

REPORT OF PERSONNEL MANAGER

SUBJECT: People Strategy 2012-15

Purpose of Report

This report asks members to approve the People Strategy for the period April 2012 to March 2015.

Introduction/Background

The Authority's previous People Strategy was an interim strategy 2011-12 to run alongside the development of new corporate objectives and to support a period of change. Management Team have recently considered and reviewed a progress report on that strategy.

The People Strategy sets out objectives that integrate 'staffing' issues with corporate objectives. Whilst some of the actions will be carried out by personnel staff, the strategy is more than a personnel service plan: it aims to develop the organisation to meet the challenges and improvement agenda ahead.

Options

The People Strategy considers the current context within which the authority operates, including challenges and evidence of our current position. It then identifies 5 key objectives:

- Engagement: to achieve improved staff engagement (to handle issues arising from 2011 staff survey) along with overall engagement with internal and externally driven change and change management
- Learning: to retain liP in 2012 and to embed a learning culture
- Personnel Service: to implement an HRIS and on line recruitment and be able to demonstrate real efficiencies and procedural and cultural outcomes
- Management Competencies: to ensure that our managers and leaders have and use the right skills and capabilities to make change effective and to deliver performance
- Equalities: to support the actions within the Authority's Strategic Equality Plan.

Within each of these, we set out what we intend to achieve.

The strategy will be discussed at Employee Forum on 21st March and any points for consideration will be brought verbally to the Authority meeting.

Financial considerations

The strategy does not require additional funding beyond those committed in existing policies, practices and budgets. Funding for the HR Information System, for a corporate 'well being' group and for specific leadership and management development have been approved for 2012-13

Risk considerations

There are risks to both the Authority's short term position and longer term chances of being a successful public body if we do not seek to achieve the objectives identified. A strategy and action planning process enable us to give priority to them.

Compliance

There is an expectation that public organisations will work to strategic plans and the People Strategy has been one of the documents reviewed by WAO during its assessments of the Authority.

Human Rights/Equality issues

Principles and values of fairness and respect underpin the strategy and there is no differential impact identified. It seeks to support the Authority's Strategic Equality Plan.

Biodiversity implications/Sustainability appraisal

The People Strategy seeks to build organisational capacity so that services are able to deliver their objectives towards Park purposes.

Welsh Language statement

N/A

Recommendation

Members are asked to approve the People Strategy for 2012-15.

Background Documents

Anything published previously in relation to this report (e.g. previous reports to Authority/Committee, consultation reports, etc.)

NPA People Strategy 2006-10
NPA People Strategy 2010-12

(For further information, please contact June Skilton Personnel Manager)*

Author: June Skilton

Consultees: Management team, Managers, Employee Forum



PEOPLE STRATEGY 2012-15

The Authority's previous People Strategy was an interim strategy to run alongside the development of new corporate objectives and to support a period of change.

This new strategy for 2012-15 contains:

1. An overview of the current challenges for the Authority
 - Corporate objectives
 - Financial constraints
 - WAO Annual Improvement Report 2012
 - Equality Act 2010 provisions

2. Evidence of our current position so that in addressing the challenges we take account of the issues identified in:
 - SWOT and Workforce Planning
 - 2011 Staff Survey

3. This leads us to identify 5 main HR Objectives:
 - Engagement: to achieve improved staff engagement (to handle issues arising from 2011 staff survey) along with overall engagement with internal and externally driven change and change management
 - Learning: to retain lIP in 2012 and to embed a learning culture
 - Personnel Service: to implement an HRIS and on line recruitment and be able to demonstrate real efficiencies and procedural and cultural outcomes
 - Management Competencies: to ensure that our managers and leaders have and use the right skills and capabilities to make change effective and to deliver performance
 - Equalities: to support the actions within the Authority's Strategic Equality Plan.

1. Current Challenges

Corporate Objectives:

The authority needs to ensure that the revised organisational and committee structures maintain focus on delivery of the corporate objectives and on the necessary 'performance' culture and skills.

Financial constraints:

For 2012-13 and 2013-14, our budgets are standstill, with a comprehensive spending review after that. In real terms this means inflationary pressure of £250,000 and therefore the need for sustainable budget savings remains.

WAO Annual Improvement Report for 2012:

WAO have reported that: "Overall, the Authority has made significant progress in many key areas"

They make suggestions for improvement around benchmarking and risk management.

Equality Act 2010

This act consolidates the general legislative requirements and the various general and specific duties upon public authorities. This Authority has prepared and published its Strategic Equality Plan 2012-16 with 4 main equality objectives.

2. Current Context

liP Review 2009

The Authority retained its liP award in autumn 2009 and is due for review later in 2012.

Areas suggested for improvement by the liP assessor in 2009 were as follows, and these areas need to be addressed or at least considered as part of this strategy:

- to ensure that objectives at corporate, service and team level are measurable wherever possible
- to review the management competencies, to deliver management development to achieve consistency and to consider using the competency matrix as a tool to measure the effectiveness of managers
- Continue the drive towards succession planning

SWOT analysis/ Workforce Planning issues (appendix)

A revised SWOT analysis has been prepared, see appendix.

Taking account of the requirement under the Equality Act 2010 to publish workforce data as at 31st March each year, it is most effective to align workforce planning with that timetable and the plan will therefore be prepared later in 2012.

2011 Staff Survey

The 2011 staff survey results (available from January 2012) have provided a mixed picture of staff engagement across the Authority – the survey was of a different format to previous years and is not directly comparable, but our engagement levels look to

have fallen overall and are certainly patchy. They are also lower than we expected although are comparable with other organisations that we might expect to be similar to in the listings. Overall, the benchmarking in the Best Companies process is aspirational for us - in general it will be 'good' employers who take part rather than it being representative of all organisations in the UK. National reports suggest that staff engagement levels throughout the economy are low, as people struggle with the economic climate. There is also a media 'backlash' against the public sector, along with pay freezes and changes to the pension scheme (with national industrial action in 2011). The survey was carried out in October 2011, when the Authority was implementing structural organisational change. We need to consider carefully how we follow up on the survey feedback.

3. Strategic Objectives 2012-15 for PCNPA HR:

Taking the challenges and context together, five themes have been identified:

1. Engagement:
to achieve improved staff engagement (to handle issues arising from the 2011 staff survey) along with overall engagement with internal and externally driven change and change management.
2. Learning:
to retain lIP in 2012 and to embed a learning culture.
3. Personnel Service:
to implement an HRIS and on line recruitment and be able to demonstrate real efficiencies and procedural and cultural outcomes.
4. Management Competencies:
to ensure that our managers and leaders have and use the right skills and capabilities to make change effective and to deliver performance.
5. Equalities:
to support the actions within the Authority's Strategic Equality Plan.

Action Plan

What we will do	Why we will do it	How will we know we've done it?
Engagement		
Develop an action plan to follow up on staff survey – starting with staff meeting March	To give staff the confidence that we respond to issues. To resolve any issues that	Feedback at future staff surveys (either annually or biannually)

2012.	<p>may arise from misunderstanding.</p> <p>To improve engagement levels</p>	Response levels at future surveys
Carry out 2012 survey and future years	<p>To allow staff future opportunities to have their say</p> <p>To monitor engagement levels</p>	Surveys carried out.
Revised staff reps group, structured around new organisational structure starts April 2012	<p>To demonstrate the Authority's continued commitment to staff involvement and consultation</p> <p>To ensure that actions, policies and practices are informed by staff views</p>	<p>Meetings are held regularly and well-attended.</p> <p>Information is circulated and feedback made available</p> <p>New policies etc are acceptable and effective, a 'good fit'</p> <p>To monitor and review annually</p>
Well being group starts April 2012, £5,000 budget approved for 2012-13	<p>To involve staff in actions and initiatives to improve well being at work and in general</p> <p>Action Plan yet to be prepared</p>	<p>The group will look to benchmark to the liP Well being Award standard</p> <p>To review Dec 2013</p>
Learning		
Revise the training policy	<p>To begin culture shift from 'training' to 'learning'</p> <p>To ensure our resources are used to support effective learning by embedding good practice</p>	<p>New policy to be in place Dec 2012</p> <p>And evaluated Dec 2013</p>

Engage a learning adviser for 2012- 13 equivalent to 1 day per week	To provide resources and skills for developing learning	Learning Adviser engaged by June 2012
Undertake liP review	Provides external accreditation and is an improvement tool To improve the alignment of corporate and staff performance To provide a further opportunity for staff views to be heard	By Dec 2012 Report when available to be taken to Audit and Review committee.
Follow up on improvement suggestions from 2012 liP review when available	Improvement suggestions arising from the review have the benefit of staff involvement and an external reviewer.	Action plan prepared by May 2013
Personnel Service		
Purchase HRIS	To improve centralised processes, provide effective work flows and accountability/audit To improve quality of and access to management information re staffing To provide a system easily accessible by all staff to help improve 'them/us' perceptions	Purchase April 2012 Agree roll out programme June 2012 System coming in to use from July 2012 Evaluation March 2013 to lead to further action/development plan
Implement on line job application	Improve service for applicants Achieve admin efficiencies	Job app system by March 2013

Management		
Engage learning adviser as above Management development programme Competency framework in place	To ensure that our managers and leaders have and use the right skills and capabilities to make change effective and to deliver performance.	Initial programme delivered by March 2013, leading to further or follow up learning as identified Evaluated June and Sept 2013; March 2014
Equalities		
Develop role of Equality Champions in each department Awareness for staff and members Raise awareness of hate crime and harassment including how to report Dec 2012 Report annually on employment data as required and carry out actions in workforce plan	To embed equalities issues effectively and to allow a 'fit for purpose' awareness programme to be developed To support the WG in its aim of reducing hate crime via awareness within public sector To comply with legislation To provide a 'picture' of the workforce and highlight any issues arising	Awareness programme delivered Dec 2013 Dec 2012 All actions monitored as part of Equalities Plan and reporting procedure

Conclusion

This strategy sets out actions to achieve the 5 objectives identified; Management Team will consider progress and review the objectives annually in March.

March 2012

2012 SWOT analysis

<p>Strengths</p> <p>the organisational structure has been reviewed</p> <p>we have an open culture and one that seeks to involve staff</p> <p>networks of relationships are good</p> <p>we have experienced and committed staff</p> <p>we have staff who are interested in working flexibly, appreciating the advantages to them as well as the job</p> <p>Local Government framework of NJC agreements, LGE, WLGA, IDeA</p>	<p>Weaknesses</p> <p>recent changes have yet to settle</p> <p>staff survey result 2011</p> <p>the organisation doesn't have a background or history of 'commercial' or business-like capability</p> <p>staff at all levels are poor at handling tricky relationship issues</p> <p>there is a 'them and us' perception between HQ- based staff and outside/sites teams</p> <p>staffing level in HR service restricts what can be done</p>
<p>Opportunities</p> <p>WAO reports improving Authority and provides issues to drive on with</p> <p>the Authority's portfolio of sites such as Oriely Parc, Carew and Castell Henllys</p> <p>we can capitalise on the win-win situation presented by flexible working</p> <p>to build on the change</p> <p>good labour market for recruiting</p> <p>externally-funded job/work search and employability schemes</p> <p>HRIS in 2012</p>	<p>Threats</p> <p>budget situation</p> <p>poor staff morale and resilience</p> <p>risk of loss of service continuity (single specialist posts) in general but more critically, risk of losing anyone from posts identified as key to change process.</p> <p>the 'psychological contract' in public sector is being broken along with 'scapegoating' of public sector in the media (employee relations, morale and motivation)</p> <p>general economy</p> <p>politics and government change</p>