ICT Transition to ensure that the objectives are underpinned with the ICT strategy and aligned with the ICT road map
 - Early engagement with Welsh Government on their current Knowledge and Information Strategy and with sight of Defra's developing Knowledge Strategy
8. The principles, strategic objectives and key deliverables set out in the strategy were developed by combining the workshop results with a steer from our internal program board and our Board's Knowledge Group creating a top down and bottom up approach to developing the strategy. Development of the milestones has been through specific consultation with key representatives.
9. The strategy describes our strategic intent; some deliverables are aspirational and may take longer to deliver than the term of the strategy. Early milestones have been prioritised on creating a good foundation for knowledge management.

Next Steps

10. Promote the strategy internally and implement the high level plan.

11. The strategy has been drafted alongside the drafting to the Corporate Plan and 14/15 Business Plan. Once the Corporate Plan and Business Plan are agreed, the strategy will be checked for alignment and relevant sections will be updated.
12. We will review our priorities at 6 monthly intervals over the life of this strategy in response to emerging challenges and process efficiencies.

Risks

13. Dependency on ICT to deliver a suite of systems and tools to support knowledge management activities, whilst dealing with the immediate priorities for other operational systems, driven by our transition away from legacy systems
14. Capacity and skill gaps affecting our capability to absorb the increase in volume and complexity of knowledge management activities resulting from transfer of services from legacy bodies
15. Potential for non compliance or delay due to capacity, transition and ICT constraints

Financial Implications

16. The strategy has not been fully costed however many actions are part of our transition programme arrangements, will release resources or will be delivered by the reprioritisation of activities and resources and new ways of working within existing resources.
17. This document sets out our strategic intention and aspirations and we will keep it under review to ensure it is both ambitious but deliverable.
18. Some actions may take longer to deliver and we will communicate this as we deliver the actions and review our progress in light of experience.
19. The following actions will inform our ongoing assessment of affordability and priorities for the next phase of implementation :
 - action 3.1 developing our people plan for knowledge management
 - action 9.4 a knowledge management process review
 - the potential to reinvest resources currently allocated to the Environment Agency and Forestry Commission through service level agreements
 - Increased collaborative procurement with WG, Defra and other relevant partners.

The implementation plan will be reviewed and reprioritised once we have this information.

Communications

20. The principles and strategic objectives will be available to publish on our web site
21. The strategy and implementation plan will be published and promoted internally on our intranet and internal social media
22. Promotion of the strategy with Departments and further engagement on the implementation plan

Equality impact assessment (EqIA)

23. An equalities impact assessment is not required for the strategy but may be required for any new or revised supporting policies that are developed in delivering the strategy.

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1. Knowledge Management Strategy 2014-2016