**PEMBROKESHIRE COAST NATIONAL PARK AUTHORITY**

**DRAFT PEOPLE STRATEGY 2010-12**

The Authority’s previous People Strategy was a 5 year plan, from 2006 to 2010, making clear links to the then corporate objectives. At this time of revising the strategy, the Authority is in a significant process of review and change with a new Chief Executive in the lead since 1st May 2010. This 15 month strategy has been developed to support the development and implementation of a new Corporate Strategy and seeks to ensure that the organisation has the necessary People Management support to deal with the change. This strategy takes us up to the end March 2012.

The aim is to use this period to consolidate our position, to strengthen and build our capacity for change and to ensure we have in place the correct ‘building blocks’ to support staffing change.

This strategy contains:

1. An overview of the current challenges for the Authority

* Financial constraints
* Wales Audit Office (WAO) preliminary corporate assessment 2010.

2. Evidence of our current position, because to address the challenges we need to take account of the issues identified in:

* SWOT and Workforce Planning
* 2009 Investor in People (IiP) report.

This leads us to identify 3 main HR Objectives:

* Laying the foundation for staffing change
* Building resilience and adaptiveness so that we make our best possible response to the challenges and ultimately emerge as a strong, successful and healthy organisation
* Developing the Personnel Service

**1. Current Challenges**

**Financial constraints:**

The Welsh Assembly Government draft budget was published in November 2010 and will need further detail before the Authority’s situation is clear for the next 3 years, however, we expect our revenue budget to reduce by around 3.6% for 2011-12 (a reduction of £123,000) but with the impact in real terms, allowing for inflation and the possible loss of some of our other grants, as much as double this figure.  Our Capital budget will see a reduction of around 30% to £116,000.

WAO in their preliminary corporate assessment identify the challenge for the Authority ‘working with significantly reduced resources (will be) in addition to an ongoing challenge to develop arrangements that best focus on delivering improvements’.

**WAO** **preliminary corporate assessment 2010**

WAO reported in July 2010 on their preliminary assessment of whether the Authority’s arrangements are likely to secure continuous improvement.

Their conclusion is ‘that the Authority has worked steadily to resolve weaknesses; shows some strengths in the way it works; and while its arrangements still fall short in some respects, new leadership provides an opportunity for their improvement’.

WAO believes that to respond to our challenges ‘will inevitably require organisational transformation’.

Among the areas identified for improvement are ‘to ensure policies and strategies are up to date, well-co-ordinated and collectively help to support delivery of priorities’ and to use data more effectively to manage performance, particularly ensuring a greater focus on outcomes, rather than actions’.

The WAO perceive that staff are ready to respond positively to the new leadership.

**2. Current Context**

 **IiP Review 2009**

The Authority retained its IiP award in autumn 2009, with the following identified by the assessor as strengths/good practice: strong leadership, strong commitment to staff development, effective communication and feedback, inclusive and supportive management style and culture.

Areas suggested for improvement by the IiP assessor 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, as has a revised workforce plan (see appendix).

**2010-2012 Strategic Objectives for PCNPA HR:**

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

1. **Laying the foundation for staffing change**

We aim to ensure that we maximise the capability of the organisation to deliver now and in the future via its people. This means that how we manage the budget situation must be in a way that minimises harmful impact on staffing relations and engagement and which has a focus on retaining skills for the future.

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| What we will do | Why we will do it | How will we know we’ve done it? |
| Draft and consult on a redundancy policy that is supported by staff and approved by members  | Involvement of staff in difficult times helps them copeTo have a framework that enables fair and effective handling of issues  | Policy to be considered by NPA in February 2011 |
| Provide explanatory guides and briefings on the various options for retirement, alternatives to redundancy, and other cost saving options. | To ensure effective cost saving options are generated from staff who understand the options. | Base salary costs have reduced  |
| Benchmark with good practice (attend WLGA event) to ensure fair framework in place, employees remain engaged and NPA has access to best advice.  | We want to handle difficult staffing processes well and minimise harmful impact. | Level of grievances or complaintsLevel of staff engagement in staff survey autumn 2011 |

**2. Build the capacity of staff, services and the Authority to be resilient and adaptive.**

There are 3 levels here:

* the personal resilience/adaptiveness of individual employees,
* the resilience/adaptiveness of teams/services and
* then that of the organisation.

The aim is an organisation that responds positively to change, which learns and innovates, which is flexible and fast-moving, whilst retaining its values of fairness, openness, sustainability.

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| What we will do | Why we will do it | How will we know we’ve done it? |
| Scope an approach to individual resilience and mental well-being | To maximise the positive behaviours from staff in response to change and minimise the negative | Framework agreedMay 2011 |
| Consider staffing contingency plans for individual services | To ensure services can adapt to change | 80% of services have contingency plans by March 2012No services have failed |
| Review management competencies  | To ensure the culture drives up performance | 2012 performance reviews  |
| Develop an approach to succession planning  | To ensure the authority identifies talent and skills and plans for the future | For consideration by management team in December 2011 |
| Maintain our position as a good employer | Being a good employer and aiming for discretionary effort isn’t something we should let slip in difficult times | Staff survey autumn 2011Engagement levels remain high despite hard timesOur staff involvement delivers creative and innovative responses to challenge |
| Develop a flexible staff resourcing policy | To guide internal recruitment, facilitate co-working across teams, build on intrinsic rewards, help us become smarter at learning, develop use of volunteers | Policy in place September 2011 with identified future actions and measures |
| Review management information systems for staffing issues and to introduce regular reporting on measures and indicators  | To support the actions in this strategy | Regular quarterly reporting to management team to start April 2011 |
| Plan a skills/competency audit of staff and develop managers and staff to be able to implement it. | To support fair staffing selections and decisionsTo allow us to maximise employee contribution | Be ready to implement 2012-13  |

In doing these, we will seek to develop change management capacity, develop a business-like mindset and consider shifts in the ‘psychological contract’: if the old version is changing, what should will replace it?

**3. The Personnel Service** has a clear role over the next 2-3 years to identify and advise on the HR implications of corporate change and to manage the overall staffing change process. This also provides the opportunity to demonstrate the service’s added value.

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| What we will do | Why we will do it | How will we know we’ve done it? |
| Carry out a systems/process review of recruitmentnb recruitment might seem irrelevant in hard times but we will still be recruiting and could easily be overwhelmed with applicant numbers | Image and brand need to be preserved; The service needs to find efficiencies to free up resources for other work. | Peaks of recruitment don’t impact on service deliveryGood appointments madeTime/resources per applicant reduced by 10%  |
| Consult (survey) our customers (eg managers, staff), evaluate the response, map it as a stakeholder analysis and identify actions | To inform next service plan | Consultation starts January 2011 |

**Conclusion**

This strategy sets out actions intended to consolidate our position over the 15-month period, to strengthen and build our capacity for change and to ensure we have in place the correct ‘building blocks’ to support staffing change. Management Team will consider progress at the half-way stage (September 2011) and the outcomes at March 2012 will inform the next strategy.

**2010 SWOT analysis**

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| **Strengths**Recent history of good levels of staff engagement and loyaltythe workforce is stable we have an open culture and one that seeks to involve staffnetworks of relationships are goodwe have experienced and committed staffwe have staff who are interested in working flexibly, appreciating the advantages to them as well as the jobWe retained the IiP award at review in 2009 with a positive reportLocal Government framework of NJC agreements, LGE, WLGA, IDeA | **Weaknesses**The organisation has experienced very little change, senior posts have changed 2009-10 but existing staff have had little exposure to changeThe organisation doesn’t have a background or history of ‘commercial’ or business-like capabilityLegacy of previous decisions eg Oriel y ParcLow turnover/natural wastagePoor flow of information, internal communication seen by staff as poor(perceived) reluctance to tackle under-performanceStaff at all levels are poor at handling tricky relationship issuesthere is a ‘them and us’ perception between HQ- based staff and outside/sites teamsthe workforce is not diverse in equality termslack of in-house HR system means that management information is cumbersome to access and analysestaffing level in HR service restricts what can be done |
| **Opportunities**the organisational structure/accountabilities are historic but could be reviewedthere is strong commitment to Park Purposes/job satisfaction waiting to be engaged by the new leadership and vision.The new leadership can embed performance management to ensure that this brings real change in attitudes and therefore behaviour; WAO report strategies in place but not co-ordinatedThe Authority’s portfolio of sites such as Oriel y Parc, Carew and Castell HenllysLack of change in the past presents a backlog of opportunities nowThe HR service has been constrained by understanding of its role, communication flow and positioning but this could change.We can capitalise on the win-win situation presented by flexible workingNew leadership and the context demands a focus on future organisational capability including succession planning | **Threats**Budget situationImpact of how we handle budget implications on staffing 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.the ‘psychological contract’ in public sector is being broken ( employee relations, morale and motivation) |