

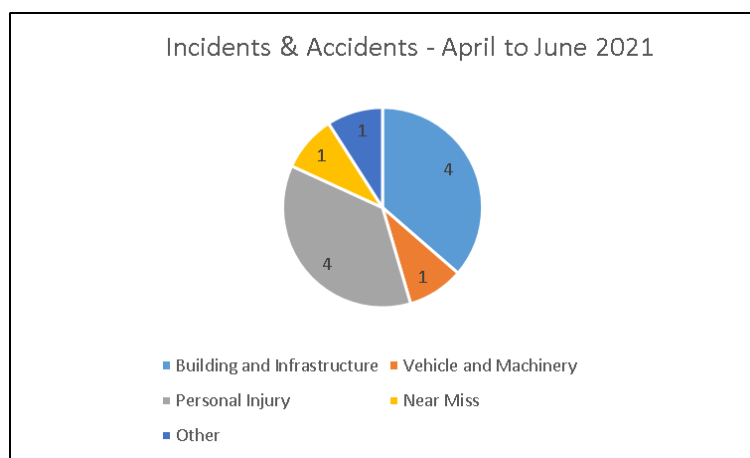
REPORT OF HUMAN RESOURCES MANAGER

Subject: Human Resources Update

SECTION 1. HEALTH & SAFETY AND WELLBEING

Incidents and Accidents – April, May, June 2021

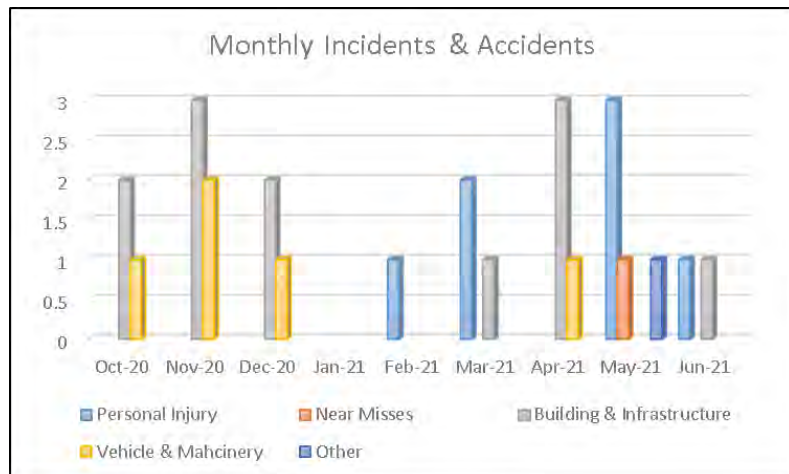
Incidents and Accidents reported this quarter were as follows:



Building & Infrastructure	Vehicle & Machinery	Personal Injury	Near Misses	Other
4	1	4	1	1

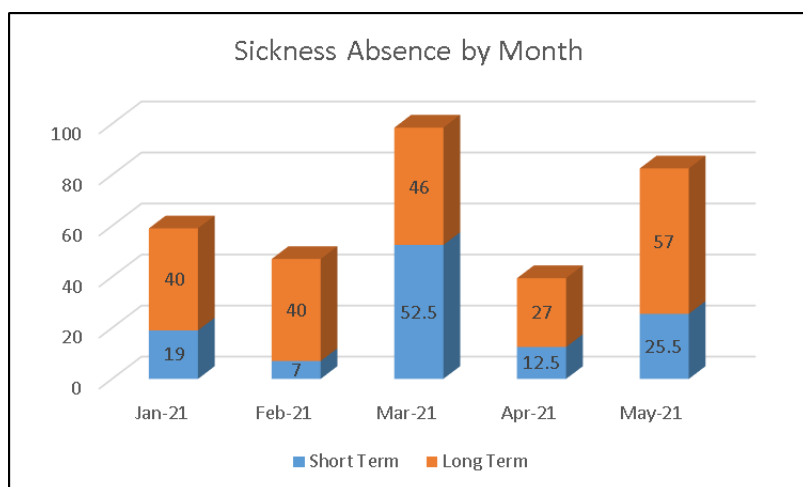
Personal Injuries reported during the period include 3 injuries involving members of the public. 1 Personal Injury was RIDDOR reportable.

Monthly comparisons are shown below:



Sickness and Absence

Absence figures since January 2021 are shown below:



Three long term absences cases have now been managed through to conclusion, therefore it is anticipated that long term absences will be greatly reduced from July onwards. The average absence rates for the Authority up to May 2021 are as follows:

- Average %age of hours lost as a result of sickness absences per employee excluding Long Term Sickness - 1.02%
- Average %age of hours lost as a result of sickness absences per employee including Long Term Sickness - 3.32%

Policy Development

The following policies have been through a process of consultation and engagement with stakeholders during the period, namely:

- Bullying and Harassment Policy
- Flexible Working Policy

The Bullying and Harassment Policy, which was a new policy for the Authority was approved by the Personnel Committee on 23 June 2021 subject to minor changes.

The Flexible Working Policy will be discussed at the next Staff Reps meeting in July, after having received extension feedback from staff. Approval will then be sought by the Leadership Team.

H&S Risk Assessments

Work is on-going with departmental managers updating Risk Assessments for all activities changing as a result of Covid-19 restrictions and changes. The following Risk Assessments were approved during the period:

- Meadows Celebration Day
- PCNPA Minibus
- Cilrhedyn Workshop

- Oriel y Parc
- Mobility Scooter – Castell Henllys
- Group and Individual Volunteering Risk Assessments

Training

Training during the period includes the following:

- Youth Mental Health First Aid Training
- Brush Cutter Training

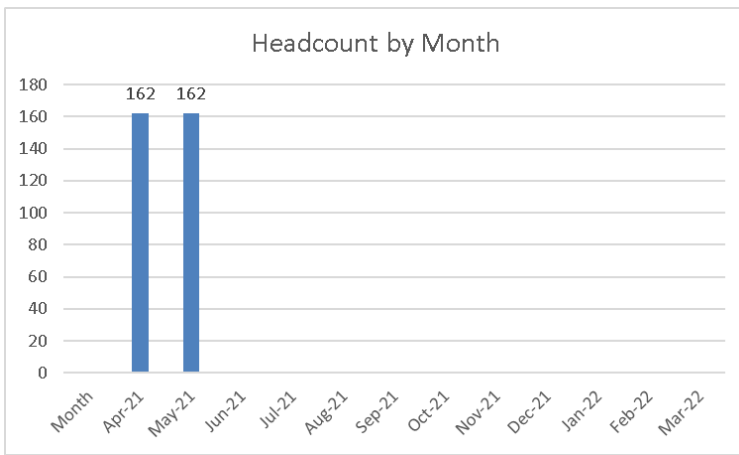
Next quarter

Health and Safety priorities for the next quarter include:

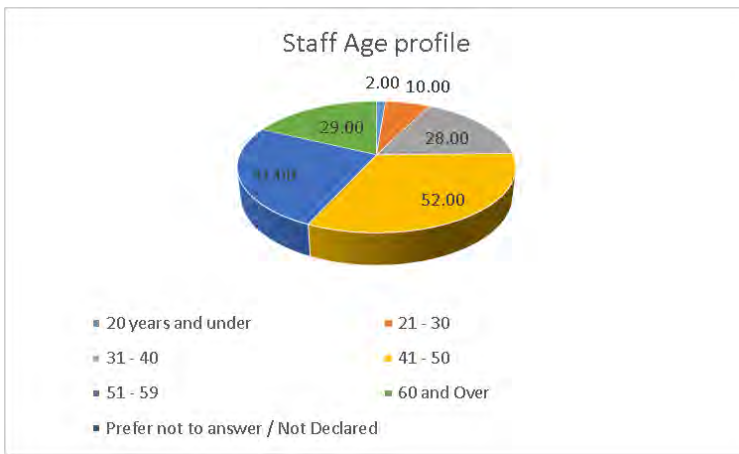
- Surveillance testing for Cilrhedyn Woodland Centre staff to ensure compliance with HSE Guidance note EH4
- Updated Long and Short Term Sickness Absence procedure
- Authority Health & Safety Meeting

SECITON 2. HUMAN RESOURCES

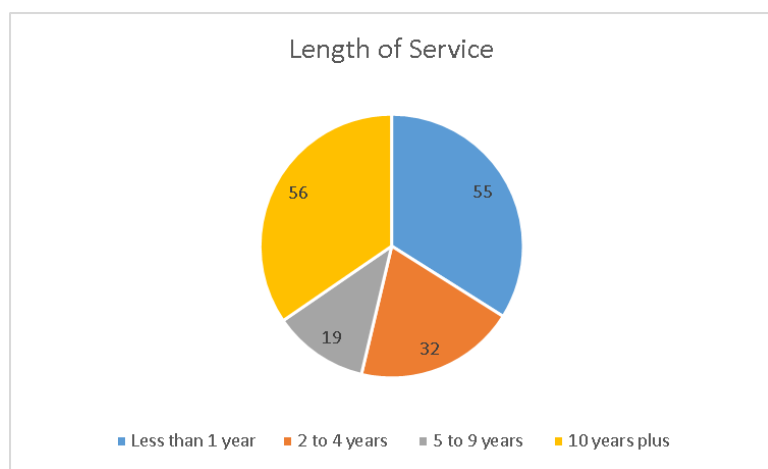
Headcount



Age profile of workforce

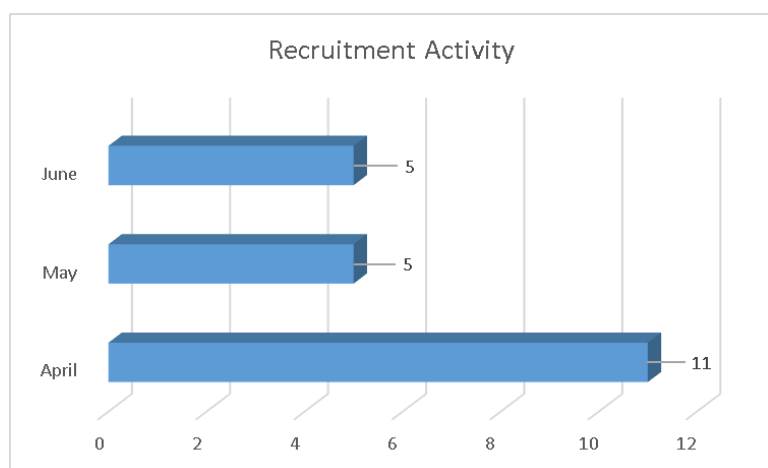


Length of service



Recruitment Activity

The number of roles advertised during the period is shown below:



3 roles were offered to internal Officers of the Authority on promotion. These were:

- Senior Planner
- Administration Assistant (DM)
- Warden (Grade 4)

Performance Management and Staff Wellbeing

6 monthly Work and Wellbeing Reviews were well underway by managers and staff during the period.

Due to the Centres reopening during the period, not all reviews have been finalised. The completion rate for reviews stands at 48%.

Employee Engagement

A Virtual Bingo event took place on 22 April 2021 to build staff morale and camaraderie. 31 members of staff attended. Plans are being developed for a further event in July/August.

As a result of the Employee Opinion Survey, a draft Action Plan has now been completed for discussion and agreement with the Leadership Team in July.

Projects

Disability Confident



The Authority have been signed up to be a Disability Confident employer through the DWP's scheme, aimed at

- challenging attitudes towards disability
- increasing understanding of disability
- removing barriers to disabled people and those with long-term health conditions; and
- ensuring that disabled people have the opportunities to fulfil their potential and realise their aspirations.

As part of this commitment the Authority has to - commit to inclusive and accessible recruitment; communicate vacancies and offer an interview to disabled people meeting essential job requirements; and provide reasonable adjustments and support existing employees.

Over the coming months, the Authority will be required to develop a plan to actively promote work experience to disabled candidates as part of the pledge.

Cezanne HR System



Work has nearly been completed to migrate data from Pobl y Parc to Cezanne HR. Cezanne HR will be the new system to replace SelectHR, which is due to become obsolete in 2022.

CezanneHR Self Service via mobile app gives line managers / supervisors the ability to view compliance against core learning, absence management and view staffing profiles. Line Managers also directly manage absence reporting and annual leave through the system. Employees can see information about themselves, request leave & notify sickness and update address and other details. Additional functionality will be added once the system has successfully bedded.

The system has already started to be rolled out on a phased approach across departments. IT, Finance and other head office functions have been piloting the system to address any glitches, before a wider rollout from July onwards.

User guides have been drawn up to support staff in using the system. Early feedback is positive.

To support its introduction the following documents have also been drafted during the period:

- Data Protection Risk Assessment (*approved*)
- HR Data Protection Privacy Policy (*draft only*)
- HR Data Retention and Disposal Policy (*draft only*)

Policy Development

The Personnel Committee were presented with a draft copy of the Human Resources People Strategy on 23 June 2021. Stakeholder feedback has been taken and the policy will be updated accordingly. A copy is provided as reference to the Audit and Corporate Services Review Committee.

Recommendation: Members are asked to NOTE this report

(Further information is available from the Kelland Dickens, Human Resources Manager, on 01646 624825 – email kellandd@pembrokeshirecoast.org.uk



HR People Strategy (2021 – 2024)





The Authority's Strategic Plan for 2021 – 22 sets out a 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 it does. The HR People Strategy is there to enable the Authority to achieve this.

The Strategy 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 HR will take to deliver them and the measures by which it will judge success. It also helps readers understand the services provided by HR and its service commitment to staff and managers alike; and the role of manager in supporting the HR People Strategy.

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'.

HR's Service Commitments

To deliver services that support the effective management and development of all 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 workplace which is inclusive, high performing and committed.

HR's 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 HR undertake

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

The role of the manager

Line managers have a very important role to play, not only in managing people and operations day-to-day, but also in implementing HR and other Authority policies and in supporting their team's development. Human Resources will work with managers to jointly recruit, appoint, manage, engage and develop staff to make sure they are successful in their roles.

HR People Strategy in detail...

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 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.

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 managers 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 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 through 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 managers 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 2021/2.
- Improvements in relevant sections of the Employee Opinion Survey.
- 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 Employee Opinion Survey.
- 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.
- 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.

Feedback on the HR People Strategy can be provided to Kelland Dickens, Human Resources Manager, on 01646 624825 – email kellandd@pembrokeshirecoast.org.uk