



# Rationalising your Property Experience following a Merger

## Cyfoeth Naturiol Cymru Natural Resources Wales

Antony Wallis, Head of Corporate Assets



# The Challenge - 3 organisations into 1

Environment Agency Wales  
Countryside Council for Wales  
Forestry Commission Wales

- Manages 7% of Wales land area
- Rec Provider – 550km mtb trails, 76 picnic sites
- Incident reporter and prosecutor
- Commercial - 700,000m<sup>3</sup> of Timber marketed
- Education provider
- Principal Advisor to WG on environment

## Composition of the NRW built estate

	Offices ^	Depots ^	Recreation *
EAW	11	19	
CCW	8	17	6
FCW	13	11	10
Total	32	47	14

\*Not included in accommodation strategy

^80 sites, some offices and depots on same site

# Offices





# Recreation Buildings



## The Office and Depot Estate

	No.	NIAm2	Space per desk	Staff per desk
Large office >2000m2	3	8,625	10.5	1.01
Medium office 500 -2000m2	11	10,395	11.0	1.05
<500m2	18	4,536	12.8	1.00
<b>Total Offices</b>	<b>32</b>	<b>22,445</b>	<b>11.0</b>	<b>1.03</b>
<b>Depots and Hatcheries</b>	<b>47</b>	<b>10,435</b>		



# Accommodation Strategy

## Governance and Communications

### Governance

- NRW Board and Executive Team
- Accommodation Strategy Group
- Liaison with Business – Directorates

### Communications

- Comms Professionals
- Regular Staff Updates – NRW bulletins
- Local Project Teams



# Accommodation Strategy

## Guiding Principles for Offices and Depots

- Fit for NRW's Business Needs – location, purpose
- Rationalisation – fewer but better equipped
- Better workspace utilisation
- Flexible working practices
- Improved environmental performance – carbon footprint
- Collaboration opportunities – NAWG
- Legal Compliance and best practice guidance
- Adopt NRW's change management protocols
- Integration of legacy bodies



# Accommodation Hierarchy

1. Utilise existing
2. Adapt/improve existing
3. Collaboration/share with others
4. Lease
5. Purchase
6. Build



## **Accommodation Strategy – 2 phases**

### **Early rationalisation by 15/16**

- Lease breaks
- Amalgamations
- Minimum business disruption
- Will not conflict with longer term strategy
- Reduces sites from 79 to 60

### **Medium/Longer term strategy – to 2020**

- Strategic Regional Sites with fewer outstations
- Integrated business
- Lease breaks milestones
- Reduce sites from 60 to 35/40



## Benefits of the Strategy

- Early revenue savings from rationalisation/better use
- Capital receipts from disposals
- Environmental enhancement through reinvestment
- Integration of legacy bodies
- Strategic document against which to determine future investment/maintenance decisions.
- Buildings which are in the right place and to the right standard

## **Accommodation Strategy – the challenges**

- NRW – an evolving not yet mature organisation
- Future direction and priorities – Corporate Plan
- Integrating 3 organisations
- Breadth and diversity of NRW's remit
- ICT

### **Communications**

- Comms Professionals
- Regular Staff Updates – NRW bulletins
- Local Project Teams

## **Accommodation Strategy - Conclusions**

- Clear Governance
- Regular and targeted communications
- Know your audience
- Manage expectations
- Retain flexibility
- Review regularly

# Thank you for listening

