

**Environment and Sustainability Committee of the National Assembly for Wales  
19 June 2013**

**The structure of Natural Resources Wales**

I can confirm that all staff of the Countryside Council for Wales, Forestry Commission Wales and Environment Agency Wales were successfully transferred to Natural Resources Wales on 1 April 2013. Every member of staff was assigned to a line manager through to a member of the Executive Team - all of whom were in place on 1 April 2013.

We have also concluded the appointment of all members of the Leadership Team, as shown in the structure chart in Annex 1. Interviews for the Head of Procurement will be held shortly.

The restructuring of teams is now under way and has been achieved in several areas already. We aim to conclude the restructuring by the end of September 2013.

**Confirmation that all relevant Service agreements with EA England and FC have been signed off**

We can confirm that all the service agreements have been signed off. The establishment of Natural Resources Wales required the separation of FCW and EAW from their UK bodies and then the integration of these with CCW and elements of Welsh Government activities. FCW was dependent on the FCGB for much of its corporate services, such as ICT, payroll, and HR, whilst EAW was dependent on the wider EA for a wide range of services including flood forecasting, technical advice, permitting activity as well as corporate services such as ICT, and HR.

In order to ensure that the operation of Natural Resources Wales was not compromised in its first years, a series of agreements were negotiated for the provision of some of these services for a period of time after April 1st 2013. These services formed part of a detailed service agreement between Natural Resources Wales and the EA, and between Natural Resources Wales and FCGB. These agreements amount to £18.5m of services and were signed off by the CEO of each body.

In addition to the provision of services between the organisations, there are also a set of Memoranda of Understanding and agreements between Natural Resources Wales and EA and FC for managing the on the ground operations to ensure good continuity of services to customers.

**Having received a remit letter what progress has been made on the development performance management indicators and the Business Plan for 2013 and if they have been developed whether they can share a copy with the Committee.**

The Natural Resources Wales' Business Plan for 2013-14 has been approved by the Natural Resources Wales' Board and the Minister for Natural Resources and Food. It is available on Natural Resources Wales' website<sup>1</sup>.

Performance Management Indicators (46 in total) have been developed and a Corporate Dashboard prepared. This has used the targets in the Business Plan and paid particular attention to the Ministerial priorities within the Remit Letter. The measures and format of the dashboard were agreed by the NRW Board on May 21st 2013<sup>2</sup>. Work is now underway to fully define the performance measures and detail their associated targets and milestones. This will be reviewed at the NRW's Board on 9 July 2013.

Following this, formal scrutiny of NRW performance can commence by NRW's Board & Management, along with Welsh Government Sponsorship Department and the Minister for Natural Resources and Food. It is expected that performance will be reviewed in public Board sessions to ensure transparency around NRW's performance.

### **Update on the IT system**

On April 1<sup>st</sup>, NRW ICT systems were live and in place for all users across all sites. The system comprises a Microsoft Office 365 cloud based solution, delivering email, Intranet and Document Management System (DMS) services to users.

In order to manage the transition into Natural Resources Wales, the Living Wales Programme agreed that staff from the former Environment Agency Wales (EAW), Forestry Commission Wales (FCW) and Countryside Council for Wales (CCW) would remain on existing equipment and network infrastructure. New staff joining the organisation, including the contact centres, operate on a new NRW network with new equipment; this is approximately 50 staff of the 2200 total. Delivery of these critical functions (email, intranet and DMS) could only be achieved across four separate networks by implementing a browser based solution, and in this instance, Microsoft Office 365 was the most cost effective by far.

This solution of retaining staff on the legacy networks has ensured continuity in terms of services to customers and stakeholders, business applications and access to documents, data and information and has enabled us to operate effectively since April 1<sup>st</sup>.

There have been some issues which have affected performance of NRW's Office 365 service for e-mails, document management and intranet for staff using equipment on the legacy networks, primarily caused by network configuration within the Environment Agency (EA) and the Forestry Commission (FC). Work has continued throughout May in order to provide improved performance to users, and this has been achieved through the implementation of a number of technical changes. The transition of staff onto the NRW network continues and we are currently prioritising users to be moved across during June and July. The wider aspect of transition is focussing on reducing NRW's ICT dependence on the associated bodies from whom we purchase services, which will provide ongoing reductions in the cost of service.

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<sup>1</sup> Natural Resources Wales Business Plan 2013-2014:

<http://naturalresourceswales.gov.uk/content/docs/pdfs/our-work/business-plan-2013-2014-E.pdf?lang=en>

<sup>2</sup> Natural Resources Wales Board papers 21 May 2013:

<http://naturalresourceswales.gov.uk/our-work/about-us/who-we-are-what-we-do/chair-and-board/minutes/?lang=en>

The long term ICT Strategy for Natural Resources Wales is in preparation.

### **Update on the Board's consideration of stakeholder engagement structures**

The Board of Natural Resources Wales has considered and approved a stakeholder engagement strategy<sup>3</sup>. All engagement will build on the National Principles of Public Engagement in Wales. The strategy will be used in the development of NRW's first Corporate Plan during June and July. We are undertaking a stakeholder mapping exercise for the organisation and considering how we will organise ourselves so that our engagement is coordinated.

We have agreed to continue to support two stakeholder forums inherited from the legacy bodies – the National Access Forum and the Wales Land Management forum – and are considering the need to establish further stakeholder groups. In addition there are Board members that represent Natural Resources Wales on Flood Risk Management Wales and the Joint Nature Conservation Committee (JNCC)

### **Confirmation that a framework agreement with the Welsh Government setting out the relationship between Government and NRW has been signed**

The Framework Document for NRW has been issued by Welsh Government to NRW<sup>4</sup>. NRW was consulted on its drafting. The document does not require signature, but correspondence between Welsh Government Sponsorship and NRW Management has confirmed its final version.

### **Final roles and responsibilities of the Board Members**

Several Board Groups have been established to reflect organisational priorities, and Board members allocated to each group.

#### **Environment Board Group**

Lynda Warren  
Madeleine Havard  
Morgan Parry  
Harry Legge-Bourke

#### **Communities Board Group**

Ruth Hall  
Hywel Davies  
Madeleine Havard  
Nigel Reader

#### **Economy & Enterprise Board Group**

Harry Legge-Bourke  
Andy Middleton  
Mike Brooker

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<sup>3</sup> Natural Resources Wales Board papers 21 May 2013:

<http://naturalresourceswales.gov.uk/our-work/about-us/who-we-are-what-we-do/chair-and-board/minutes/?lang=en>

<sup>4</sup> Natural Resources Wales Framework Document 2013:

<http://naturalresourceswales.gov.uk/our-work/about-us/who-we-are-what-we-do/?lang=en#.UbWskvIzh8E>

Paul Williams

**Knowledge Board Group**

Paul Williams  
Lynda Warren  
Morgan Parry  
Andy Middleton  
Madeleine Havard

These groups are in addition to the formal Board subcommittees of the Audit Risk and Assurance Committee, and the Remuneration Committee (which also covers the Transition arrangements).

The Chairman has agreed personal objectives with each of the Board members, and several Board members have been allocated 'lead' responsibilities for particular aspects of NRW's work.

**Update on the development of a benefits realisation plan**

Natural Resources Wales has been working with Welsh Government in reviewing the benefits realisation figures from the Business Case. We believe that these figures will show that the overall cash realisable benefits are achievable over the 10 year period of the Business Case. However, the phasing will be different, with lower benefits being delivered in the first two years. We are awaiting confirmation of these revised figures from Welsh Government. Following confirmation, Natural Resources Wales will conclude its benefits realisation plan.

**Emyr Roberts**  
**Chief Executive**

June 2013