

REPORT OF PERFORMANCE AND COMPLIANCE CO-ORDINATOR

Subject: Review of Resilience – PCNPA Action Plan for Proposals for Improvement

Purpose of Report

This report presents the Authority's internal Action Plan in response to the Proposals for Improvement in the Audit Wales report on "Review of Resilience – Pembrokeshire Coast National Park Authority".

Background

The Authority is audited on an annual basis by Audit Wales, this includes work on both finance and performance. During 2020/21 the performance work focused on the resilience of the Authority and a Report on the findings of the review was presented to Members at the NPA held on 5th May 2021. In response to proposals for improvement within the report Officers have created an action plan to support delivery of improvements and this can be found in Annex A.

During the NPA on the 5th May Members highlighted concern regarding the lack of workforce capacity which was identified as an ongoing risk to resilience, this issue will also be addressed via the HR strategy that was presented to Personnel Committee for comment on the 23/6/21.

Background Documents

- Audit Wales: Review of Resilience – Pembrokeshire Coast National Park Authority: [17_21-Audit-Report.pdf \(pembrokeshirecoast.wales\)](#)
- HR People Strategy 2021/23: [HR-Strategy.pdf \(pembrokeshirecoast.wales\)](#)

Recommendation

Members are asked to note and comment on the action plan.

(For further information contact Mair Thomas, Performance and Compliance Co-ordinator)

AUDIT WALES: REVIEW OF RESILIENCE – PCNPA ACTION PLAN FOR PROPOSALS FOR IMPROVEMENT

The Audit Wales: Review of Resilience ([17_21-Audit-Report.pdf \(pembrokeshirecoast.wales\)](#)) for 2020/21 identified the following proposals for improvement

Organisational resilience

P1 To ensure the Authority has effective Business Continuity arrangements it should:

- a) review the impact of its Business Continuity Plans during the response to COVID-19 with staff to ensure they are up to date and have the right actions and measures to help counter likely threats in responding to future emergencies;
- b) ensure staff are aware of updated Business Continuity arrangements and understand the procedure for their use; and
- c) members should provide the Authority with assurance that ICT Business Continuity arrangements are sufficient to enable officers and Members to deliver their responsibilities effectively and efficiently.

Workforce resilience

P2 To improve workforce resilience the Authority should:

- a) consider the impact of the COVID-19 response and the switch to full remote working on staff wellbeing and identify how it can best support staff; and
- b) ensure Health and Safety policies and procedures are updated to take account of new working arrangements.

Governance and decision making

P3 To streamline and improve decision making the Authority should review the switch to online meetings and delegated decision making and identify opportunities to learn from its response to the pandemic and strengthen governance arrangements.

Organisational Resilience – Business Continuity

Action	Timescales	Lead	Resources	Status	Activity 2021/22
P1 (a) Develop renewed business continuity approach informed by our COVID 19 response experience	2021-2022	IT and Business Improvement Manager	Lead Officer time. Officer time from other teams to feed into review process.	Not Started	To be carried out in 2021/22.
P1 (b) Awareness raising activities with staff and members of business continuity approach once new approach in place	2021-2023 (Dependent on when above action is complete)	IT and Business Improvement Manager	Lead Officer time.	Not Started	
P1 (c) Report to Members on ICT Business Continuity arrangements	2021-2023 (Dependent on when above action is complete)	IT and Business Improvement Manager	Lead Officer time.	Not Started	

Workforce Resilience

Action	Timescales	Lead	Resources	Status	Activity 2021/22
P2 (a) Work and Well-being Forms completed by all staff and line managers as part of annual performance review process, including	Completion of forms by May 31	HR Manager	Line Managers time. Staff Time. HR time – reviewing completed forms.	Underway	Revised forms issued, and Staff asked to complete reviews by May 31

discussion with staff on future work place preferences.					(deadline extended to mid June).
P2 (a) Information collated through Work and Well-being forms to inform the development of Training and Development Plan and Annual Health and Safety Plan (re Staff Well-being element).	2021-2022	HR Manager	Lead Officer Time. Line Manager Time. Training Budget.	Not Started	
P2 (a) To develop and pilot an intensive training and coaching programme to help build personal capacity enabling staff to cope with stress and additional pressure more effectively.	Pilot programme introduced by May 2021 with evaluation of the pilot programme to develop a wider programme for all staff and managers by September 2021.	HR Manager	Lead Officer Time. Staff Time engaged with training process. Cost of Training.	Underway	Building Resilience Coaching Programme presented to Leadership Team. Resilience Coaching Programme rolled out through Line Managers. Places allocated and awaiting start date from PCC.
P2 (a) Development of future options for remote working for staff and revised flexible working policy, co-produced with Employee Forum in consultation with wider staff.	2021-2022	HR Manager	Lead Officer time. Employee Forum members time. External expert/ legal advice if needed.	Underway	Flexible Working Policy (draft) discussed with Staff Reps Group. V.2 of draft policy has gone out to consultation with all staff and has been reviewed by Leadership Team. <i>[2020/21 Note: Paper provided and discussion</i>

					<i>held with Members through Employee Forum]</i>
P2 (b) Review of Health and Safety Policies and Procedures to reflect changes to flexible working policy and potential increased number of staff home working in the longer term.	2021-2022 (Dependent on when above action is complete)	HR Manager	Lead Officer time. External expert/ Health and Safety advice if needed.	Not Started	

Governance and decision making

Action	Timescales	Lead	Resources	Status	Activity 2021/22
P3 Carry out activities to support the move to potential hybrid or face to face meetings or continued virtual meetings.	2021-22	Admin and Democratic Services Manager	Lead Officer time. Business Improvement and IT Manager time Financial Costs – relating to potentially physical infrastructure, IT equipment and Systems	Underway	Report on <i>Means of Holding Committee Meetings in the Future</i> presented to NPA on 16 th June 2021. Potential options discussed by Members with outcome that future meetings in term of location to all be hosted in Green room. However video conferencing is likely to remain for the rest of the year. Members of smaller committee meetings (not DM/ NPA) may decide to continue holding committees virtually but this will be dependent on

					specific Committee Members.
P3 Relevant delegations are sought and in place.	Ongoing	Admin and Democratic Services Manager	Lead Officer time.	Ongoing	Due to ongoing COVID-19 restrictions, temporary changes to delegated planning powers have been extended to 30 th March 2022 at June 16 th 2021 NPA.
P3 Review the Authority's Public (DM) Speaking Procedures	2021-2022	Director of Planning and Park Direction	Lead Officer time. Monitoring Officer time.	Underway	Workshop held with Members 19/5/21. The amendments to public participation at Development Management Committees was approved at the National Park Authority meeting on 16th June 2020. Amendments to the guidance will be referred to a subsequent meeting.