

Report to **Policy & Resources Committee**
Date **19 September 2024**
By **Human Resources Manager**
Title of Report **Annual Human Resources and Health & Safety Report for the year 2023 – 2024**

Decision

Recommendation: The Committee is recommended to:

- 1. Note the update on the Authority’s key work areas in HR during 2023-24; and,**
 - 2. Agree that it is satisfied that the Authority’s Health and Safety activity over the last 12 months complies with its Health and Safety policy.**
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I. Introduction

- I.1 This report highlights key areas of work in Human Resources (HR) carried out in the year ending 31 March 2024, for the Policy and Resources Committee to note. The report also sets out the Authority’s management of Health and Safety matters in the year ending 31 March 2024. As set out in the Authority’s Health & Safety Policy it is Member’s duty to ensure that health and safety is effectively managed throughout the organisation and to ensure that there are in place comprehensive corporate Health & Safety policies and that their effective implementation is achieved. The Committee is invited to assure itself through this report of the effectiveness of the Authority’s Health & Safety arrangements.
- I.2 The HR team are responsible for all of the organisation’s HR and H&S activities, with payroll support from Brighton and Hove City Council and administration of the pension scheme by Hampshire County Council.
- I.3 The HR team also oversees the management of health and safety for the organisation, with strategic and best practice advice provided externally by our Health and Safety Consultant Jon Wayte, formerly the Advisor for the Peak District National Park Authority. Our internal NEBOSH qualified Health and Safety Advisor manages the day-to-day health and safety performance.
- I.4 The report covers:
 - Recruitment activity and turnover
 - Health and Safety
 - Wellbeing
 - 2023 Staff Survey
 - Equity, Diversity and Inclusion

- Learning and Development
- Working Together – HR with other National Park Authorities
- Priorities for 2024/2025

1.5 In addition to the area of work above, the HR team work closely and effectively with the Senior Leadership Team (SLT) and managers, playing a key role in all organisational issues and individual case management.

2. Recruitment activity and turnover

- 2.1. As at 31 March 2024, the budgeted FTE for the Authority was 146. The SDNPA staff turnover rate was 12%, The average 2023/24 turnover rate for other National Park Authorities (NPAs) was 14.6%. According to a survey conducted by Chartered Institute of Personnel and Development average turnover rate for UK workers was 34% and 24.5% for public administration.
- 2.2. 20 employees left the organisation. 4 left due to retirement. Other reasons given were personal circumstances, traveling, new job opportunity or the ending of a fixed term contract.
- 2.3. It is recognised the organisation's size and structure limits the opportunities for career progression. To address this we have continued to introduce career grades where appropriate, continued investment in career development and training of staff. We have a successful full development package to grow and develop our own, particularly in Planning. This year we have been successful in recruiting to 5 vacant posts in Planning and with the exception of 2 roles (1 which is currently on hold the second is going out to advert) are up to full complement again.
- 2.4. In 2023/24, 39 appointments were made as follows:
- 16 permanent and temporary internal appointments, 12 of which have resulted in promotions and development opportunities. This includes 5 changes to existing roles (1x CPM and 4x Corporate Strategy) following reviews of specific functions (giving up existing posts to fund some of the changes) and one new post in CPM.
 - 23 external appointments - All other appointments were made following resignations, external funding for projects, retirement and internal promotions, of existing staff.
- 2.5. We continue to work on improving and developing our recruitment processes. We are currently working towards the implementation of an Applicant Tracking System. This will allow us to move away from a time intensive application form. Instead, a CV will be submitted along with answers to tailored questions ensuring candidates meet the requirements of a role. The driver for this is to introduce a simpler process to encourage a more diverse range of candidates to apply. It will also produce reports for HR and assist with the overall administration of the applicant process within the HR Team.
- 2.6. Recruiting of posts is primarily done via a tailored approach. Adverts are placed directly on the SDNPA website, social media and targeted external sites. This method delivers a successful cost-effective way of recruiting, which avoids inflated hourly rates or finders fees that agency recruitment would incur.
- 2.7. To enhance this tailored approach to advertising, we work with an advertising agency "Web Recruit", as part of the wider Working Together Project across all National Parks where 14 National Park Authorities are using this service. Web Recruit provides data driven advice on where to advertise, as well as coordinating social media campaigns on platforms such as LinkedIn.
- 2.8. SDNPA offers a wide range of benefits as part of its employment package:
- Local government pension scheme
 - Health cash plan that also includes counselling and wellbeing discounts
 - Access to Health and Wellbeing portal and webinars

- 27 days annual leave, increasing to 30 days, plus bank holidays
- Professional development
- Flexible working
- Cycle to work scheme
- Car sharing
- Use of pool cars for official business
- Regular staff events / activities, which support the SDNPA's Purposes and Duty

These benefits support SDNPA in attracting candidates by demonstrating it's an employer of choice, as well as helping to retain existing staff.

3. Health and Safety

- 3.1. The Health and Safety (H&S) Policy sets out how the Authority will ensure, so far as is reasonably practicable, the provision of a safe and healthy workplace and working environment for employees and appointed volunteers and as far as is reasonably practicable to ensure the health, safety and welfare of members of the general public and anyone else who may be affected by the activities of the Authority. The policy includes the key responsibilities for H&S at the SDNPA and the framework for managing H&S.
- 3.2. Since 2012, Health and Safety management has significantly benefited from the effective work of the Peak District National Park Authority (PDNPA) Health and Safety Advisor Jon Wayte. This partnership ensured that day-to-day H&S matters were handled efficiently, and strategic guidance was provided by the PDNPA Health and Safety Advisor. This year the arrangement with PDNPA ended as Jon Wayte left the organisation. Recognising the value of his H&S expertise and the positive impact on our decision-making processes, SDNPA has continued to engage his services as a specialist consultant. He also continues to work with other National Park Authorities.
- 3.3. Jon Wayte continues to provide H&S advice, attends committee meetings and produces a quarterly H&S bulletin, which provides relevant and timely information tailored to the specific needs of the National Park Authority. This bulletin has become an invaluable resource for keeping all staff informed of the latest H&S developments and best practices relevant to their work. His ongoing involvement continues to support a safe and healthy working environment, reinforcing our commitment to be proactive and effective with our H&S practices.
- 3.4. Regular visits and audits of Seven Sisters Country Park (SSCP) took place this year due to the significant works at this site, and suitable recommendations were made and implemented. A fire risk assessment was carried out and the outcome for the site was very positive, with only minor recommendations made. Continuous work with the SSCP team has focused on developing and enhancing their H&S systems and practices. Notably, we have opened the camping barn and Foxhole cottages, both of which have undergone thorough inspections. An action plan was developed to ensure these facilities are safe for users. These efforts have been instrumental in maintaining high safety standards and ensuring a safe environment for all visitors. The collaboration and proactive measures taken at SSCP exemplify our ongoing commitment to health and safety, ensuring that all new and existing facilities meet rigorous safety criteria and provide a secure and safe environment for everyone.
- 3.5. Regular workplace audits also take place at the area offices and all audits typically take account of:
 - Key safety related documentation are in place, including safety policies and associated procedures, COSHH assessments, safe working method statements and risk assessments, incident reports/records and follow-up/action reports.

- Physical conditions and work activities, which include workspaces, access and egress (safety and fire), building conditions, work equipment, vehicles and the use of PPE (personal protective equipment).
- 3.6. A thorough review of risk assessments took place during 2023/24. This comprehensive review of all risk assessments has driven a general improvement in the understanding of risk. All reviewed risk assessments are available to staff on the intranet. This year, the main focus has been on the control of substances hazardous to health (COSHH). This included a detailed evaluation of all chemicals used across all sites, particularly in workshops, their storage, application, transport, and safe disposal. Additionally, we organised the removal of unwanted chemicals across all area offices, which has been scheduled to occur every six months. The SDNPA Health and Safety Advisor will continue to prioritise the implementation of controls identified by these assessments.
 - 3.7. A new SDNPA Safeguarding Policy has been implemented to strengthen our commitment to the safety and well-being of all individuals within our organisation and the communities we engage with. To support this policy, new internal Designated Safeguarding Officers (DSOs) have been appointed. The DSOs have attended an in-depth course designed to build confidence in handling safeguarding cases and advising staff effectively. In addition to their training, the DSOs have delivered safeguarding training sessions to all staff members. These sessions aim to embed the new processes and policy across the board, ensuring that all staff are well-informed and capable of addressing safeguarding concerns. The training also provided a platform for staff to ask questions about safeguarding and understand how it could impact their day-to-day duties.
 - 3.8. Quarterly Health and Safety Committee meetings take place, where matters such as incident, accident and near-miss reports and follow-up action reports are considered. The agenda includes safeguarding and health and wellbeing items, ensuring these remain key priorities for the Committee. New guidance and policies are also discussed and agreed during these meetings.
 - 3.9. The constitution of the Health and Safety Committee reflects the structure of the organisation with representatives from all directorates and officers representing HR, facilities, volunteers, Operation Management Team (OMT) and UNISON. It enables all staff to feedback any issues through their reps to the committee. Staff outside the committee have been involved in the working groups that have evolved from the committee.
 - 3.10. The Committee is currently chaired by a member of OMT. All representatives have received IOSH (Institute of Occupational Safety and Health) training in their expanded role, which is clearly defined and incorporated in a reviewed Health and Safety Policy. The Committee has structured a forward work-plan.
 - 3.11. This year, SDNPA has implemented several new and reviewed policies and guidance to enhance safety and operational efficiency across the organisation. Key developments include:
 - Extreme Weather Guidance: The new extreme weather guidance aligns with the advice provided by the MET Office. This ensures that our procedures are consistent with national standards, ensuring our staff and volunteers safety whilst minimising disruption.
 - Lone Working Guidance: A comprehensive lone working guidance has been introduced, including a chain of events flowchart to help staff better understand and follow the procedures. Additionally, we are currently working on a new ELMS training module to further support lone workers.
 - Safeguarding Policy: As previously mentioned, a new safeguarding policy has been implemented. This policy was developed by the internal Designated Safeguarding Officers (DSOs).
 - 3.12. Reporting of incidents, near-misses and follow-up action continues to improve. An analysis of incidents recorded in 2023/24 can be found in appendix I.
 - 3.13. SDNPA has a positive health and safety culture, which is supported by the following:

- There is a health and safety standing item on the OMT agenda following the committee meetings. At these meetings, OMT support recommendations made by the H&S Committee.
 - Regular health and safety communication and reminders are sent to staff via Update and meeting minutes are publicised on the intranet.
 - Communication of H&S matters to all staff has been enhanced through the carousel on the intranet landing page, which is updated every quarter after each committee meeting to reflect the most relevant topics for all staff.
 - A session on H&S and the importance of incident reporting was also delivered during the September 2023 all-staff meeting, further emphasising the significance of proactive safety practices.
 - A standing health and safety item has been included at team meetings.
 - In the 2023 staff survey 95% of staff agreed that SDNPA keeps them safe as possible at work.
- 3.14. As previous years, a substantial portion of the authority's budget for training was invested in job-specific Health & Safety training. This investment reflects our commitment to ensuring that all staff are equipped with the necessary skills and knowledge to perform their duties safely and effectively.
- 3.15. To enhance the efficiency and management of training, we have implemented an automated system that keeps track of everyone's training records and sends reminders automatically. This system offered several benefits:
- **Efficient tracking:** By maintaining up-to-date records of all training activities, we can easily monitor staff compliance with required H&S training.
 - **Forecasting training budgets:** The automated system allows us to track future costs more accurately, facilitating better forecasting and allocation of the training budget.
 - **Planning training sessions:** The system enables us to plan the timing of training sessions, which can potentially save money for the authority, this way we can group sessions together, optimising resources and reducing costs.
- 3.16. As a response to an internal audit we established the duties and responsibilities for Seven Sisters Country Park by developing a RACI (Responsible, Accountable, Consulted, Informed) matrix. The RACI matrix clearly outlines responsibilities, ensuring that all tasks and duties related to H&S at SSCP are well-defined and understood by all staff. This tool will help improve clarity and accountability, enhancing overall H&S management at SSCP.
- 3.17. To ensure the safety of our volunteers, all new volunteers receive H&S induction appropriate to their role and are directed to the content on this webpage: [Volunteer information - Safety \(google.com\)](#) and current volunteers attend any necessary H&S training. They are made aware of all relevant risk assessments during tasks by the ranger team and supplied with the correct Personal Protective Equipment. Any incidents are reported and monitored through the H&S committee meetings. These meetings were also attended by the Volunteer Development Officer and are now attended by the Learning, Outreach and Volunteer Lead.
- 4. Wellbeing**
- 4.1. HR proactively monitor the recording of sickness absence and contact managers regularly to ensure that accurate recording has taken place.
- 4.2. Sickness data for 2023/24 can be found in appendix 2. Detailed absence statistics are reviewed by the Health and Safety Committee and reported to OMT each year.
- 4.3. The organisation provides a high level of support to employees with health or mobility issues by working closely with the individual, their line-manager, our occupational health provider and Facilities. 'Reasonable adjustments' have been made in a number of cases, to support the

individual, ensuring that they can continue to work well. Changes include to working hours, duties and the provision of specialist working equipment.

- 4.4. Our Health Cash Plan available to staff and Members offers a wide range of health and wellbeing benefits, resources and access to an employee assistance programme.
 - 4.5. There is a dedicated health and wellbeing hub on the intranet with links to health and wellbeing resources and promotes health and wellbeing activities.
 - 4.6. We have a health and wellbeing portal, Neurequity where staff can access ebooks, animations, videos and webinars. This portal is also used by all other National Park Authorities. We have ongoing free access to this portal as we took park in their pilot when Neurequity was launched.
 - 4.7. Health and Wellbeing training courses are available through ELMS for all staff and cover a wide range of topics, examples include: e-mail stress, bullying and harassment, drug and alcohol awareness, stress management, healthy lifestyles, couch to 5k and building personal resilience.
 - 4.8. Following the successful Mental Health First Aiders (MHFA) training last year, we are now facilitating regular catch-up sessions for MHFAs to support each other and share ideas, strategies and activities to support staff with their wellbeing as well as developing the staff engagement programme. We have continued to monitor the number of trained MHFAs and are looking to train additional staff, particularly at OMT level in the coming year.
 - 4.9. During Mental Health Awareness Week in May 2023, we arranged several activities and events for staff to network with colleagues and develop their wellbeing. At these sessions we took the opportunity to request feedback from staff to find out what kind of activities they would like to see going forward as part of the staff engagement programme. We received excellent feedback on activities that are now regularly taking place, which have included lunch and learn sessions, lunchtime walks, pilates classes and ad hoc events.
 - 4.10. We have placed high importance on ongoing communication with staff, by providing monthly wellbeing e-mails, highlighting wellbeing resources and tips for maintaining good mental-health. This has also been well received and staff are engaged and sharing their own wellbeing ideas in the wellbeing hub.
 - 4.11. We have welcomed a number of external professionals to run Lunch & Learn sessions on topics such as Dementia, Menopause at Work and Accessibility in the park - living with a Guide Dog. These sessions were followed up with additional information in our monthly wellbeing Wednesday communications. Other topics covered in these emails were suicide prevention, men's health, how to keep cool in summer, supporting carers in the community, stress awareness, movement for mental improvement, sleep, neurodiversity, children's mental health and supporting parents, My Whole Self Day and health screening.
 - 4.12. There is a standing Health and Wellbeing item at all Health and Safety Committee Meetings and at all team meetings.
 - 4.13. Leadership Training scheduled for May and June 2023 allowed OMT to examine the approach to stress management in greater detail and ensure that it is implemented within their teams.
- 5. 2023 Staff Survey**
- 5.1. In April 2023 we procured the services of IQVIA to commence work on the 2023 Staff Survey. IQVIA are a well-established social research organisation. They work with clients across healthcare and other public and private sector organisations using bespoke solutions to deliver staff and service user surveys. We worked in partnership with them to design and deliver a survey tailored to maximise the information from staff to help drive improvements.
 - 5.2. We previously worked with IQVIA (formerly Quality Health) to implement our 2018 staff survey so were able to make meaningful comparisons and benchmark against the data we had acquired in our previous staff survey.

- 5.3. We worked hard encouraging staff to complete the survey by launching it at the May 2023 all staff meeting and using a variety of communication methods, which resulted in an excellent response rate of 88%. This showed that staff within SDNPA have a high level of engagement with their roles and with the organisation more widely. It also meant that we were confident that the feedback we gained from the survey was meaningful and representative of the views of the majority of staff.
- 5.4. The survey closed on 29 June 2023 and results were very positive and in most areas, more positive than in 2018. IQVIA also commented that our results are more positive than most other staff experience surveys that they had been involved in and markedly above the public sector average. A summary of the results can be found in appendix 5.
- 5.5. Some key improvements from the 2018 survey results were:
- Staff reported more positively that SDNPA motivates them to achieve their objectives, they are trusted to do their job and make their own decisions.
 - More staff agreed that they have realistic and achievable deadlines.
 - Performance and Development discussions were viewed more positively.
 - There was very positive feedback relating to line management with 90% of staff agreeing that they were supported and 93% felt that they could be open and honest about work and personal issues
 - There was an improvement in staff views on the role and communication of the Senior Management Team and Members
 - 70% of staff felt that SDNPA had an open and honest culture, again an improvement on the 2018 results
 - All feedback relating to internal health and wellbeing was highly positive
 - 95% of staff agreed that SDNPA keeps them safe as possible at work
- 5.6. Areas for improvement were identified as follows:
- Appropriate pay and benefits are an issue for staff, 23% disagree that their pay and benefits are appropriate
 - Although still scoring highly, there was a slight decrease from 2018 in positive views towards training and development. 79% of staff however still agreed that SDNPA is committed to training and developing its workforce
 - Although slightly more positive than 2018, the understanding of the role of OMT needs improvement.
 - Information and communication within teams is very positive but staff reported this as less positive across the wider organisation
 - Harassment, bullying and abuse (HBA) is most likely from members of the public although this is still uncommon, it was reported as highest by those in Planning. Only 69% of staff reported knowing how to report HBA and of those that experienced it only 35% actually reported it
- 5.7. The results of the survey were fed back to all staff in September 2023 at an all-staff meeting.
- 5.8. In October 2023, SLT and OMT agreed the key issues that needed to be addressed.
- 5.9. An Action Plan Working Group was established in November 2023 with staff representatives from all directorates. They obtained feedback from colleagues on how the key issues could be addressed and compiled an action which was subsequently approved by SLT and OMT.
- 5.10. The action plan is reviewed regularly at OMT meetings and staff will be kept informed of progress.

6. **Equity, Diversity and Inclusion (EDI)**

- 6.1. HR regularly reviews all policies and procedures to ensure that they are inclusive and advertises through a wide range of platforms to ensure that we reach out to a diverse pool of candidates, including social media.
- 6.2. To further support inclusivity, we run a guaranteed interview scheme for those with a disability who meet the essential criteria for the post and advertise that we support flexible working. We also work with our advertising agency, Web Recruit, which we share with the other NPAs to ensure we are using appropriate platforms where we can be more visible to a diverse range of candidates. Adverts now include an EDI organisational statement, which promotes our approach to equality. Person Specifications continue to be scrutinised at the point of advertising to ensure there are no unnecessary requirements included, which could prevent or restrict those who can apply.
- 6.3. HR run a tailored recruitment process to ensure adverts are placed appropriately, in the most cost-effective way. When required (for hard to fill positions) this includes widening where and how we advertise e.g. using a recruitment agency. In this situation HR aspire to only work with agencies that hold EDI as a priority when searching for candidates to encourage a broad range of candidates to apply.
- 6.4. Historically our data monitoring of applicants has included gender, ethnicity, religion, disability and age, this has now been expanded to also include other protected characteristics (see appendix 3 for current demographics and appendix 4 for EDI data collected for applicants and successful candidates). The data in appendix 4 is monitored to ensure that there isn't a significant discrepancy in the characteristics of people who have applied for posts and those who are appointed. We have reviewed how we collect recruitment data and this year have been in a better position to provide a more detailed analysis of applicants, shortlisted and interviewed candidates.
- 6.5. Virtual interviews may be offered as an alternative to attending in person and ensure we ask all interviewees if they require any adjustments to attend interviews. We have also offered support and training to our apprentices to prepare them for an interview process. We use competency-based interview questions that are applied consistently to all candidates and ensure that they are judged fairly against the criteria in the person specification.
- 6.6. During their induction all new staff are now signposted to our mission statement on our website and our EDI Policy. They are also required to complete our e-learning EDI module.
- 6.7. To attract a wider range of applicants, to support our staff and promote a better work-life balance, we have adopted blended working which allows staff to work from home, the offices and other remote locations. We have suitable IT systems to enable remote working and participation in video conferencing and webinars and in 2024/25 we will be providing laptops. We have moved to a more flexible working day that is not limited to traditional working hours.
- 6.8. Despite these efforts we are still not attracting a diverse pool of applicants although this will take time for any significant change to happen. We are therefore introducing an applicant tracking system to make the application process easier and more accessible to candidates.
- 6.9. We have an EDI hub on our intranet so that staff can access learning resources and webinars. This also includes a "knowledge nugget" section where staff can share experiences and broaden the knowledge of their colleagues.
- 6.10. We have an EDI Steering Group with staff from all levels of the organisation and a Member representative, Melanie Hunt. This is a really useful forum for staff to share ideas and any concerns can also be shared confidentially through the Employee Forum.
- 6.11. In September 2023 we introduced an EDI digital learning platform consisting of change programmes that will drive employees and members to take positive actions to improve diversity and inclusion at SDNPA. Employees and Members obtain feedback into how inclusive they are personally, using a suite of digital diagnostic tools. This feedback generates a personalised action plan for users to follow and in doing so embeds inclusive behaviours at work, ensuring colleagues are valued, respected and feel that they belong.

- 6.12. Not only do learners receive personalised feedback about their strengths and areas for development, but with built-in analytics, we will be able to gain insight into the inclusion strengths and risk areas at SDNPA which will be valuable in identifying any future training needs.

7. Learning and Development

- 7.1. The organisation’s learning and development plan includes health and safety, core skills and role specific training. Training was delivered through a combination of virtual and ‘in person’ events as this model has shown to be successful since the pandemic.

- 7.2. In 2023/24 core skills training included:

- Leadership programme for OMT
- Management training for all staff with a line management responsibility (this training continues into 2024/25)
- MS Teams training for all staff
- Comprehensive Safeguarding Training for Designated Safeguarding Officers and Safeguarding awareness training for all staff
- Managing Aggressive and Challenging Customers for customer-facing staff
- IOSH training for Health and Safety Committee members
- Additional GDPR training for planning staff
- Working with Young People training for the Ranger and Education teams
- Inclusive Teams and Inclusive Leader training provided by Pearn Kandola, as part of our ongoing EDI Document accessibility training for all staff

- 7.3. We continue to all courses so that they are relevant to our organisation and signpost staff to SDNPA specific policies and procedures.

- 7.4. The following table shows the number of days’ training carried out in 2021/22, 2022/23 and 2023/24. The average number of days offered to staff in 2023/24 was 3.4 days per employee, which is an increase on the previous year.

Year	Core Skills	Role Specific	Health & Safety	Total no of days	Average no of days per employee
In 2021/22	178 days	49 days	252 days	479 days	3.3 days
In 2022/23	69.5 days	135.5 days	116.5 days	321.5 days	2.2 days
In 2023/24	263 days	60 days	154.5 days	477.5 days	3.4 days

- 7.5. The organisation also supported some employees through professional development and further education courses and funded professional memberships for 18 employees.
- 7.6. A substantial share of the training budget is allocated to health and safety training, which is monitored and implemented within the HR team, by the Health and Safety Advisor.
- 7.7. Following feedback from staff, in April 2023 we launched a revised performance and development review scheme that is much simpler to complete and focusses on competencies and personal development.
- 7.8. Our e-learning system ELMS which was designed by SDNPA and introduced in 2017, has proven to be useful resource whilst staff were working remotely. ELMS houses a comprehensive induction programme, ensuring that all information is easily accessible, and all key training is covered by new starters.
- 7.9. Last year a certification reminder system was implemented on ELMs ensuring when Health

and Safety courses are due to expire, the employee and their manager are given three months to arrange refresher training – this has proved successful with outstanding training being reduced.

7.10. A programme of certification reminders and monthly certification reports is being set up for all ELMs required learning and staggered throughout the year so as not to become overwhelming for staff, so far these include:

- Data Protection Essentials
- Fire Safety
- Cyber Security
- ICT User Policy

7.11. ELMS is now being utilised by all 15 National Park Authorities. This has allowed us to share training resources with the other NPAs and has also greatly reduced the licence costs for each NPA.

7.12. An ELMS external working group with representatives from the other National Park Authority has also been set up to share ideas.

8. Working together with other National Park Authorities

8.1. The SDNPA HR team works closely with the other National Park Authorities, and during 2023/24 we have attended quarterly meetings with the HR managers of all other National Park Authorities. There are also online and e-mail communication tools in place to share policies, practices, issues and ideas.

8.2. The NPAs share some HR services across all UK parks which has a joint benefit in respect of both cost savings and cross organisational understanding.

8.3. Our e-learning system ELMS which is being used by all 15 National Park Authorities, led by SDNPA continues to be the most successful example of a shared service. A majority of the Parks are also using the system to train and induct their volunteers.

8.4. We also use Web Recruit, a shared approach to recruitment advertising and most recently led the initiative to provide a Health and well-being platform that is being used by all the NPAs.

9. Priorities and actions for 2024/25

9.1. Key Priorities for HR in 2024/25 include:

- Chief Executive recruitment process
- Reintroduction of apprenticeship programme
- Embed the new applicant tracking system
- Launch of corporate training programme
- Finalise and launch staff survey action plan
- Review of Induction Process
- Next steps to embed Inclusive Leader and Teams EDI training

10. Other implications

Implication	Yes*/No
Will further decisions be required by another committee/full authority?	No

Implication	Yes*/No
Does the proposal raise any Resource implications?	No
How does the proposal represent Value for Money?	Delivery of an efficient HR service contributes to the effective running of the organisation and the Authority overall, achieving value for money.
Which PMP Outcomes/ Corporate plan objectives does this deliver against	Human Resources and Health & Safety supports work across all PMP and Corporate Plan Objectives
Links to other projects or partner organisations	NA
How does this decision contribute to the Authority's climate change objectives	NA
Are there any Social Value implications arising from the proposal?	There are no social value implications in this paper
Have you taken regard of the South Downs National Park Authority's equality duty as contained within the Equality Act 2010?	<p>The HR function delivers an equalities act compliant services through recruitment, training and workplace adjustments. We have an equalities policy and all staff completed the Equality and Diversity ELMS training module.</p> <p>The Authority focuses on protecting the health, safety and welfare of <i>all</i> staff, members and volunteers. Reasonable adjustments are made to provide a safe working environment for all, through regular DSE assessments provision of necessary workplace equipment and dynamic risk assessments. Reasonable adjustments will be made for individuals with disabilities with advice from occupational health.</p>
Are there any Human Rights implications arising from the proposal?	There are no Human Rights implications in this paper
Are there any Crime & Disorder implications arising from the proposal?	There are no Crime & Disorder implications in this paper.
Are there any Health & Safety implications arising from the proposal?	The health and safety work that has been carried out and our future health and safety plans take into account the latest health and safety legislation and guidance. The support provided by our external H&S Consultant allows us to adopt 'best practice' for NPAs
Are there any Data Protection implications?	The HR Team has due regard for the Data Protection Act 2018 and all collection and processing of personal data is compliant

11. Risks Associated with the Proposed Decision

There are no risks arising directly from this paper although key HR risks are captured in the corporate risk register.

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Appendices:	<ol style="list-style-type: none">1. Data analysis for incidents 2023/242. Data analysis for sickness absence 2023/243. EDI Demographics of SDNPA employees – 2023/244. EDI statistics – Recruitment in 2023/245. Results of 2023 Staff Survey
SDNPA Consultees	Chief Executive; Director of Planning; Chief Finance Officer; Monitoring Officer; Legal Services, Head of Finance and Corporate Services
External Consultees	Health and Safety Consultant – National Parks Safety Service
Background Documents	<p><u>2021/22 Annual Human Resources and Health & Safety Report submitted to the Policy and Resources Committee by the HR Manager in July 2022 (Report PR22/23-06 page 157 Agenda item 15)</u></p> <p><u>2022/23 Annual Human Resources and Health & Safety Report submitted to the Policy and Resources Committee by the HR Manager in July 2023 (Report PR23/24-06 page 141 Agenda item 14)</u></p>