HR People Strategy – 2021/23

Parc Cenedlaethol Arfordir Penfro
Pembrokeshire Coast National Park
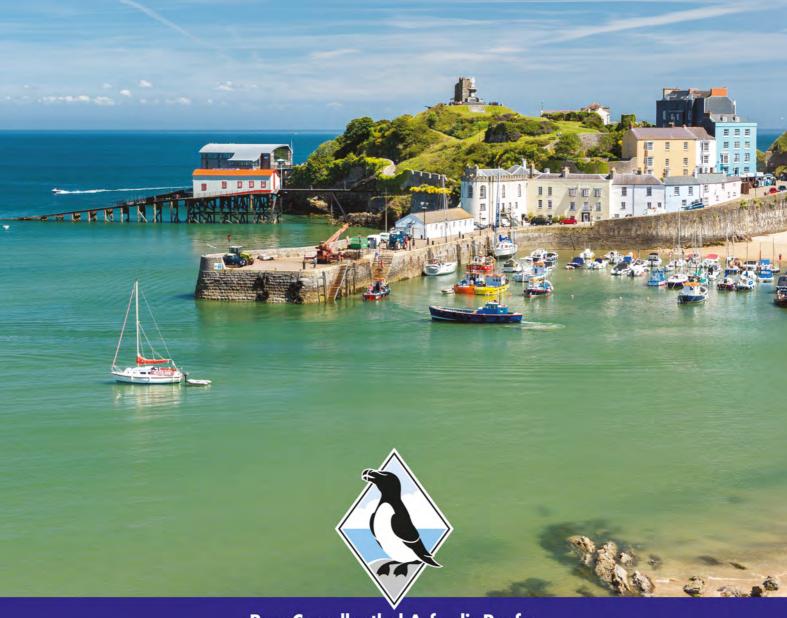
The Authority's Strategic Plan for 2021 – 22 sets out our plan for a National Park where nature, culture and communities thrive.

There are 4 themes in the Authority's Strategic Plan:

1. Conservation
2. Climate
3. Connection
4. Communities

Underneath of which, will be a set of operational objectives and metrics to drive the necessary change. To deliver the Strategic Plan we need a committed, competent and valued workforce which embeds the Authority's Values; and embeds Equality, Diversity and Inclusion in everything we do. The People Strategy is there to enable the Authority to achieve this.

The People Strategy therefore focuses on the six key areas of people management, all enabling the Authority to strive to become a 'great place to work'. These six priority areas are:

1. Reward and Recognition
2. Leadership and Management Development
3. Health & Safety and Staff Wellbeing
4. HR Operational Improvement
5. Engagement, Inclusion and Culture
6. Organisational Development

This document sets out what each of these priority areas will be, the actions we will take to deliver them and the measures by which we will judge success.

At the heart of this strategy is an understanding that:

'It's our people that define who Pembrokeshire Coast National Park Authority are and all that we do'.

June 2021

Reward and Recognition

Objective:

To ensure we have capable staff who are rewarded and appropriately motivated to maintain or improve their commitment to the Authority.

We will ensure our pay and reward structures are transparent and fair; that they are aligned to the Authority's Strategic Plan and enable us to retain and motivate existing staff and recruit new ones.

What we will do:

1. Carry out a full review of the existing pay and reward structure.
2. Develop a new grading policy and procedure to support the review.
3. Determine an appropriate benchmark for our salaries to support the development of a new grading structure ensuring our pay and other benefits are competitive with the markets in which we seek to compete for the recruitment, motivation and retention of staff.
4. Carry out an Equal Pay Analysis and action plan from the results.
5. Develop a Staff Recognition Programme to drive high performance, delivery of the Strategic Plan, recognise success and embed the Authority's Core Values.

Measures of success:

- PCNPA able to attract high quality candidates for all of its roles and have a 'fill first time' rate for all roles of 90%+
- Exit information from leavers indicates that reasons for leaving are factors other than reward.
- Employee Opinion Survey in 2022 indicates that 80% of staff or more are satisfied with their employment conditions.
- That an Equal Pay Review indicates a narrow or negligible pay gap.

June 2021

Leadership and Management Development

Objective:

To develop the leadership and people management skills of our managers and identify and develop our 'managers for the future'.

The Authority will ensure our managers have the skills they need and will assess and monitor how leadership is perceived within the Authority.

We will make sure that managers are appropriately skilled and motivated for their people management responsibilities.

What we will do:

1. Refine the framework for management behaviours that will support the Authority's Core Values and set out expectations for mangers and their staff.
2. Develop a Leadership and Management Development Programme *(including development of competencies, coaching, and 360 feedback)* linked to ILM accreditation.
3. Through the Employee Opinion Survey and Work and Wellbeing Reviews, identify areas where management skills are wanting and implement improvement plans.
4. Develop a Succession Management tool to spot future management talent and develop staff for future management roles.

Measures of success:

- 90% of managers rate the provision of Management and Leadership Development as positive to their professional development.
- In the 2022 Employee Opinion Survey all questions relating to Leadership and Managers improved in terms of a positive response.
- A target of 90% of managers attending the Leadership and Management training.
- The 360 experience is seen as especially positive for managers and staff alike.
- All 'critical' posts have a succession plan to mitigate future risk.

Health & Safety and Staff Wellbeing

Objective:
To maintain and develop the Health & Safety of the Authority and strengthen the wellbeing and resilience of our staff.

Health & Safety and Staff Wellbeing will be a 'key priority' for the Authority.   We will work with managers and staff to ensure that we have a safe and healthy environment in which to work. We will work to improve the wellbeing of our staff and seek to develop a culture where staff can take greater personal responsibility for their own wellbeing and resilience.

What we will do:
1. Ensure managers maintain a focus on health, safety and wellbeing though regular supervision and annual Work and Wellbeing Reviews.
2. Conduct a Stress Audit to identify the causes of work related stress and mental health issues.
3. Develop resilience and stress management training for staff to alleviate work place stress.
4. Review governance and general management of the Health & Safety from Committee to staff forum level and review embedding a culture where departmental managers take greater personal responsibility.
5. Monitor the usage of our health and wellbeing programmes and associated support services.
6. Develop appropriate policies and training for mangers to support and manage sickness absence.
7. Seek ways to digitise Health & Safety and Accident & Incident processes.

Measures of success:
- Accreditation of the Corporate Health Bronze Standard by the end of 2021.
- Improvements in relevant sections of the Employee Opinion Survey in 2022.
- Successful digitisation of Accident & Incident reporting.
- Increased Health and Safety Awareness as evidenced through Employee Opinion Survey.

: HR Operational Improvement

Objective:
To improve the operational effectiveness and delivery of HR services to staff and managers.

What we will do:
1. Develop the right structure and resource to deliver a 'first class' service in Health & Safety, HR and Payroll.
2. Strengthen the alignment between HR and Payroll.
5. Deliver a timetable for new policy development and review.
6. Roll out Cezanne HR system and an improved HR website to encourage assisted self-service for staff and managers looking to access people related information.
7. Improve accessibility of HR information and advice.

Measures:
- Key policy and procedural communications are accessible to all staff groups.
- Positive feedback on the new HR system.
- Regular HR Management reporting to Committee, Leadership and staff demonstrating progress and commitment to making PCNPA a 'great place to work'.
- Improved responsiveness and feedback from staff through EOS.
- Increased delivery of automated processes and assisted self-service.

Engagement, Inclusion and Culture

Objective:

To develop a culture where all staff feel welcomed, respected, supported and valued.

Leadership will be at the heart of delivering an inclusive culture – this isn't about seniority – all employees will have a role to play in driving forward the agenda.

What we will do:

1. Develop a set of Core Values that drive staff behaviours and are aligned to all HR policies.
2. Ensure that equality and diversity is embedded into all HR policies to fulfil the Authority's duties under the 2010 Equality Act.
3. Integrate Equality, Diversity and Inclusion training into Staff Induction, Customer Service training, and increasing awareness amongst all staff.
4. Accreditation of Level 1 Disability Confidence Scheme.
5. Deliver a plan for improving Employee Engagement incorporating feedback from 2020 EOS.

Measures:

- Improved Employee Opinion Scores in 2022.
- Positive staff feedback from EDI training.
- Number of disabled individuals applying for Work Experience.
- Managers having informed and effective feedback conversations on performance and values as evidenced in Work and Wellbeing Reviews.

: Organisational Development

Objective:

To ensure we have the people with the right skills, knowledge and expertise who are effectively led and organised to deliver the Authority's Strategic Plan now and in the future.

HR's role will no longer be centred purely on the people, but also on supporting how we are structured; where and how we carry out our work; and how it is managed to ensure this optimises efficiency and effectiveness.

What we will do:

1. Support Leadership to ensure we are efficiently structured to deliver our Strategic Plan.
2. Ensure Job Descriptions accurately reflect the priorities we want staff to focus on to deliver our Strategic Plan.
3. Develop a Succession Management process to enable us to deliver our strategic goals now and in the future.
4. Ensure honesty in assessment and feedback as provided through the Work and Wellbeing Review process by developing effective feedback skills across the Authority.
5. Identify and address poor performance and celebrate and reward high performance at individual and team level.

Measures:

- All managers and staff offered performance management and feedback training and 90% of them reporting feeling confident.
- Improvements in staff perception of value of Work and Wellbeing Review through the Employee Opinion Survey.

: Our Commitment to the Authority

To deliver services that support the effective management and development of staff.
To develop HR practices and solutions which produce positive outcomes for staff and managers.
To work effectively with other organisations and stakeholders.
To contribute to a community which is inclusive, high performing and committed.

Our approach will be:
- Customer focused (staff and managers)
- Flexible and responsive
- Efficient
- Striving for continuous improvement
- Outcome based
- Aligned to the Strategic Plan

What activities will have undertake

HR Administration | Recruitment Procedures and Processes | Performance and Behaviour Management Support | Occupational Health | Rewards | People Policy | Learning and Development | Leadership and Management Development | Health & Safety Advice | Staff Engagement | Staff Induction | Counselling Services | Work Experience | Equality, Diversity & Inclusion