



17th March 2017

Paper Title:	Developing NRW's Teams and People - Our Strategy (2016-2020)
Paper Reference:	Paper NRW B 19.16
Paper Sponsored By:	Ashleigh Dunn
Paper Presented By:	Ashleigh Dunn / Hannah Dawson

Purpose of Paper:	Decision
Recommendation:	<ol style="list-style-type: none">1. To approve the 'Developing NRW's Teams and People' strategy.2. To note that annual refreshes will be brought to the Remuneration Committee for consideration.

Impact: To note – all headings might not be applicable to the topic	Impact on the Environment: Not directly applicable Impact on the Economy: Not directly applicable Impact on Community: Not directly applicable Impact on Knowledge: Not directly applicable
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Issue

1. The purpose of this paper is to approve the 'Developing NRW's People and Teams - Our Strategy 2016 -2020'. This is to support us achieving NRW's Roadmap with the ambition to be the world's best at natural resource management. To do this NRW has to become a great place to work and where people grow, so that people and teams can excel and deliver improved business performance on a sustained basis.

Background

2. One of the areas of transformation on our Roadmap is developing teams and people. To date, there has been no overarching organisational development and people management strategy in NRW.
3. This strategy has therefore been developed by this transformation group, with people drawn from across areas and levels in NRW, in conjunction with Directorates. The People Survey 2015 provided significant evidence to drive the priorities and ambition of this strategy together with wider insights.

Assessment Strategy

4. The strategy is attached as **Annex 1**. From an **organisational development** perspective, the focus is on the 3 areas of organisational transformation:
 - purpose and direction
 - leadership
 - culture

Eight priority areas are identified to take these transformational issues forward. Each has significant opportunities and challenges, if we are to achieve the ambition of each one and the sum of the whole. If truly embedded, these provide a very powerful way to re-focus NRW, as we recognise that it is the people of NRW who create value through sustainable natural resource management and enable us to live within our resources.

5. Our **people management** priorities are also identified. They support the organisational development priorities as well as completing the key transitional priorities following the creation of NRW.

Implementation

6. Following Board approval, the strategy will be implemented through a range of approaches, including:
 - (i) **Planning processes**: steps have already been taken to embed this in our 2016/17 Business Plan, our Directorate Delivery Plans 2016/17 and, looking ahead, our Corporate Plan 2017-2022

- (ii) **Employee comms:** key messages will be developed to launch the strategy by the Chair and Chief Executive, and by the Partnership Forum
- (iii) **Bringing it to life:** sharing a series of examples, from across the transformation group and beyond, will, over time, show changes people want to see and what they're going to do to make it real
- (iv) **Directorates:** using the Directorate Delivery Plan, performance management objectives and other approaches, Directorates will consider what these priorities mean for them and, as they go about their business, how they will embed the aims of this strategy.

People Survey: the People Survey will give opportunities to communicate/remind people about this strategy, as well as measure progress, recognise achievements and hold people to account

Review

7. The Strategy will be refreshed annually following the People Survey to update progress and priorities - to keep it alive and meaningful to people. This will be brought back to the Remuneration Committee for discussion.

Recommendation(s)

8. The strategy has been considered by the Board's Remuneration and Transformation Committee and supports it fully.

- (i) The Board is asked to approve the 'Developing NRW's Teams and People' strategy (2016-20).
- (ii) The Board is asked to note that annual updates will be brought back to the Remuneration Committee to discuss

Key Risks

9. If we fail to recognise the importance of the people transformational agenda, as set out in this strategy, we will be unable to deliver fully the opportunity presented to NRW.

Financial Implications

10. There are no additional financial requirements.

Equality impact assessment (EqIA)

11. This strategy impacts all staff and supports the organisation take forward its equality and diversity strategy. No specific EqIA is required.

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Annex 1: 'Developing NRW's Teams and People - Our Strategy (2016-20)'