

CEO Performance Management Meeting

22 March 2023

Note of Meeting

Present: Mr Tegryn Jones (CEO), Cllr Di Clements (Chair), Dr Rachel Heath-Davies (Vice Chair), and Cllr Steve Alderman (Deputy Chair of Audit and Corporate Service Committee)

1. Panel review on notes of previous meeting and priority areas to discuss

There have been delays with agreed timeframes for completing the restructuring and pay and grading by March 2023 and since the last review meeting, an Improvement Notice has been received by the Authority from the Health and Safety Executive. The Panel also discussed the need to understand the timeline for Delivery Plans and how this may be affected by new appointees settling into their new roles. These new roles are important for transformation and income generation. There needs to be an understanding of the level of support that senior officers are providing, also what the HR Manager is wanting to do? This is leading to a strategic loss of way for the Park.

2. CEO Performance Management report for the quarter

Tegryn Jones, the CEO, joined the meeting and the Chair thanked him for his written report and he was asked to present the main points by objective with Panel members to raise questions during each item.

Objective 1 – develop plans for short, mid and long term financial viability

The CEO reported that he was reasonably positive about the future position and expected additional monies to come from Welsh Government if history was any predictor of the future. He reported two additional sources of funding had been secured recently. Panel asked for clarification, and these are both grants that were applied for and won. He also anticipates more grant funding opportunities coming to the Authority in March or near future.

There are long term issues quite in the forefront, especially the financial issues for the next 12-18 months. There will have to be negotiations with Welsh Government by officers so that monies can be sort after, having provided agreed budgets. The prospective funding of the Greenways transport routes and the public toilets in car parks, could have a significant effect on the future deficit, if the Park is made to become responsible for these unbudgeted costs.

There is a possibility of new income through the Sustainable Landscapes Sustainable Places programme and Shared Prosperity Fund. With 2 new officers being employed, this will be a priority with regard to their responsibilities. The PCNPA Charitable Trust needs to overhaul their fundraising ability. The Park has to pay out £50-60K and it only receives £50K. Overall the budget will have to increase income or the costs will have to be reduced.

Objective 2 – Completing the restructure and pay and grading by March 2023

The CEO explained that he had not foreseen the degree of challenges in terms of staff and time and explained that the pay and grading would be further delayed due to the recent resignation of the HR manager. He reassured the Panel that an interim HR specialist was being secured and that pay and grading would be a priority over the coming months.

The deadline for the Pay and Regrading process had been extended. It has been quite slow going, and very few job descriptions have been set out by managers to date.

The Panel discussed the leadership and management of the organisation and the culture. Members suggested that a leadership training programme would be beneficial for both new and existing staff members. The CEO also described new managerial meetings and governance structure that was bedding in, including a new meeting for Senior Leadership team and middle managers to take more ownership and work more closely together. The Panel also asked if the CEO had sufficient support from the Directors and Members of the Authority.

Members also asked for a review of the performance monitoring and reporting to members and that a dashboard of key indicators and a focused report on the priority areas for members to discuss at authority meetings would be beneficial. The CEO explained that a new reporting process and Performance Dashboard system is in progress.

The recent health and safety incident was discussed and it was emphasised by the CEO that this is an issue for everyone in the Park workforce to take responsibility for. Members also asked for clarification on whether the HR managers was the ultimate manage responsible for monitoring the health and safety. The CEO also explained that a consultant was going to be appointed to head up the HAVS action plan.

Objective 4 on the health and well being of staff was covered as part of the above item.

Objective 3 – Tackling climate change

The report by the CEO was self-explanatory and no further questions were asked.

Objective 5 – working with external stakeholders

The CEO's report was comprehensive and no further questions was asked.

The Panel discussed the Audit Wales report on governance and also the letter warning of a later financial audit this year and the implications were outlined and CEO will manage these.

There was also a discussion on how Members are working together with officers and the induction of new members.

3. Objectives for the next reporting period

The objectives were discussed and agreed as follows:

- i. Develop plans to meet the short, mid and long-term financial challenges, with the aim of dealing with the projected deficit over the next three years. This to include:
 - a. Undertaking a zero-based budgeting process to set the 2024-25 budget;
 - b. Developing an income generating/ sustainable funding model strategy by December 2023;
 - c. Identifying ways of maximising unrestricted income from the Pembrokeshire Coast National Park Trust; and
 - d. Developing sustainable funding models for realistic scenarios over the next three years by October 2023.
- ii. Complete the Pay and Grading Review, as soon as possible;
- iii. Develop a new Corporate Plan and underpinning Delivery Plans, which outlines clearly how all elements contribute to the corporate strategy by October 2023. This includes communicating the strategy widely internally and externally and the work of embedding it over the coming months and years so that it permeates the work and focus of staff and Members;

iv. Support and hold to account managers to ensure the Authority adopts a culture of responsibility and accountability that contributes positively to the health and well-being of all staff and ensures they work safely. This to include developing a Leadership and Management learning and development programme;

v. Work with partners and engage external stakeholders to continue to raise the profile of the Authority and influence policies across priority areas outlined in the Authority's priorities; and

vi. Ensure that support and training is provided to Members to enable all to contribute to the work of the Authority while meeting high standards of governance.