INVESTORS IN PEOPLE®
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Feedback

Yorkshire Dales National Park Authority

Project number: NOR-24-00726
Practitioner: Helen Burke
Date: 7th November 2024

Investors in People

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You did it!

INVESTORS IN PEOPLE®
We invest in people Silver

You're at the Silver Award level of our We invest in people accreditation.

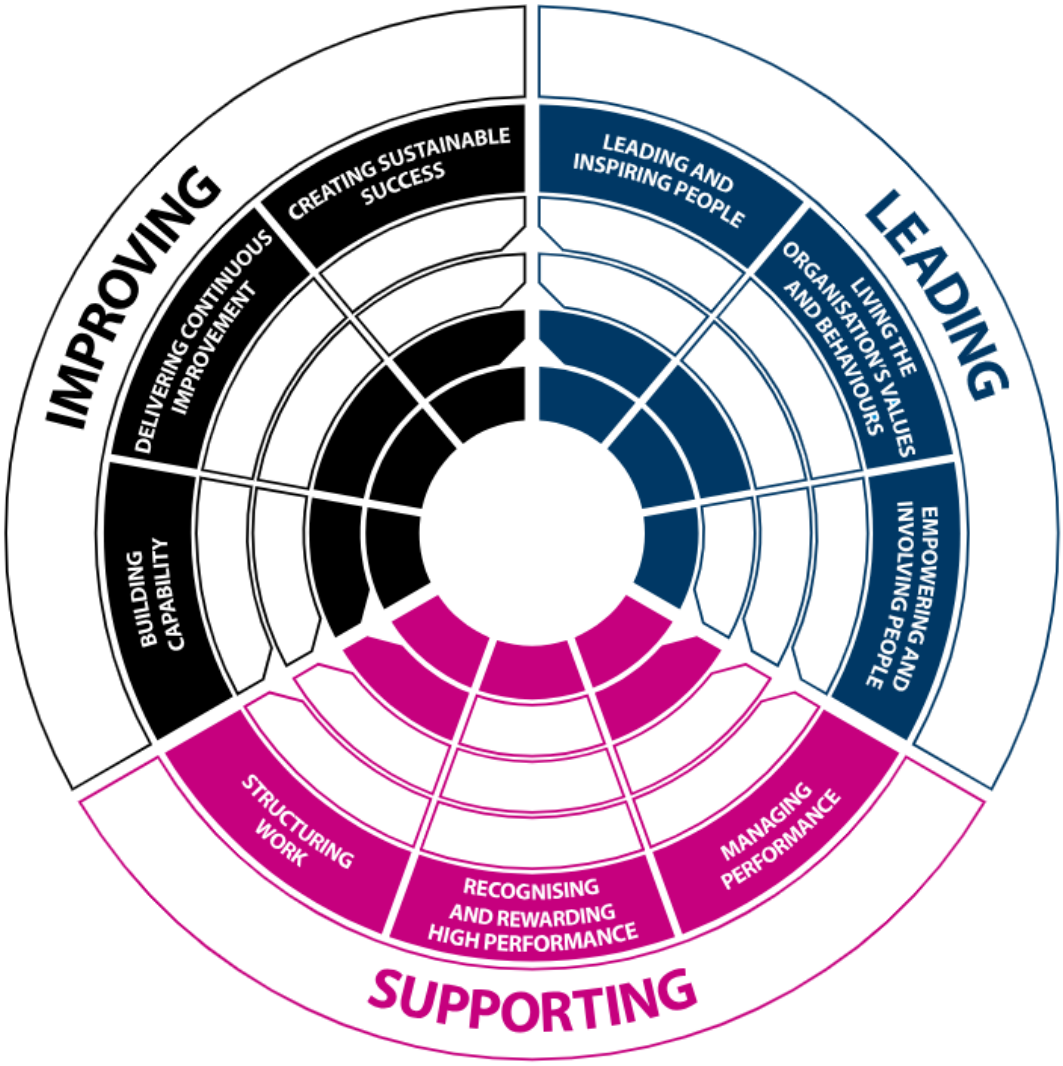
Detailed feedback and recommendations inside…

- What to be proud of
- What to work on
- Our recommendations
- What's next

Key dates

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
07/11/2024	14/10/2025	14/10/2026	14/10/2027

At a glance



Your outcome

Congratulations on retaining your We invest in people accreditation for a further three years. It marks 23 years of you holding the accreditation and growing your approaches, in line with those known to deliver 'good' work and high performance through people.

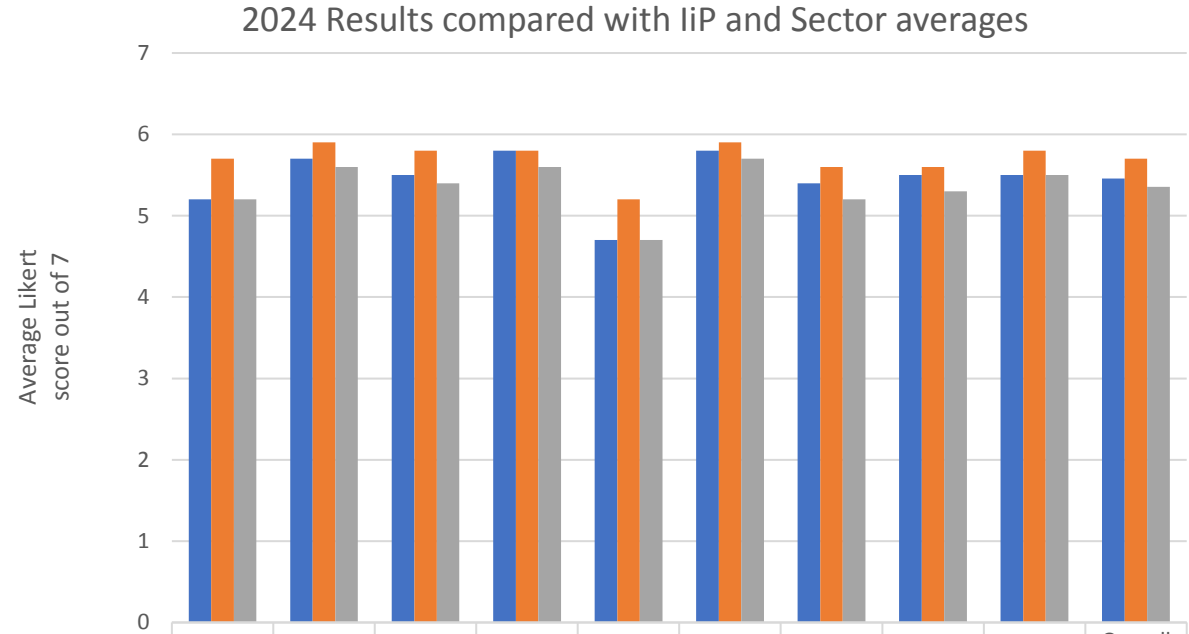
Thank you

I would like to thank everyone who has contributed to this assessment whether by taking part in the interviews, or by responding to the online survey. In total 116 people (69%) took part in the survey and another 18, chosen to give a diagonal slice through your structure, took part in conversations. These inputs, the context discussion and documents provided as part of the desktop review, have helped me to identify a wide range of evidence which demonstrates that you continue to improve your approaches to leading managing and developing people.

I would like to say a special thank you to Vikki Thomas for her help and support in facilitating the assessment.

Headline survey results

Your people award an overall agreement score of 699 out of 900. Results against the 9 indicators of high performance, range between 4.7 (Recognising and rewarding high performance) and 5.8 (Structuring work) with all scores being out of 7, using a weighted 1-7 Likert scale. These scores equal or exceed all averages for your nearest comparable sector (Public Administration and Defence). However, in all but one instance, they fall behind the average of all Investors in People organisations using the survey. Gaps in your agreement score against this comparator range between 0 (Managing performance) and -0.5 (Leading and inspiring people & Recognising and rewarding high performance).

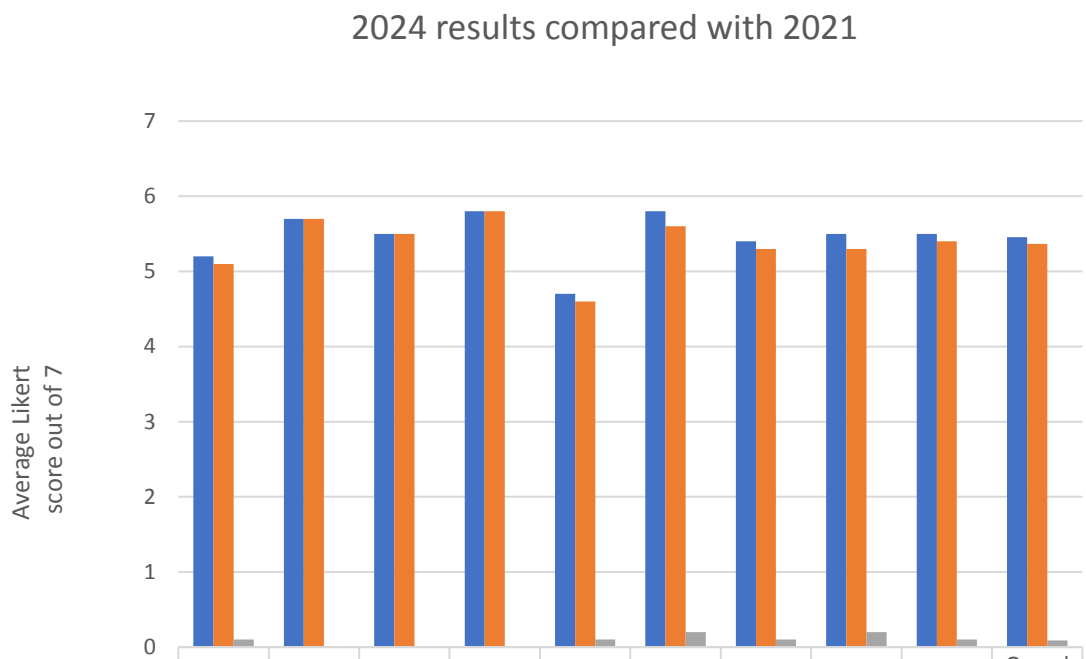


Indicator	1	2	3	4	5	6	7	8	9	Overall Average
Your score 2024	5.2	5.7	5.5	5.8	4.7	5.8	5.4	5.5	5.5	5.5
IIP average 2024	5.7	5.9	5.8	5.8	5.2	5.9	5.6	5.6	5.8	5.7
Sector average 2024	5.2	5.6	5.4	5.6	4.7	5.7	5.2	5.3	5.5	5.4

Indicator		Key
1	Leading and inspiring people	
2	Living the organisation's values and behaviours	
3	Empowering and involving people	
4	Managing performance	
5	Recognising and rewarding high performance	
6	Structuring work	
7	Developing capability	
8	Delivering continuous improvement	
	Creating sustainable success	

In 7 of the 9 indicators, your results equal or slightly exceed those that you achieved at the time of your last assessment in 2021, while the 2 remaining indicators (Living the

organisation's values and behaviour, and Creating sustainable success) lag by less than - 0.1 out of 7, ceasing to be visible when rounding to one decimal place.



Indicator	1	2	3	4	5	6	7	8	9	Overall average
Your score 2024	5.2	5.7	5.5	5.8	4.7	5.8	5.4	5.5	5.5	5.5
Your score 2021	5.1	5.7	5.5	5.8	4.6	5.6	5.3	5.3	5.4	5.4
Difference 2021-24	0.1	0	0	0	0.1	0.2	0.1	0.2	0.1	0.1

Key messages

Your people's feedback and the evidence amassed, offer considerable assurance that you have sustained, and continuing to build on the effectiveness of your approaches to leading, managing and developing people.

Your people clearly connect with and understand your purpose and vision through their own motivations, the Management and Corporate Plans and through the sharing of regular Authority and team-wide information. That said, and despite good intentions, a proportion do not take full advantage of these because they say that they are too busy and need to prioritise their day-to-day responsibilities.

There are mixed views of who your people consider to be your leaders, with most feeling well supported, trusted and enabled by their line manager but slightly fewer trusting those above

them, and agreeing that they can have full confidence in the capability of *all* managers.

Because the values of the National Park align so well with your people's personal values, some merge these together. Leaders recognise that you are on an ongoing journey to embed your core values and behaviours at the heart of everything that you do, and in the decisions that you take. People feel that this is largely achieved when looking externally and at a strategic level but, is less consistent in how it applies internally, across time and all parts of the Authority. Few still feel able to openly challenge inappropriate behaviour.

Most of your people agree that they are not micro-managed but are allowed to take ownership of their work, use their initiative and take decisions which are appropriate to their role. In some instances, this may involve improving how they do things but in many, it is to do with project and daily work organisation. Most agree that they have the information and knowledge they need to do their jobs well, although there are always details of this that can be improved.

Although communication with managers is recognised as two-way, and employees are often involved in discussions, fewer people feel actively consulted on decisions that affect them, or believe that their input makes a real impact. This disparity is more apparent in certain teams than in others.

One of the strengths identified by your people is around the embeddedness of your appraisal system. However, recent additions encouraging reflection on behaviours seem to be less effective. Your people believe that they know what is expected of them and can see clear connections between their work and objectives, and the Authority's priorities. They agree that managers do their best to help them achieve these.

Like in many organisations, your people's intuitive feedback around how effectively you recognise and reward their behaviour and high performance, shows the greatest potential for development. Few believe that recognition and reward make a significant difference to their motivation to perform to their best, despite considerable recent attention from your Employee Voice Group and Senior Managers. The balance of appreciation, recognition, and reward, and the consistency and appropriateness of these approaches affect whether your people feel that remaining with the Authority is sustainable for the longer-term.

Thanks, shadowing by the CEO, staff development days and ad hoc opportunities add visibility and impact, helping people to feel appreciated and valued. They complement the networking opportunities that your people have outside of the organisation but which also allow them to make face-value salary comparisons against their counterparts. These typically fail to take into consideration people's holistic, contractual and optional benefits, which are largely taken for granted despite your HR team's best efforts.

Your people recognise that you regularly review and revise your structure to support delivery of your key priorities. Those coming into new roles value the opportunity to help shape these, while established roles offer clear responsibilities, and autonomy. They say that those they work with are among the things that give them greatest job satisfaction. However, cross-team collaboration is generally limited to job-related tasks and structured activities like champion groups, all-staff meetings, or development days.

You have several examples of people progressing and moving within the Authority, Currently, some of those with career ambitions see this as being of limited opportunity because of your relatively flat structure, training being prioritised to their job-related needs, and the long service of those above them. The extent to which people's ambitions are openly discussed,

appear varied, but all welcome the opportunity to identify and take advantage of training that they can benefit from. They feel that the Authority invests both in them and in their learning. From first-hand experience of how busy they are, your people are very aware of the challenges you face in filling some posts and retaining colleagues. They welcome the appointment of apprentices into substantive roles, although recognising that this can mean that more support is needed to help these, and other new starters get up to speed.

Your track record and this year's assessment outcome are tangible evidence of your commitment to continuous improvement, informed by a wide range of first-hand views and discussions on different options. While only limited numbers of your people see themselves as responsible for improving how you do things, their 'can do' attitude means that most are engaged in seeking out such opportunities. This might be in relation to sourcing new finance, inputting to the next Management Plan, improving the quality of what you do, or how they undertake their own responsibilities. Some feel able to take risks and learn from their mistakes but innovation, doing new things and doing things in different ways is not something that all your people feel confident about.

It is very evident that your leaders constantly look to the future, engaging key stakeholders through structured consultations and partnership working. It allows you to arrive at an agreed set of priorities and a local plan to deliver these. People understand how this can positively impact on those living and working in the National Park, as well as those visiting from further afield. They recognise that your approaches and priorities contribute to national and potentially global impacts on nature and the environment, as well making a positive difference to the quality of human life. Achieving this, regularly involves change which your people feel is managed and communicated with variable levels of success. It does not stop the vast majority of your people agreeing that The Yorkshire Dales National Park is a great place to work, and somewhere they are proud to be associated with.

The body of this report contains a number of recommendations informed directly from your people, as a response to their contributions and materials shared as part of the desk top review, and as suggestions to help move you towards even more effective ways of creating good work that supports their high performance.

What to be proud of

- You have slightly improved on your overall survey score, increasing from 695 to 699 out of 900.
- Your score of 699 out of 900 places you 29th out of 63 Investors in People organisations employing between 50 and 249 people, from the Public Administration and Defence sector.
- Your people believe in the vision for National Parks and love working for the Yorkshire Dales National Park because of where it is, what they do and the people that they work with.
- Your people are proud of what you do and believe that you make a positive difference.
- Your people find their jobs interesting and personally rewarding.
- Your expanding portfolio of training, learning and development and wellbeing opportunities is helping to equip people to carry out their role well.
- The regularity of your appraisal process means that people understand how they contribute to what you do, and have opportunities to regularly discuss their performance.
- Your people say that they believe in and share your values meaning that they behave in ways that align with them.

What to work on

- Your wider leadership team is becoming stronger but there is more to do to fully embed high quality leadership and management practices and communications, in line with your values and desired behaviours.
- As your SMT have already identified, embedding, contextualising and actively putting your values and behaviours at the heart of how you do things, is an ongoing journey.
- Despite your efforts to strengthen recognition and reward for high performance, this is not yet aligned with your people's motivations.
- You refresh posts and responsibilities within your structure on a regular basis but might want to critically review how you can better support career progression from within.
- You would benefit from paying attention to succession planning, alongside your efforts on workforce planning, recruitment and retention.
- As change is the only certainty, you can better equip people to embrace innovation and change, leading from the front and facilitating the process in an exemplary fashion.

Congratulations on achieving Silver!

You care about your people, and we know you're ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving.

Our recommendations

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**. As requested these recommendations have this year been presented in a different format to previous reports.

Theme	Direct requests/ feedback from your people	Recommendations informed by what your people said and other evidence provided	Recommendations to take you beyond the Developed level of maturity towards high performance
Leadership capability		Agree on a core leadership style that all people leaders can work towards and which is compatible with your values and behaviours framework. Identify and source any additional training that might be needed to achieve consistency.	
		Integrate leadership and management competencies into your Competency Framework.	
		Continue integrating SMT and Heads of Section into a wider Leadership Team.	
		Ensure that all leaders continue to make efforts to be visible both within their own Directorate and across the Authority as a whole.	
		Consider applying your 360-degree feedback approach to all people managers.	
		Make use of planned action learning sets, individual and peer coaching to help everyone move towards the leadership capabilities of the best.	

Theme	Direct requests/ feedback from your people	Recommendations informed by what your people said and other evidence provided	Recommendations to take you beyond the Developed level of maturity towards high performance
Leadership capability (cont)			Focus attention on succession planning both for leadership roles at various levels, and for other business critical skills.
Values		Look to embed your values further and help people to contextualise the desired behaviours to their teams and individual roles.	Showcase examples of exceptional behaviour in line with your values.
		Undertake quality audits of your appraisal records and particularly in respect to the behaviours section, coaching people and managers where they fall short of making this a meaningful and value-adding part of the conversation.	
		Consider linking recognition and thanks overtly to your values and desired behaviours.	
		When refreshing induction, bring your values alive for people with story- telling and videos, ensuring that new starters are part of a conversation around what these mean for them in their role.	
		Without being artificial make clear reference your values and Our Way behaviours through storytelling, video etc in all key communications and explain why the change you make and key decisions you take fit with these.	
		Continue to transition all job descriptions to ones that reference essential and desirable behaviours and that these are actively reviewed as part of the appraisal process, as well as when positions are advertised.	

Theme	Direct requests/ feedback from your people	Recommendations informed by what your people said and other evidence provided	Recommendations to take you beyond the Developed level of maturity towards high performance
		Ensure that your refreshed induction brings your values and desired behaviours alive for people and actively engages them.	
Values (cont)			Leading from the top, support managers to hold people to account for acting in line with your values and making decisions in line with them.
Communication, Consultation and involvement	Equip each team with a mobile phone with high resolution camera so that they can film short clips of video for inclusion on social media, newsletters etc.	Ensure that consultation is integral to the desired leadership style that you arrive at and hold managers to account for embracing this – equipping people with any necessary skills to do so.	Ensure that all managers support people to use their initiative to take the lead on work-related and other activities. This will need a shared understanding of the boundaries that apply to this.
	Find a way to share who is working with which farmer / community group etc so that the approach is more coordinated and professional and there is less chance of potentially conflicting information being provided.	Consider providing training and coaching around giving and receiving feedback.	As and when affordable, invest in a CRM system so that your people can see live and historical information about who is working with who on different projects (farmers, community groups etc).
	Maximise the use of video in internal communications and on-the-job training etc.	Consider reviewing the Terms of Reference and job descriptions in relation to your Employee Voice Group (and potentially the EDI, & Health, Safety and Wellbeing) to ensure that these are still clear and fit for	

		purpose.	
Theme	**Direct requests/ feedback from your people**	**Recommendations informed by what your people said and other evidence provided**	**Recommendations to take you beyond the Developed level of maturity towards high performance**
Communication, Consultation and involvement (cont)	Have a more social based newsletter and more frequent updates on starters movers and leavers.	Ensure more consistent input and feed back to Employee Voice, EDI and Health, Safety and Wellbeing reps by having them as standing items on team meeting agenda (as already happens in at least one team).	
		Ensure that you regularly and frequently close the communication circle by saying to people through many and different channels – 'you said….we did / could not because….as a result….'celebrating suggestions and contributions that make a real difference.	
		Consider hosting a series of 'speed dating' activities for your people to get to know each other better across different teams. This would work well alongside a conference type exhibition where each team and project can showcase what they do and as a complement to your existing staff development day format.	
		Explore the Authority's and your people's appetite for more 'champions groups' perhaps focusing on social and charitable activities.	
Performance and potential maximisation	Keep Volunteering options on the Ranger-based activity database open for longer to allow people who become available at short notice to sign up for duties.	Audit and moderate the quality of appraisal completion, encouraging corrective action where this is needed.	Quality check appraisal documentation to ensure that objectives are stretching but achievable.

Theme	Direct requests/ feedback from your people	Recommendations informed by what your people said and other evidence provided	Recommendations to take you beyond the Developed level of maturity towards high performance
Performance and potential maximisation (cont)	Mirror what already happens in Wharfedale and include a flavour of the work to be undertaken with each project on the Volunteers' Ranger-based opportunities . This will allow individuals to assess their physical fitness and suitability to participate.	If they are not already in place, undertake stress risk assessments for your different teams and across the Authority as a whole.	Consider whether you might want to modernise your approach to performance management/ maximisations by having more frequent performance conversations and setting rolling objectives, rather than an annual process with mid-year review.
	Add a flag to volunteering opportunities that are full to help people recognise these quickly and easily.	Encourage people and managers to discuss and agree wellness action plans for those who would benefit from them.	Starting at the top, hold managers to account to address under-performance
	Make a small number of waterproofs / National Park branded umbrellas available at NPCs for volunteers to use on a shared basis (or communicate that these already exist if this is the case)	Encourage people to make active use of opportunities to shadow managers and other colleagues outside of their period of initial training, and add this to the menu of 'training' / learning opportunities available to people to give it legitimacy.	Identify the most appropriate way to monitor and measure whether your people's performance and behaviours are effective and improving over time.
	Progress your planned changes to induction.	Add time management and work prioritisation into your training options.	Build in structured approaches to reviewing and evaluating the return on your investment in people, outside of direct training

			activity.
Theme	**Direct requests/ feedback from your people**	**Recommendations informed by what your people said and other evidence provided**	**Recommendations to take you beyond the Developed level of maturity towards high performance**
Performance and potential maximisation (cont)	Ensure that new starters are co-located with other members of their team.		Explore practical options through which Volunteers could (either individually or collectively) receive structured but informal feedback on their performance in different roles and opportunities, as well as to contribute their thoughts on possible improvements.
	Once people are out of probation, give them the option of which of your offices they work from to make commuting into the office as easy as possible.		
Recognition and reward for behaviour and high performance	Tell those qualifying for a long service award tree, where this is planted, perhaps with a photograph of it, and ideally some form of tag or plaque to mark the spot and connect the individual with the tree.	Consider linking recognition overtly to your values and desired behaviours to reinforce these. →	Develop an Employee Value Proposition capturing all the holistic benefits that people can expect form your culture and way of working as well as from their contractual and additional benefits. Make sure that there is visibility of training and development opportunities etc within this.
Theme	**Direct requests/**	**Recommendations informed by**	**Recommendations to**

	feedback from your people	what your people said and other evidence provided	take you beyond the Developed level of maturity towards high performance
Recognition and reward for behaviour and high performance (cont)		If and when you replace your HR system look for one which has a recognition component that your people can use to say thank you to each other or to recognise exemplary behaviour within your behaviours framework. Consider alternative approaches to do this in the meantime.	Consider undertaking a transparent benchmarking and salary review exercise across the whole Authority and sharing the result with your people.
		Focus on collectively celebrating all successes large and small, both verbally and with a small in-kind gesture e.g. biscuits buns etc. Ensure that this is done consistently and regularly.	Undertake a review of your acting-up pay policy to ensure that this delivers the motivations that you want it to.
		Keep promoting and shouting about the holistic benefits available to your people, comparing these to what is available to other sectors and organisations of a comparable size.	If you produce a more frequent, people focused newsletter use this to showcase and tell stories about social and charitable activities that people get involved in. Also include examples of how people are taking advantage of your various benefits as a way to continuing to raise awareness and appreciation of these.
			At some point in the future, but far enough away for any changes already made to become embedded, repeat the consultation exercise around the type of benefits and rewards that your people might find most impactful.
Theme	**Direct requests/**	**Recommendations informed by**	**Recommendations to**

	feedback from your people	what your people said and other evidence provided	take you beyond the Developed level of maturity towards high performance
Structure and capability development		Continue to encourage whole person as well as job related development through atypical learning opportunities, coaching, experiential learning etc and help people to recognise these for what they are, as well as their value as a mark of recognition and reward.	Consider whether your structure can support Supervisory or Team Leader level positions which could provide a stepping off point for those with managerial ambitions. One option might be for these people to mentor and oversee your apprentices and any trainees.
		Within your desired leadership style ensure that people are supported to learn in a safe environment, from what goes right and what goes wrong.	Explore the opportunity of creating job families for roles of a similar level and which might, (with appropriate training and development) enable people to progress and gain promotion outside of their current team.
		As part of your evolving project management framework build in a project 'stop:start group' who would undertake an initial appraisal of the financial viability and operational fit of significant funding opportunities, before you invested time and effort in pursuing them.	Look to develop relationships with relevant colleges and universities to improve your pipeline of potential job applicants.
		Continue reviewing the mix of 'qualified' project planners and managers against the upskilling of existing people to make sure that you have this right while you transition to being more project driven.	Expand the number of apprentices you engage and consider developing your training offer further to provide traineeships and graduate development programmes, particularly around

			hard to fill or retain positions.
Theme	**Direct requests/ feedback from your people**	**Recommendations informed by what your people said and other evidence provided**	**Recommendations to take you beyond the Developed level of maturity towards high performance**
Structure and capability development (cont)		Nurture relationships between the visitor groups from under-served populations, and the Volunteer Development Officer and HR as possible channels to promote vacancies and potentially recruit from these sources.	Focus effort on succession planning, not just for management and leadership positions but for all roles with business-critical skills.
			Keep a watching brief on AI and the potential that technology offers to strengthen internal efficiencies. Make sure that any adoption is supported by development of appropriate policies and relevant training.
			Explore the practicalities of more radical ways to attract future apprentices and employees by potentially making low cost rented accommodations available to them as is provided for jockeys, to complement your current policy on relocation. As an alternative, look into the feasibility of minibus transport along the lines that school buses operate.
Theme	**Direct requests/**	**Recommendations informed by**	**Recommendations to**

	feedback from your people	what your people said and other evidence provided	take you beyond the Developed level of maturity towards high performance
Change		Continue to support leaders and managers to implement change effectively – potentially linking this to project management training.	
		Educate people around the Kubler-Ross change curve and how to support people to move effectively along this.	
		Help people to develop a 'change mindset' that is agile and proactive about looking for change and embracing this.	
		Actively measure the benefit of change against the original business case, and feedback the results back to people whether this has delivered positive or less positive outcomes.	
People measures and metrics			Identify the most relevant data and people measures to offer assurance that your approaches to managing, leading and developing people are effective and that any changes you make to this have impact. To achieve advanced maturity each of the 9 performance indicators needs one people measure.

What's next?

When you've had a chance to read this report, we'll explain your results in our **feedback meeting**.

WHO?
The meeting will include: Helen Burke, Vikki Thomas (Head of HR) and possibly other members of the SLT

WHEN?
The feedback meeting is scheduled for **a mutually convenient date TBA** once you have had the opportunity to read and consider your assessment report.

WHERE?
We'll meet either via Teams or at your offices at either Yoredale or Colvend.

WHAT?
Together, we'll…

- **discuss your result** and our recommendations in detail.
- brainstorm how to turn our recommendations into **tangible activities**.
- develop an **action plan,** which we'll be able to review one and two years on.

To keep your accreditation, you need to:

- keep meeting (or exceed!) the **requirements** of your award.
- meet us **12 and 24 months** down the line. We won't be assessing you again, but it'll give us the chance to **chat through your progress** against your action plan.
- be **reassessed** no more than three years on from this assessment.

Don't forget to celebrate!

Let your people know how you did. **Reward them** for their hard work and **include them** in the journey you're on.

Assessment results

Your results by indicator

You have improved on your success in 2021, achieving 7 of the 9 indicators of high performance at the Established level compared to 3 at your previous assessment. In total, 23 of the 27 themes are at Established, 2 Developed and 2 Advanced maturity.

INDICATOR	THEME	DEVELOPED	ESTABLISHED	ADVANCED	HIGH PERFORMING
LEADING AND INSPIRING PEOPLE	Creating transparency and trust	✓	✓		
	Motivating people to deliver the organisations objectives	✓	✓		
	Developing leadership capability	✓	✓		
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS	Operating in line with the values	✓	✓		
	Adopting the values	✓	✓		
	Living the values	✓	✓		
EMPOWERING AND INVOLVING PEOPLE	Empowering people	✓	✓		
	Participating and collaborating	✓			
	Making decisions	✓	✓		
MANAGING PERFORMANCE	Setting objectives	✓	✓		
	Encouraging high performance	✓	✓		
	Measuring and assessing performance	✓	✓		
RECOGNISING AND REWARDING HIGH PERFORMANCE	Designing an approach to recognition and reward	✓	✓		
	Adopting a culture of recognition	✓			
	Recognising and rewarding people	✓			
STRUCTURING WORK	Designing roles	✓	✓		
	Creating autonomy in roles		✓		
	Enabling collaborative working	✓	✓		
BUILDING CAPABILITY	Understanding people's potential	✓	✓		
	Supporting learning and development	✓	✓		
	Deploying the right people at the right time	✓	✓		
DELIVERING CONTINUOUS IMPROVEMENT	Improving through internal and external sources	✓	✓		
	Creating a culture of continuous improvement	✓	✓		
	Encouraging innovation	✓	✓		
CREATING SUSTAINABLE SUCCESS	Focusing on the future	✓	✓	✓	
	Embracing change	✓	✓		
	Understanding the external context	✓	✓	✓	

Survey highlights

Of the 9 indicators of high performance through people, strongest survey agreement is in relation to how you Structure work. Here, people return an average agreement score of 5.8 out of 7. At the opposite end, the approaches offering the greatest opportunities to strengthen effectiveness, are in relation to how your Recognise and reward high performance. Here the average score is 4.7 out of 7.

Your highest scores

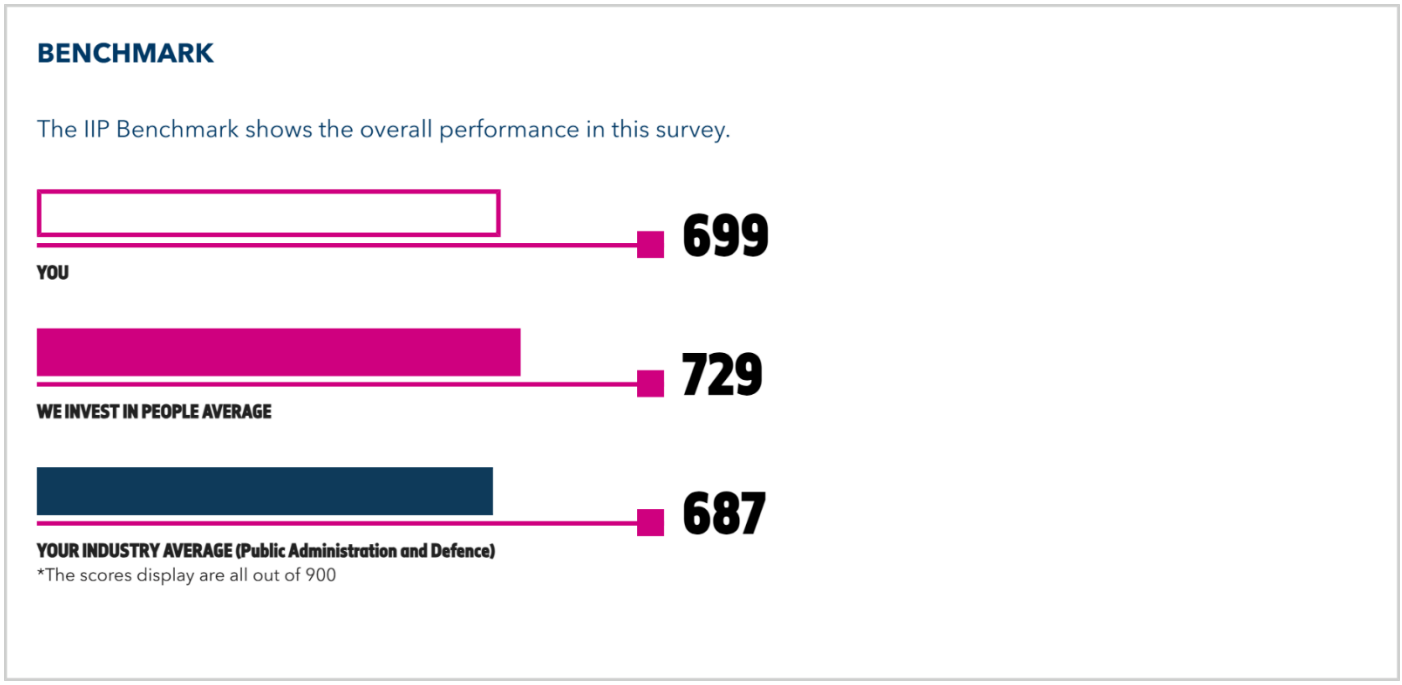
- 97% of your people share your values.
- 94% believe that their role enables then to work well with others.
- 93% of your people look to their colleagues for improvement ideas
- 91% have agreed objectives with their line manager within the last 12 months.
- 91% of people agree that the Yorkshire Dales National Park Authority has clear values.

…and your lowest

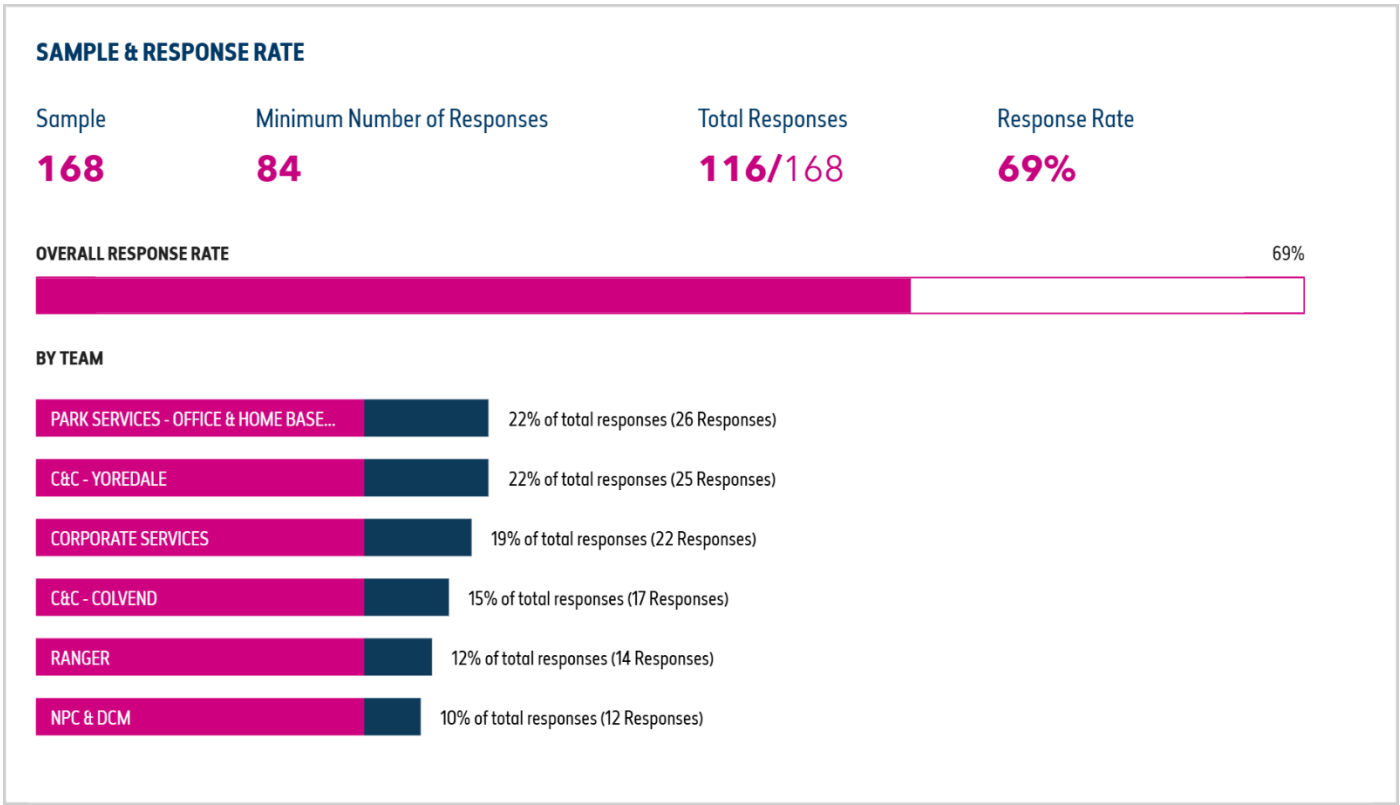
- 28% of people say that they are not rewarded in ways that match their motivations, while a further 29% express no view on this matter.
- 28% disagree that the Yorkshire Dales National Park Authority creates great leaders, while a further 25% neither agree nor disagree.
- 23% of people feel that they do not have a say in decisions affecting their role (9% neither agree nor disagree).
- 22% feel that they are not consistently recognised when exceeding expectations (17% neither agree nor disagree).
- 17% think they do not receive appropriate recognition for their work while a further 19% neither agree nor disagree.
- 17% do not agree that the Yorkshire Dales National Park Authority embraces change (16% express no opinion).

Your people have awarded you an overall survey score of 699 out of 900 this year. It compares favourably with what your people awarded in that of your nearest comparable sector (Public Defence and Administration). However, it lags behind the average for all organisations using the Investors in People Survey, by 30 points.

Your overall survey score



Who took the survey?



Your survey results by indicator

How your people's agreement levels compare with the average for all organisations using the Investor sin People survey is shown below. Scores align around people's experiences of how you Manage performance but lag by between -0.1 (Structuring work & Delivering continuous improvement) and -0.5 (Leading and inspiring people) across the other performance indicators.

Indicator summary

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE	AVERAGE SCORE	DIFFERENCE FROM IIP AVERAGE
Indicator 1 Leading and inspiring people	17.7%	**33.6%**	20.9%	12.7%	8.4%	3.2%	3.4%	**5.2**	**-0.5**
Indicator 2 Living the organisation's values and behaviours	20.5%	**47.8%**	18.8%	8.6%	2.2%	1.7%	0.3%	**5.7**	**-0.2**
Indicator 3 Empowering and involving people	21.6%	**44.6%**	15.5%	5.4%	7.3%	4.3%	1.3%	**5.5**	**-0.3**
Indicator 4 Managing performance	29.5%	**45.5%**	10.8%	6.3%	3.4%	2.4%	2.2%	**5.8**	**0.0**
Indicator 5 Recognising and rewarding high performance	8.6%	**26.9%**	24.1%	19%	8.8%	8.2%	4.3%	**4.7**	**-0.5**
Indicator 6 Structuring work	25.9%	**45.7%**	16.6%	6.7%	2.6%	1.7%	0.9%	**5.8**	**-0.1**
Indicator 7 Building capability	19.1%	**38.1%**	20.3%	12.4%	5.5%	2.9%	1.6%	**5.4**	**-0.2**
Indicator 8 Delivering continuous improvement	20%	**41.8%**	19.6%	12.1%	3.9%	1.9%	0.6%	**5.5**	**-0.1**
Indicator 9 Creating sustainable success	19.4%	**39.2%**	21.8%	11.2%	5.8%	2.2%	0.4%	**5.5**	**-0.3**

Your survey results by indicator compared to your last assessment in 2021

Against the results of your last survey in 2021, agreement levels for a total of 5 performance indicators show +0.1 out of 7 improvement while 2 align, and 2 (Living the organisations values and behaviours & Creating sustainable success) have dropped -0.1 out of 7. The results cans be seen in the table below.

Indicator summary

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE	AVERAGE SCORE	NOR-21-00302 - 26/09/2021
Indicator 1 Leading and inspiring people	17.7%	**33.6%**	20.9%	12.7%	8.4%	3.2%	3.4%	**5.2**	**+0.1**
Indicator 2 Living the organisation's values and behaviours	20.5%	**47.8%**	18.8%	8.6%	2.2%	1.7%	0.3%	**5.7**	**-0.1**
Indicator 3 Empowering and involving people	21.6%	**44.6%**	15.5%	5.4%	7.3%	4.3%	1.3%	**5.5**	**0.0**
Indicator 4 Managing performance	29.5%	**45.5%**	10.8%	6.3%	3.4%	2.4%	2.2%	**5.8**	**0.0**
Indicator 5 Recognising and rewarding high performance	8.6%	**26.9%**	24.1%	19%	8.8%	8.2%	4.3%	**4.7**	**+0.1**
Indicator 6 Structuring work	25.9%	**45.7%**	16.6%	6.7%	2.6%	1.7%	0.9%	**5.8**	**+0.1**
Indicator 7 Building capability	19.1%	**38.1%**	20.3%	12.4%	5.5%	2.9%	1.6%	**5.4**	**+0.1**
Indicator 8 Delivering continuous improvement	20%	**41.8%**	19.6%	12.1%	3.9%	1.9%	0.6%	**5.5**	**+0.1**
Indicator 9 Creating sustainable success	19.4%	**39.2%**	21.8%	11.2%	5.8%	2.2%	0.4%	**5.5**	**-0.1**

Your survey results by indicator compared to the 2024 sector average

Against the average scores for your nearest comparable benchmark sector (Public Administration and Defence), agreement levels are the same in three of the 9 performance indicators, while the remaining 6 show perceptions of the effectiveness of your approaches to be between +0.1 and +0.2 (out of 7) stronger. Specific results can be seen below.

Indicator summary

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE	AVERAGE SCORE	PUBLIC ADMINISTRATION AND DEFENCE
Indicator 1 Leading and inspiring people	17.7%	**33.6%**	20.9%	12.7%	8.4%	3.2%	3.4%	**5.2**	**0.0**
Indicator 2 Living the organisation's values and behaviours	20.5%	**47.8%**	18.8%	8.6%	2.2%	1.7%	0.3%	**5.7**	**+0.1**
Indicator 3 Empowering and involving people	21.6%	**44.6%**	15.5%	5.4%	7.3%	4.3%	1.3%	**5.5**	**+0.1**
Indicator 4 Managing performance	29.5%	**45.5%**	10.8%	6.3%	3.4%	2.4%	2.2%	**5.8**	**+0.2**
Indicator 5 Recognising and rewarding high performance	8.6%	**26.9%**	24.1%	19%	8.8%	8.2%	4.3%	**4.7**	**0.0**
Indicator 6 Structuring work	25.9%	**45.7%**	16.6%	6.7%	2.6%	1.7%	0.9%	**5.8**	**+0.1**
Indicator 7 Building capability	19.1%	**38.1%**	20.3%	12.4%	5.5%	2.9%	1.6%	**5.4**	**+0.2**
Indicator 8 Delivering continuous improvement	20%	**41.8%**	19.6%	12.1%	3.9%	1.9%	0.6%	**5.5**	**+0.2**
Indicator 9 Creating sustainable success	19.4%	**39.2%**	21.8%	11.2%	5.8%	2.2%	0.4%	**5.5**	**0.0**

Your survey results by theme

There are 27 themes across the 9 indicators of high performance through people. Of those in your top five (using the 1-7 Likert scale scores), four from 2021 reappear this year, being joined by your people's agreement around how they look for improvement ideas amongst their colleagues. This pattern reoccurs amongst your five lowest scoring themes, where this year, people's perceptions that they have a say in decisions that affect their role replaces their sense of feeling appreciated as your fourth lowest scoring indicator.

Themes (Highs and Lows)

	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE	AVERAGE SCORE ↓	DIFFERENCE FROM IIP AVERAGE
Your highest themes									
Setting objectives INDICATOR 4: Managing performance	37.9%	**47.4%**	6%	6.9%	0%	0%	1.7%	**6.1**	**+0.4**
Enabling collaborative working INDICATOR 6: Structuring work	32.8%	**50.9%**	10.3%	5.2%	0%	0.9%	0%	**6.1**	**+0.1**
Adopting the values INDICATOR 2: Living the organisation's values and behaviours	25.9%	**48.7%**	19%	4.7%	0.9%	0.9%	0%	**5.9**	**-0.1**
Improving through internal and external sources INDICATOR 8: Delivering continuous improvement	25%	**46.6%**	21.6%	5.2%	0.9%	0.9%	0%	**5.9**	**0.0**
Making decisions INDICATOR 3: Empowering and involving people	25%	**51.7%**	12.1%	3.4%	6%	0.9%	0.9%	**5.8**	**-0.1**
Your lowest themes									
Embracing change INDICATOR 9: Creating sustainable success	6.9%	**31.9%**	27.6%	16.4%	14.7%	1.7%	0.9%	**4.9**	**-0.7**
Participating and collaborating INDICATOR 3: Empowering and involving people	13.8%	**31.9%**	22.4%	8.6%	12.1%	8.6%	2.6%	**4.9**	**-0.6**
Recognising and rewarding people INDICATOR 5: Recognising and rewarding high performance	7.3%	**28.4%**	26.3%	18.1%	8.6%	7.8%	3.4%	**4.7**	**-0.4**
Developing leadership capability INDICATOR 1: Leading and inspiring people	3.4%	18.1%	**25.9%**	25%	13.8%	7.8%	6%	**4.3**	**-1**
Designing an approach to recognition and reward INDICATOR 5: Recognising and rewarding high performance	7.8%	16.4%	19%	**29.3%**	11.2%	10.3%	6%	**4.3**	**-0.7**

What your people told us

Leading

LEADING AND INSPIRING PEOPLE

Indicator 1: Leading and inspiring people

BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	17.7%	**33.6%**	20.9%	12.7%	8.4%	3.2%	3.4%
I trust the leaders of my organisation	22.4%	**32.8%**	24.1%	10.3%	6%	0.9%	3.4%
Management communicates the organisation's ambition	19.8%	**40.5%**	19%	8.6%	7.8%	2.6%	1.7%
My manager motivates me to achieve my best	25%	**43.1%**	14.7%	6.9%	6%	1.7%	2.6%
My organisation develops great leaders	3.4%	18.1%	**25.9%**	25%	13.8%	7.8%	6%

"The attraction is all to do with what the National Park stands for and values that are compatible with my own"..... "The CEO does monthly webinars but it's not just him, other people do presentations about their projects or HR might do something about benefits"..... "I can clearly see where my role fits into the purpose and how I can make a difference"..... "My line manager is supportive, accessible and open, they have your back"..... "What I do mainly contributes to the first purpose but does help with the second one a little bit"..... "We do a lot of work with, and through partners"..... "As CEO David can speak to anyone at any level and connect with them, he is open and approachable"..... "We'll be talking about the Management Plan at the all-staff meeting next week".....

This indicator is all about leaders making sure that the organisation's objectives are clear, and that people are inspired and motivated to deliver against the objectives; and that leaders are trusted by people.

The overview

Your people award an average survey score of 5.2 out of 7 for how effectively your leaders motivate and inspire them to deliver your objectives. This is the 2nd lowest of this year's survey, with results showing that their overall agreement averages 72%, of which 51% is strong or active support. Your people express 15% disagreement, with a further 13% neither agreeing nor disagreeing. It is unclear from the interview sample of this assessment whether these scores reflect any legacy issues. This year's survey result sits +0.1 ahead of your results at your last assessment, equal to the sector average but -0.5 behind that of all organisations using the survey.

In more detail

The Authority-wide channels that you use to disseminate information and keep people informed are well understood. Without exception, your people are clear about the purposes of the National Park, with many citing this as a contributory factor to them wanting to work for the Authority. They refer to regular CEO webinars, staff newsletters, all staff meeting, and emails as ways to keep abreast of your performance and what is going on nationally and locally. As a result, there is 79% overall agreement that managers communicate your ambition (60% strong and active agreement). This is +0.2 (out of 7) higher than last year, however several people also admit to not taking advantage of these opportunities, either because they have other work which they consider to be more important and pressing or, in a minority of cases, because they simply prefer to put their head down and concentrate on their own tasks.

Busyness means that only a proportion of your people regularly read the minutes of Senior Manager Meetings, with some tending to avoid the intranet wherever possible under the pretext that it is difficult to navigate. A demonstration of the channel invalidates this argument. However, where teams tend to rely more heavily on meetings to cascade and discuss information, it can result in them hearing things either before or after their peers. Your people suggest that the frequency of meetings across the Authority's directorates, sections and teams are determined at a local level, to meet the needs of those individuals.

Observation of some of the CEO webinars, as well as feedback from your people confirms that you encourage them to engage in these conversations on a two-way basis, to ask questions and make observations, as well as contributing to discussions at a range of levels. Your people agree that the accessible, open style of your CEO and many senior and operational managers makes it easy to speak to them, both in the context of a meeting and on a one-to-one basis. It is a credit to the relevant managers that your volunteers also feel equally committed to playing their part and believe that their newsletter and the meetings they attend keep them well informed about what is going on.

Everyone appears to be looking forward to the all-staff development day w/c 11th November. They are clear that its focus will give them a chance to discuss and comment on the new Management Plan being developed with partners, and to which some have already contributed through various drafting groups. Those with prior experience of such events enthuse about their relevance, and the opportunity to come together as one Authority. It contributes to their motivation, helping them to feel engaged, and providing an opportunity to meet with managers and peers from across the organisation.

Overall, your people express 83% agreement (68% strong and active) that their manager motivates them to achieve their best. This is +0.2 out of 7 higher than at your last assessment. Most speak highly of their own line manager, although also recognise that each is an individual,

with their own local approach to leading managing and developing people. Not all styles of communication land well with everyone. Some are more friendly, while others are more abrupt and plain speaking. Some hold people to account, while others are more relaxed. Some take pride and satisfaction in developing their direct reports, while others place less emphasis on this, primarily focussing on getting the job done.

Despite this, your people recognise that all managers are committed to what they do and want to deliver the specific targets and objectives that have cascaded to them through action plans, project targets and individual appraisals. Your people agree that they can expect support from their line manager either in person, or remotely through Teams ,and thar this helps them to deliver. In many cases they say that their line manager will 'have your back' but some will also struggle to behave consistently and be as available as they might like, because of heavy workloads and how busy they are on a day-to-day basis. Asked whether they can provide upwards feedback on such things, your people agree that the appraisal paperwork can facilitate this, but some may choose not to comment. Others have their chance through 360-degree feedback provided within Heads of Section and Directors' appraisal preparation but are unsure of the outcome of what they say.

Asked who they class as 'leaders' in the Park Authority, several of your people still default to the CEO and Directors, despite your efforts to integrate Heads of Section into a wider leadership team alongside the SMT. Their perspectives appear to be coloured by who has the ultimate decision-making authority, meaning that a minority also reference Members but fewer include their own line manager. These perceptions colour interpretation of levels of survey agreement around whether your people trust their leaders (79% overall agreement, 55% strong and active) and feel that the Park Authority develops great leaders (47% overall agreement, 22% strong and active). In both instances the Likert score for these two themes remains the same as it did in 2021, at 5.4 and 4.3 out of 7 respectively.

Differences between people's individual expectations and experiences of leadership reflect a national, post Covid-19 trend, while variations in leadership style, levels of connectivity, and decision-making autonomy, all influencing your people's level of trust. Similarly, perceptions that most of your wider management team have been in post for a long time, means that some feel unable to comment on how effectively you *develop* great leaders because they have little or no evidence of this. A quarter of survey respondents neither agree nor disagree with this statement and a further 28% express some level of disagreement. In part, this is likely to be a result of both first and third hand experiences, and in part, the national trend of people's changed priorities.

Desktop evidence and feedback from your managers confirm that leadership development forms a key enabler of your current People Strategy and is something that you are actively focusing on. Progress has been made in relation to this but, at 1 out of 7, the difference reflected in the survey results between the highest and lowest scoring sub-groups, suggests that there is still a distance to travel. To further strengthen your approaches, there is scope to focus on this even more strongly, not only meeting as a joint leadership team but agreeing on a holistic leadership style (compatible with your values and behaviours) and actively supporting each other to develop and apply this in practice across all people managers. You need to integrate leadership and management into your competency framework, continue embedding leadership training that has been undertaken and holding each other and your people to account, in line with your values-based behaviours. Leaders at all levels need to continue making themselves visible and accessible to their people, and there would be considerable benefit from extending the use of 360-degree feedback to all people managers, embedding people *leadership* objectives within all managers' appraisals.

In relation to the effectiveness of approaches to Leading and Inspiring People, the Authority is operating at the Established level of maturity as credit has been given for efforts to strengthen and develop leadership capability even though there is still work to do on this.

The assessment outcomes for this Indicator are:

Creating transparency and trust – Established
Motivating people to deliver the organisation's objectives – Established
Developing leadership capability – Established
Overall Indicator 1 – Established

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

Indicator 2: Living the organisation's values and behaviours

BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	20.5%	**47.8%**	18.8%	8.6%	2.2%	1.7%	0.3%
The values at my organisation guide the way we work	19%	**38.8%**	27.6%	6%	6%	2.6%	0%
I share my organisation's values	24.1%	**52.6%**	19.8%	2.6%	0%	0.9%	0%
My organisation has clear values	27.6%	**44.8%**	18.1%	6.9%	1.7%	0.9%	0%
My behaviour reflects the organisation's values	26.7%	**62.1%**	9.5%	1.7%	0%	0%	0%
I challenge behaviours which don't match the organisation's values	5.2%	**40.5%**	19%	25.9%	3.4%	4.3%	1.7%
OPTIONAL QUESTIONS							
My personal values are in line with my organisation's values	19%	**54.3%**	15.5%	10.3%	0.9%	0%	0%

"The values are visible in how people deal with the public but don't feel front and centre of all managers' approaches,"..... "As volunteers we are treated equally and fairly and made to feel useful and important. There is something for everyone and you are thanked and made to feel valued for your contribution"..... "The values of the National Park and its purpose are really important to me "..... "There is a set of behaviours which you're supposed to discuss at appraisal"..... "At induction we are told about the purpose and the importance of behaving as representatives of the National Park, so that we protect its reputation"..... "My manager is open an approachable…and there's something about accountability and integrity (in the behaviours) but I can't remember the rest"..... "I used the behaviours to challenge someone who (XXX) and explained that what they were doing was 'Too Much'".....

This indicator is all about leaders ensuring that there are clear values, and that people always operate in line with the these. People must also have the courage and support to challenge inconsistent behaviours.

The overview

At 5.7 out of 7, survey results show that your people's overall agreement peaks at 87%, in relation to believing whether they and others live your values and expected behaviours. The majority of those responding (68%) express strong or active agreement with this, with only 9% being uncertain, and 4% expressing some level of disagreement. Encouragingly, views across your different teams are also similar, with this indicator showing the smallest difference in agreement between the sub-group returning the highest and lowest scores; a difference of 0.4 out of 7. As your second strongest survey agreement, these are positive results. They are +0.1 ahead of the sector average, although slightly behind those at the time of your last assessment (-0.1) and -0.2 behind the average achieved by all organisations using the survey.

In more detail

Your people's personal motivation and belief in your purpose is indicative of their shared values, something that is reinforced through conversation with them, and their survey responses. 77% strongly or actively agree that they share your values (97% overall agreement) with an even stronger belief that they behave in ways that align with these, (89% strong and active agreement, 98% overall).

During the assessment context discussions, leaders referenced your own internal survey in which '99.9% of people believed that they understood your values', complementing the 91% through the Investors in People survey who agree that these are clear (72% strong and active agreement). Pushed to describe them, some of your people can reference some of your values but most describe behaviours which are grounded in them being representatives and the public face of the Yorkshire Dales National Park, and needing to be very aware of how they present themselves because of this. It almost seems as if your people's belief in your vision and the purposes of the National Parks drive their behaviours at least as much as your core values. Throughout the assessment it has been very evident that most of your people *do* behave in ways that align with your values and 'Our Way' behaviours but almost do this sub-consciously, because of the synergy between these and the people you have appointed.

Asked how they get to understand your values, many feel that they automatically bring their life skills and professionalism to the job. People talk about being told that they are the face of the National Park, with some being provided with various documents to read as part of their induction, and then listening to others and observing and mirroring the behaviours of those around them. People recognise that explicit reference is made to your desired behaviours during appraisal conversations, but few take a great deal from this aspect of the conversation.

Reflecting on the behaviours, most people agree that these very much guide the way that you work as an organisation at a strategic level. The survey shows overall agreement on this as 85% but slightly lower levels of strong and active agreement (58%). 15% of your people neither agree nor disagree or express some level of disagreement on this matter. Pushed as to why this is, a small number of people suggest that while people's values and behaviours are generally right when dealing with external visitors or partners, and strategic decisions are very much informed by these, this might not always be the case internally, at an operational level. Their exceptions were individual and included; not feeling able to ask to go on Emerging Manager training, in case this appeared threatening to the person's line manager and damaged their working relationship, a small number of people being in a job rather than a career or a vocation and so not pushing themselves, someone adopting a more controlling management style that allowed individuals little flexibility and autonomy, perceptions of favouritism where individuals have been told about changes on a 121 basis

that then seeped out by word of mouth.

Asked whether they felt able to challenge such behaviours and did so, slightly fewer people than in 2021 agreed (65% overall with 46% strong and active agreement, = -0.2 out of 7), despite this being a focus of your Employee Voice survey since then. In relation to the public, people talk about attending de-escalation training and taking lessons away from this about staying safe, while smaller numbers have benefited from training on holding difficult conversations or assertiveness. However, few people appear to transfer these insights to holding people to account internally, on the rare occasions that they see inappropriate behaviour.

As recognised by your CEO during the context discussions, embedding these is a journey not a destination, and your values and desired behaviours need to be front and centre so that they drive people's conscious rather than sub-conscious behaviour. To further strengthen their effectiveness and reach higher levels of performance, you need to continue to embed your values and desired behaviours. Refreshing your approach to induction, bringing your values alive with video and case studies, mirroring this in your newsletters, contextualising them in staff development sessions and meetings, ensuring that all recruitment and supporting job descriptions migrate to being value and competency based, and that appraisals offer opportunities for in-depth conversations about behaviours, are just some of the opportunities to progress this further.

This year, the effectiveness with which you ensure that people live your values and behaviours remains as it was in 2021, at the Established level or maturity.

The assessment outcomes for this Indicator are:

Operating in line with the values – Established
Adopting the values– Established
Living the values– Established

Overall Indicator 2 – Established

EMPOWERING AND INVOLVING PEOPLE

Indicator 3: Empowering and involving people

BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	21.6%	**44.6%**	15.5%	5.4%	7.3%	4.3%	1.3%
I am encouraged to use initiative in my role	31%	**44.8%**	8.6%	6%	4.3%	4.3%	0.9%
I have all the information I need to do my job well	16.4%	**50%**	19%	3.4%	6.9%	3.4%	0.9%
I have a say in decisions that affect my role	13.8%	**31.9%**	22.4%	8.6%	12.1%	8.6%	2.6%
I am trusted to make decisions in my role	25%	**51.7%**	12.1%	3.4%	6%	0.9%	0.9%

"You can speak to anyone at any level"..... "It's easier to overhear things when people are in the office, and it's especially helpful for new people trying to learn from more experienced staff"..... "I can give suggestions to my manager but he's not very good at asking people's opinion on things which is part of making people feel valued (I think he may be quite shy)"..... "It might be because he is so busy but my manager will ask questions of us but won't consult by asking 'what do you think about X, Y, Z?'"..... "I think that we are trusted a lot more than (X),their manager doesn't seem to give them much flexibility"..... "It would have been nice to be part of the decision, seeing that I had secured the funding for the additional 0.5 post"..... "We now have a regular meeting with the Director and Heads of Section"..... "I can make decisions that don't have an impact on the budget or other teams"..... "I try to avoid the intranet if I can possibly do so"....."

This indicator is all about having a culture of trust and ownership in the organisation, where people feel empowered to make decisions and act on them.

The overview

Your people's views of how effective you are at empowering and involving them scores an average of 5.5 out of 7. Overall, 82% agree that they feel trusted and able to make and act on decisions appropriate to their role. 66% of respondents express strong or active

agreement, with fewer (5%) feeling that they can neither agree nor disagree and 13% expressing some level of disagreement. In relation to agreement levels expressed by your various sub-groups, your people's experiences again differ quite considerably with the team expressing the strongest agreement returning an average score of 5.9 out of 7 and the lowest 5 out of 7. On this occasion, your average score equals that of your 2021 results, scoring +0.1 more than the sector average but again slightly below that (-0.3) for all Investors in People organisations using the survey.

In more detail

Many of the views expressed by your people seem to reflect those at your last assessment. Agreement levels in this year's survey reinforce what people say about feeling trusted and able to use their initiative. 89% agree that they are trusted to make decisions appropriate to their role (77% strong and active agreement) and 84%, (76% strong and active agreement) that they are encouraged to use their initiative. Most of your people show a 'can-do' attitude and like to rise to the challenge of delivering what is expected of them, and finding solutions to potential problems. Several who have the opportunity to work from home and make use of flexi time, also enthuse about how they are not monitored or scrutinised when doing so, and the positive feeling of trust that this gives them.

People recognise that as you move towards and increasingly project based approach, their independence and autonomy is strengthened, whether this is around approaches to engage with under-served visitors or coordinate and facilitate a staff development event. Some describe making a mental risk assessment about decisions before acting, weighing up the implications and impact of what they are about to do, to decide whether to act or ask first. This might mean that they have a go at changing how they do some things but not if this has any planning implications, because of the absolute need to get this right first time. Similarly, individuals might be able to swap shifts between themselves providing that their hours are matched and systems such as Civica are updated, or host a pop-up art exhibition providing that there are no significant cost implications. In this respect, the initiative and empowerment that many people enjoy is largely around how they deliver their targets and objectives, rather than how they improve *how* they do their job.

In feeling empowered to act and take decisions of this sort, your people need the knowledge, skills and information to confidently do their job well. 85% agree that this is already the case (66% strong and active agreement), while several are also able to identify specific things that hold them back. People, and especially newer starters, say that they receive significant amounts of training and shadowing to help them get to grips with their responsibilities. For newly introduced roles, the scope, boundaries and responsibilities are things that evolve in an iterative way. In both instances, the point at which individuals step away and start to make decisions and operate independently appears well supported, with individuals identifying when they feel sufficiently confident to do this, and being assured by their manager that they can always ask if unsure. This is often easier when people are physically working together and is influenced by the importance given to it by the person's line manager.

As already mentioned, the reluctance of some of your people to use the intranet and difficulty some find in making time to keep up to date, means that they are not always aware of changes being introduced or other things that are going on. Several suggest that the information on new starters, movers and leavers that appears in your quarterly newsletter, is too infrequent for them to keep abreast of who's who and to always know who to speak to on certain matters. However, one of the other challenges faced by some teams is the loss of long-serving members of staff, and with them the knowledge and know-how to do certain things because this information and responsibility has not been shared more widely.

Elements of the information that people feel they can sometimes be lacking can also relate to whether they feel they have a say in decisions that affect their role. As in the past, this theme around participation and collaboration attracts significantly lower levels of overall, and strong and active agreement, and higher levels of disagreement. This year, agreement levels overall are 68% with 46% strong and active agreement, and 23% disagreement. This appears contrary to some of the feedback during interviews, observation of your Employee Voice forum and review of the desk top materials provided, all of which suggest many and varied opportunities for your people to discuss relevant matters, express their views and have their voices heard. Amongst other things your people talk of:

- Good relationships with JCF and UNISON
- Active consultation through your EDI reps and some members of Employee Voice
- Directorate, Section and Team meetings of variable frequencies and focus
- Occasional surveys
- All staff meetings
- Appraisals
- Involvement in forward planning and action planning for the year ahead
- The opportunity to ask questions in meetings, presentations etc or to follow-up with these after the event
- 121 conversations
- Project groups
- Formal consultation relating to restructures or changing terms and conditions

Despite these multiple examples, your people express an undercurrent of feeling that they are not consulted on various matters and that their view does not always carry weight. Pressed on this point, some provide specific examples such as, not being asked by a line manager for their thoughts on how to tackle departmental recruitment challenges, discussions that don't get escalated to higher managers but stop at the line manager either deliberately or because they are too busy, a line manager's style not to discuss and seek others' opinions, or project and budget decision being taken without team members having full insight e.g. around how additional funding will be used for resourcing.

The challenge facing the Authority may therefore be less about creating additional channels and opportunities for consultation and more about leadership and management capabilities and style, helping people to understand the reason for any consultation (Is this to make a decision, seek people's views, fine tune a decision that has already been made etc), educating them as to decisions that do not need their input, and finally rounding the feedback circle ('you said we did') in a way that everybody hears, and understands the difference that their contribution has made.

In relation to Empowering and involving people, the Authority continues to operate at the Developed level, although shows increasing effectiveness in relation to themes around Empowering people and Making decisions.

The assessment outcomes for this indicator are:

Empowering people– Established
Participating and collaborating– Developed
Making decisions– Established

Overall, Indicator 3 – Developed

Supporting

MANAGING PERFORMANCE

Indicator 4: Managing performance

BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	29.5%	**45.5%**	10.8%	6.3%	3.4%	2.4%	2.2%
I have agreed my objectives with my line manager within the last 12 months	37.9%	**47.4%**	6%	6.9%	0%	0%	1.7%
I feel encouraged to perform to the best of my abilities	25.9%	**49.1%**	9.5%	5.2%	6%	1.7%	2.6%
My manager helps me improve my performance	26.7%	**38.8%**	16.4%	10.3%	3.4%	3.4%	0.9%
I have discussed my performance with my manager in the last 6 months	27.6%	**46.6%**	11.2%	2.6%	4.3%	4.3%	3.4%

"You are supposed to look at how you have demonstrated the behaviours but my manager doesn't really focus on that"..... "Not much of what I'm doing at the minute is about development, it's more about day-to-day management"..... "We have annual appraisals where you look at how you have got on against your targets, agree the next ones and talk about any training you want to do"..... "You can see a clear link between my objectives and the priorities in the Corporate Plan"..... "Appraisals are an opportunity you're your line manager to recognise what you have done"..... "We can't always hit the targets because of resourcing issues but we do the best we can"..... "As Volunteers we don't have any sort of appraisal or performance review but our manager does thank us for our effort"..... "Between the appraisals we will have 121s where my manager askes how I'm getting on"....."

This indicator is all about people having clear objectives with performance measures in place, and regular feedback given.

The overview

This indicator returns the joint highest survey score at 5.8 out of 7, achieving overall agreement of 86%. In this instance, levels of strong and active agreement are also the highest of the whole survey at 75%, something that you should be duly proud of. Only 8% of respondents express any disagreement and 6% neither agree nor disagree. Your average score aligns exactly with both the sector and Investors in People averages, achieving the joint largest improvement against your own 2021 score (+0.2 out of 7). These improved results are to be celebrated but also taken in the context of a difference of 0.9 (out of 7) between the highest and lowest sub-group scores returned by your people. It indicates that they have very different experiences depending on which team they are part of. Only one of you teams returns an agreement score that is more than 0.3 adrift from your highest scoring sub-group.

In more detail

Your people say that they know what is expected of them through their job description, probationary discussions, appraisal feedback and objectives, and the competencies framework that you work with, against the backdrop of your Management and Corporate Plans. Whether volunteers, support staff or operational people, all believe that they have a clear line of sight between their own role and responsibilities, and what you are trying to achieve as the Park Authority. They benefit from a well-established appraisal process that provides a formal, structured, opportunity for discussion with and feedback from their manager on an annual basis.

Your survey results endorse people's interview feedback that this is something that happens in a timely way for many people, enhanced by the modifications made to the timing of these conversations. Survey respondents show 91% overall agreement, 85% strong and active, that they have agreed objectives within the last 12 months. Slightly fewer people also agree that there has been less than 6 months since they last discussed their performance with their manager (85% overall agreement of which 74% is strong and active).

Your people describe the process involved with a good degree of consistency, although the extent to which they see their objectives as stretching, varies considerably from person to person, as does the regularity of 121 follow-up conversations prior to the next appraisal taking place. For some people this will be at the minimum required frequency, mid-way through the year, while others touch on them more regular basis as part of regular catch-up conversations.

Where there is greater consistency, is in your people's feedback relating to the limited depth of conversation and added value they get from discussing how they live your behaviours. Your people's candid experiences highlight several instances of copy and paste from one year to the next, managers offering to 'fill something in for them afterwards', minimalist conversations, fuelled by a general discomfort in talking about how people demonstrate your values and behaviours, and evidence of them being used to challenge existing practice. By exception, managers were able to describe how they had used the framework to help individuals recognise where they were exhibiting 'Too much' characteristics, articulating how useful this was to hold a mirror up to what was required and influence future behaviour.

Outside of this context feedback from your people stresses how supportive and helpful line managers try to be. It contributes to 75% strong and active agreement (85% overall) that your people feel encouraged to perform to the best of their abilities and that 82% recognise that their manager helps them improve their performance (66% strong and active agreement). At a sub-group level, this latter statement is where the difference between your highest and lowest scoring teams is more noticeable, respectively between 6.3 and 4.6 out of 7. It is where

increasing the effectiveness of people managers at different levels of your structure could have the greatest impact. This should then be reflected in changes in the balance of the overall rating given to each person at appraisal, and provide senior leaders with assurance that people were performing to the best of their abilities.

The reliable implementation of your performance management activities helps to ensure that your people have the opportunity for a regular appraisal, although to strengthen this further you might like to review the frequency of your objective setting and performance conversations. Contemporary best practice is moving away from annual or bi-annual approaches, towards more frequent conversations that keep objectives and performance against them more visible and relevant. Strengthening the quality of line manager interaction, contextualisation and conversation around your values and desired behaviours, and ensuring that all objectives are stretching but achievable, will help to bring them alive for people and enable them to be used more effectively as a tool for performance maximisation. In addition, you may want to start monitoring and mapping trends around the ratings given through the appraisal process, both to moderate these, and to provide you with quantifiable evidence of the quality of people's performance. This will also help to inform succession planning for the future.

In relation to Managing Performance, the Authority is operating at Established level.

The assessment outcomes for this indicator are:
Setting objectives– Established
Encouraging high performance– Established
Measuring and assessing performance– Established

Overall, Indicator 4 – Established

RECOGNISING AND REWARDING HIGH PERFORMANCE

Indicator 5: Recognising and rewarding high performance

BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	8.6%	**26.9%**	24.1%	19%	8.8%	8.2%	4.3%
I am rewarded in ways that match my motivations	7.8%	16.4%	19%	**29.3%**	11.2%	10.3%	6%
I feel appreciated for the work I do	12.1%	**34.5%**	25%	10.3%	6.9%	6.9%	4.3%
I am consistently recognised when I exceed expectations	7.8%	**26.7%**	25.9%	17.2%	10.3%	7.8%	4.3%
I get appropriate recognition for the work I do	6.9%	**30.2%**	26.7%	19%	6.9%	7.8%	2.6%
OPTIONAL QUESTIONS							
I feel my contribution to my organisation is valued	12.9%	**31.9%**	20.7%	15.5%	10.3%	4.3%	4.3%
I feel appreciated by my manager	29.3%	**44.8%**	7.8%	7.8%	4.3%	3.4%	2.6%
I am happy with the level of recognition I receive	6%	**33.6%**	25.9%	15.5%	7.8%	7.8%	3.4%

"David spent a day with me recently which was fantastic, he was really interested in what we were doing and sent me an email afterwards to thank me which was really genuine"..... "You can tolerate lower pay to a certain extent but it's an expensive area to live, the lack of security because of fixed term positions and the stage of your career means that it can't be forever"..... "David sends great 'thanks' emails!"..... "The additional money that I'm getting for acting up isn't worth the hassle and the additional workload "..... "My line manager and team are good at saying thank you"..... "I get positive feedback during my appraisal which is nice to hear"..... "Volunteers with long service get a meal and the staff wait on them"..... "You get a tree planted for long service but you don't know where it is and there's no plaque or anything so I don't really feel recognised by that".....

This indicator is all about recognition and reward being clear and appropriate, thereby creating a culture of appreciation where people are motivated to perform at their best.

The overview

As for many organisations using the Investors in People Survey, people's feedback on how you recognise and reward high performance attracts the lowest overall score of the nine that make up the Investors in People good work and high performance framework. This year your score is 4.7 out of 7. Overall agreement is at 60%, although at only 36%, low levels of strong and active agreement contribute to the lower overall Likert score. Those neither agreeing nor disagreeing (19%) or expressing disagreement (21%), are the largest in this year's survey but still see you well placed against overall agreement levels at your last assessment which were -0.1 lower. This year's score matches that for the sector but again sits -0.5 below agreement levels for all other Investors in People organisations. Across your sub-groups, variation in agreement between the highest and lowest scoring teams again stands at 1 out of 7, the joint largest difference in this year's survey, but positively is +0.2 closer than in 2021 showing that people's experiences are converging slightly.

In more detail

Areas of improved survey agreement relate to people feeling that they get appropriate recognition and are rewarded in ways that match their motivations. Both show small +0.1 (out of 7) increases on previous results and correlate with some people agreeing that they get more thanks and positive feedback than in the past, and are starting to get more encouragement around training and progression. Those who have been shadowed by your CEO enthuse about the interest shown in their work and of the sense of pride that comes from this activity, and from the follow-up email of thanks. In fact, all those who receive CEO 'thank you' emails enthuse about the 'feel good' factor it gives them whether this has been for facilitating staff development day activities, giving presentations on behalf of the National Park, or hosting visitors etc. They say if helps them feel that their efforts and achievements are recognised, valued and appreciated.

As already identified, many of your people are inwardly motivated by your purpose and the opportunity to positively contribute to this. As a result, they say that working in a good place, job satisfaction and being able to take pride in what they do is central to them feeling valued. However, people also acknowledge the positive impact that thanks, appreciation and wider forms of recognition have on their morale and sense of being noticed, appreciated and valued. Positively, 72% of those responding to the survey say that they feel appreciated for their work (47% strong and active agreement) with the importance played by line managers in this, evident through your optional survey question. 82% of those responding agree that they feel appreciated by their manager, of which there is strong and active agreement from 74%. In some instances, individuals cite changes in management behaviour as a more positive experience, whether this is around new people with different more trusting leadership styles, established managers appearing to be more encouraging of people pursuing development and progression opportunities, or people being encouraged to assume higher level responsibilities and act-up.

People's agreement along the appreciation, recognition, reward continuum tapers downwards from this high of 74%. 64% overall now feeling that they receive appropriate recognition and 60% that this is consistently the case when they exceed expectations. The busyness of people and particularly managers at different levels is seen as a contributing factor in this, as is the impact of remote working and people working from home where their efforts and actions could be less visible. However, activities such as your staff development days, 70th anniversary and

some team / directorate days, are powerful ways to recognise and celebrate what you collectively achieve. They are hugely enjoyed by your people.

Your leaders are very aware of the challenges posed by recognising and rewarding your people in ways that positively motivate them, and yet are also sensitive to public scrutiny and to your purpose. You have invested considerable time and effort over the last three years in trying to arrive at a more impactful approach, with Employee Voice members playing an active part in this review. Feedback suggests that you have still not found the 'holy grail' that you are looking for, although have introduced a long service award which rewards people very much in line with your core purposes and priorities.

Complementing this, you have tried to strengthen awareness of your total benefits package which is available to everyone through their contract and on an optional basis. The value and scope of these holistic benefits are considerable, and significantly ahead of what many in the private and most in the 3rd sector could ever expect to receive…..yet your people seem to take them for granted and don't see them as a sign of your appreciation, or recognition of their efforts. The default in people's minds when it comes to recognition and reward is around salary.

Because jobs are openly advertised, and your people have quite close contact with their peers in partner organisations and other National Parks, they are very aware that the salary structure and policies you operate puts them at a perceived disadvantage to some others. This is actively contributing to the churn that you are experiencing and the difficulties of attracting people to some roles, particularly in certain role and from under-served communities. People say that your hybrid working and flexi time policies have helped to mitigate turnover to some extent but stress how expensive it is to live in North Yorkshire, and to commute to an office a long way from home.

Knowing that their salary is lower than equivalent roles elsewhere, negatively impacts on people's sense of being valued and accentuates a sense of unfairness, contrary to your values. It means that even if your people are not deterred from accepting a position at the time of appointment, salary rates quickly become unsustainable for anyone looking to settle in the National Park for the longer term. Your leaders are very aware of this challenge, the detriment it has on people feeling appropriately rewarded for their efforts and its impact on attracting and retaining good people.

To strengthen recognition of people's efforts and achievements you might want to think about directly linking thanks and recognition overtly to your values and desired behaviours. If you are ever able to replace your HR system, several current options include a 'thank you' or 'recognition' functionality where individuals can send a recognition/ thanks badge or card to colleagues, which has a greater visibility and impact than informal verbal thanks. You need to develop an Employee Value Proposition (EVP) that captures your total offer for new and existing staff, and regularly reference this in communications with your people. A social newsletter combining more frequent updates on changes in people, provision of their mini biographies, and stories that promote your EVP and encourage even greater take up of everything from Vivup, to training, might help to raise people's conscious awareness of these benefits.

In terms of reward, even small details, such as telling people where their long service tree is located and having a plaque or marker connecting them to it, will strengthen the perceived value of this reward in kind. However, the greatest positive impact is likely to come from a commitment to openly and transparently review your salary structure and acting up policy and to benchmark current salary levels.

Although the effort invested over the last few years as had a positive impact around the theme linked to your design and approach to recognition and reward, overall, the effectiveness of how you Recognise and reward high performance remains at the Developed level of maturity.

Designing an approach to recognition and reward – Established
Adopting a culture of recognition – Developed
Recognising and rewarding people – Developed

Overall, Indicator 5 - Developed

STRUCTURING WORK

Indicator 6: Structuring work

BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	25.9%	**45.7%**	16.6%	6.7%	2.6%	1.7%	0.9%
My work is interesting	31%	**44.8%**	15.5%	5.2%	2.6%	0.9%	0%
I am able to develop the skills I need to progress	19.8%	**37.9%**	23.3%	10.3%	2.6%	4.3%	1.7%
I have the right level of responsibility to do my job effectively	19.8%	**49.1%**	17.2%	6%	5.2%	0.9%	1.7%
My role enables me to work well with others	32.8%	**50.9%**	10.3%	5.2%	0%	0.9%	0%

"The National X Park Authority meetings are absolute therapy for me, it is about shared experience and an exchange of ideas and experiences"..... "It's the first time there has been a vacancy where my manager, and their manager have both asked me if I wanted to try and go for the position"..... "Currently all the team is acting up to free up our manager, then we'll return to our normal roles,"..... "A lot of the time we do seem to work in silos beyond the contact we need with other teams to do our jobs, there is very little cross-team communications"..... "Volunteer database and notifications via email or the newsletter are effective ways to volunteer for a project "..... "There are lots of people who have moved into different roles or been promoted"..... "It gives me great motivation and satisfaction to see people grow and progress"..... "I would like to move into management but there are very limited opportunities to move up, and very low turnover at higher levels"..... "We're in limbo really not knowing what's happening with the funding so I have been cramming in as much training as I can, in case we are competing with each other for future roles".....

This indicator is all about making sure that the organisation is structured to achieve its ambition; that roles are designed to deliver objectives; that people have interesting work, and that they are encouraged to work collaboratively.

The overview

Structuring work is your joint highest scoring survey indicator, with your people again returning an average score of 5.8 out of 7. They express 88% overall agreement, 72% strong and active, with only 5% of those responding expressing any level of disagreement, and 7% neither agreeing nor disagreeing. The gap between agreement levels of your highest and lowest scoring teams currently sits at 0.7 out of 7 which is almost double that of 2021 but primarily reflects improvement in the experiences of the highest scoring sub-group. This year they return agreement levels of 6 out of 7, compared to 5.6 in 2021. This year's overall score is again +0.1 higher than at the time of your last assessment, as well as above the sector average by the same amount but -0.1 behind the Investors in People average.

In more detail

It is clear from new posts that you have introduced over the last few years that your structure, whilst formal and designed, is not static. It evolves in response to the changing environment in which you work, to funding, and to the priority work streams that you are focusing on. However, desk top evidence of the business case following your review of Receptionists, demonstrates that the changes you make are well evidenced and considered, and seek to achieve maximum value for money from your income. Those employed in new posts, value and welcome the fact that the scope and detail of these are not ring fenced but develop, as a greater understanding of the practicalities and capabilities associated with the role become clearer. People also describe ways that existing roles change, whether this be roles at a certain level assuming more people management responsibilities, or all those within a particular team acting-up to assume the responsibilities of those above them.

They explain that these changes, such as the management restructure of the NPCs, are sometimes entered into on a trial basis but on other occasions, they are permanent changes to reporting lines, or roles and responsibilities. Such changes appear to be negotiated with people so that although their substantive job description will give a clear indication of the responsibilities, skills, capabilities and increasingly the behaviours for the role, fine detail around the level of that responsibility will often be negotiated with the person's line manager. Positively, 86% of those responding to the survey agree that this is at the right level for them to be effective, with 69% of people expressing strong or active agreement. Only by exception do people identify parts of their job which they believe to be wrongly aligned to their pay grade, but they do not always raise this with their line manager.

One of the most positive messages expressed by your people is around how much they enjoy their jobs. In part, they say that this is due to the people they work with and 94% of those responding to the survey agree that their role allows them to work well with others (84% strong and active agreement, amongst the highest in this year's survey). Project working seems to be providing increasing opportunities for people to collaborate and work together towards a common objective, with particularly newer individuals describing the effort they have personally made to get to know key people in other teams, to forge potentially useful relationships, and to make themselves known. They suggest that there is good and increasing collaboration around delivery of work between teams that *need to* work together, although where this is not necessary relationships can be more distant. The demands on people's time mean that there are only limited prospects of interaction outside of structured opportunities, whether this is attending training, all staff meeting and development days, or as part of a project, drafting, or champions' group (Employee Voice, EDI or Health Safety and Wellbeing). People generalise about silo working, even with the availability of Teams, and suggest that there are missed opportunities for some people working in geographical patches to interact

easily with their peers in other areas, and still to conform to your environmental and carbon reduction agenda.

The other significant part of your people's enjoyment and job satisfaction comes from the variety within their role and the positive impact they can have through this. It means that your people find their work interesting and satisfying, something that is clearly visible through their survey responses where 76% strongly or actively agree, rising to 91% when those who somewhat agree are included. People describe many examples of being able to develop themselves through your training and development opportunities. Several have changed role or gained internal progression over time. They are proud of their achievements and of your equal consideration of internal and external applicants for vacant positions. However, there is also an undercurrent amongst those with even greater ambition that your relatively flat structure and the length of service of many in more senior positions will be a limiting factor to their progression, and for some, their continuing employment. While some people are happy in their current role, those with management ambitions suggest that they must either give this up or move elsewhere if they are to reach their full potential. Some do not see that they can progress within their chosen area, nor see their role or responsibilities growing and developing sufficiently to provide them with enrichment opportunities that are financially rewarded. This is reflected in the lower levels of people strongly and actively agreeing (58%) and 10% neither agreeing nor disagreeing that they can develop the skills they need to progress, despite 81% overall agreement.

You have taken onboard the recommendations from your last assessment which are having a positive impact, and can further support you to progress to higher levels of performance. You can support and encourage people to network and collaborate internally to even greater extents. This will come naturally with more project-based activity if you retain the same staff across multiple projects, complementing interaction within the external networks that you are part of. It could be further supported by integrating shadowing opportunities into the menu of learning/training opportunities available to people.

Your competencies framework makes no reference to management skills, which need to be included within it to strengthen their visibility and support both recruitment and development. Critically reviewing whether your structure can support team leader / supervisory / trainee manager level positions, would provide a stepping off point for many with management ambition. This could potentially reduce the numbers of those feeling that they must leave to progress, as well as relieving some of the workload and pressure on existing managers. For the longer term, and accepting that some roles have technically specialist knowledge, you might choose to identify job families for roles of a similar level, and highlight career progression opportunities linked to your competency framework should people want to move from one family to another.

In relation to Structuring work, the Authority continues to operate at the Established level of maturity.

Designing roles – Established
Creating autonomy in roles – Established
Enabling collaborative working – Established

Overall, Indicator 6 – Established

Improving

BUILDING CAPABILITY

Indicator 7: Building capability

BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	19.1%	**38.1%**	20.3%	12.4%	5.5%	2.9%	1.6%
I make use of my organisation's learning and development opportunities	21.6%	**37.9%**	24.1%	7.8%	6.9%	0.9%	0.9%
I have opportunities to learn at work	21.6%	**38.8%**	25%	6%	3.4%	3.4%	1.7%
I know how my organisation invests in learning and development	16.4%	**37.9%**	19%	15.5%	6%	2.6%	2.6%
My manager thinks it is important that I develop my skills	23.3%	**36.2%**	19.8%	15.5%	2.6%	2.6%	0%
People are selected for roles based on their skills and abilities	12.9%	**39.7%**	13.8%	17.2%	8.6%	5.2%	2.6%
OPTIONAL QUESTIONS							
At my organisation, we are always learning	22.4%	**26.7%**	25%	10.3%	6.9%	6%	2.6%
My organisation invests in me	15.5%	**29.3%**	25.9%	15.5%	8.6%	1.7%	3.4%
I understand how my learning and development impacts the success of the organisation	19.8%	**37.1%**	24.1%	12.9%	3.4%	1.7%	0.9%

"Project management training is more explicit in the list that HR send out and would be helpful to me if I wanted to apply for another role but is not relevant to my current role, and so is unjustifiable"..... "The demographics of volunteers and the time they have available is changing so we need to try and recruit more"..... "I've been on some really good developmental training more

recently"…… "the annual contact I have with my counterparts from other National Parks is often the most valuable thing that I do in the year"…… "I get asked to do quite a lot of presentations which is a different sort of learning experience"…… "You talk about any training you need during your appraisal"…… "I wouldn't tick the 'Aspiring Managers' training course because it might make my line manager feel I was after her job, and damage our relationship"……

This indicator is all about building people's capability through effective management and development, enabling them to reach their potential and ensuring that the organisation has the right people in place at the right time, for the right roles.

The overview

Survey results give an average score of 5.4 out of 7, attracting 78% overall agreement but marginally lower levels of strong and active agreement at 57%. Levels of disagreement sit at 10% while 12% of your people express neither agreement nor disagreement in respect to the effectiveness with which you build capability. These scores mean that your survey result is +0.1 ahead of your 2021 score, and +02 ahead of the average for the sector, despite again being -0.2 lower than the Investors in People average. The difference in agreement between the views of your highest and lowest scoring sub-groups remain similar to at your last assessment (0.6 out of 7 this year compared to 0.7 in 2021).

In more detail

Agreement levels across all but one of the survey statements show between +0.1 and +0.2 (out of 7) improvement over your 2021 result. Only people's views around resourcing and role selection based on skills and abilities return a slightly lower Likert score (-0.1). People talk positively about the expanding range of learning opportunities that they enjoy, through delivery of presentations, staff development days, conferences, National Park networks, secondments and exposure to other partners amongst other things. It is these wider opportunities as well as the direct training that they access that means 73% of those responding to the survey believe that they know how the Park Authority invests in their learning and development.

They confirm that conversations about their job-related training and development needs are an integral part of annual appraisals, as well as taking place as individual conversations in response to emails or newsletter notifications. Your people appreciate being able to identify training beyond what is already provided by the Authority, access to qualifications for career grade professional posts, and how interpersonal skills and new essential skills are sourced with care. They cite project planning and project management as topical examples, while specific individuals see tangible benefits in appointing specialists who already hold these inherent skills. People say that being able to provide feedback on their training experiences helps to ensure that the solution you identify effectively meet your needs. As a result, an impressive 85% of survey respondents agree that they have opportunities to learn at work (60% strong and active agreement) with the vast majority of those agreeing that they make use of these opportunities (84% overall agreement, against 60% strong and active).

In some instances, people suggest that the prioritisation of training visible in your policy can be interpreted more literally by some people than by others. They recognise that with limited budgets, any new training should positively impact on their own performance and support

achievement of their individual, team and corporate objectives. New starters and Apprentices are impressed with the volume of initial training that they receive, while others comment favourably about the expanding menu that is available, and the fact that this is delivered through a combination of online and in-person sessions. Your people express 79% agreement that managers think it is important that they develop their skills (60% strong and active agreement). However, some of those with ambitions of career development sometimes feel that specific management training opportunities are not accessible to them, where these do not align with their current job responsibilities.

Managers say that they assess people's individual progression potential, their motivation, natural leadership qualities and demonstration of your core values, as well as whether they appear willing and able to rise to the challenge of higher levels of responsibility. Your people are uncertain of the extent to which this is openly discussed with them and translates into positive action, with some focusing on their current role and others trying to embrace informal learning opportunities. This might be mirroring the good practice that they witness at first hand, or taking advantage of coaching from, and shadowing of, their more experienced colleagues or line manager. The fact that line managers identify the essential people management training needed for those assuming this type of responsibility, could contribute to inconsistencies in managers' capabilities across the Authority. This is particularly because genuine leadership skills do not appear to feature in your competency framework, despite the growing range of management training opportunities available to people.

As previously noted, your people very much appreciate that all vacancies, including those of partner organisations are notified and open to them. They recognise that you currently face a range of recruitment challenges and are doing what you can to address these. Those recently appointed talk of a smooth, engaging recruitment process, during and after which candidates are kept well informed of their progress, with the successful applicant appreciating being kept in the loop ahead of formally starting their role. They say that the HR induction is structured and comprehensive, although job inductions can be a bit more variable across different directorates, sections and teams. This is sometimes impacted by how busy people are, and other times by the manager's style. Throughout, new starters say that their colleagues and line managers make them feel welcome and do their best to support them. Some are exposed to quite a lot of reading, while several enjoying buddying and shadowing opportunities, as well as significant amounts of online and other training. Although appointing less experienced people can create additional work for managers to help them settle and understand their responsibilities, those on the receiving end appreciate the efforts that they go to.

Moving forward, you will benefit from continuing to review, identify, source and facilitate team and organisation-wide learning that will help to deliver your objectives, and scrutinise whether people are being supported to develop to their full potential, particularly where this involves stepping into management related roles. To operate effectively at higher levels of maturity, you will need to continue helping people to recognise and benefit from broader and atypical learning opportunities, ensure that you are monitoring and reviewing the impact of your investment on people, capability and progression, and start to look at issues of succession and succession planning, in light of core skills and roles against the age profile of many of your key people.

In relation to Building capability, you have improved the effectiveness of your approaches and are now operating at the Established level of maturity.

The assessment outcomes for this Indicator are:

Understanding people's potential – Established
Supporting learning and development – Established
Deploying the right people at the right time – Established

Overall, Indicator 7 – Established

DELIVERING CONTINUOUS IMPROVEMENT

Indicator 8: Delivering continuous improvement

BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	20%	**41.8%**	19.6%	12.1%	3.9%	1.9%	0.6%
I look for improvement ideas from my colleagues	25%	**46.6%**	21.6%	5.2%	0.9%	0.9%	0%
I am encouraged to improve the way I do things	17.2%	**41.4%**	20.7%	11.2%	5.2%	2.6%	1.7%
I am responsible for improving the way we do things	18.1%	**36.2%**	20.7%	17.2%	4.3%	3.4%	0%
I am trusted to try new approaches in the way I work	19.8%	**43.1%**	15.5%	14.7%	5.2%	0.9%	0.9%

"We are attempting to address the recruitment and resourcing challenges but one option would be to do fewer things with fewer people and pay them more so that we could recruit and retain them"..... "The National Park conferences and annual get togethers are a great place to hear what other people are doing and learn from them"..... "The support from HR seems to have improved recently"..... "We have a range of surveys from local residents and visitors which help to highlight where we need to improve things"..... "David sees it as really important to get objective feedback from external bodies"..... "We try to do reviews and lessons learnt for projects"..... "The suggestion to change the management team structure of the NPC came from one of the managers"..... "The introduction of the new video post helps with internal videos, not just for social media"..... "We've changed the frequency of our meetings to see if it works better for people"....."

This indicator is all about having a focus on continuous improvement and being open to new ideas from inside and outside the organisation. It's about encouraging a culture of innovation.

The survey overview

Your people's view on how effectively you continuously improve what and how you do things average a strong 5.5 out of 7. It reflects 81% overall agreement, 62% strong and active.

Disagreement is again fairly low at just 6% but 12% again neither agree nor disagree with the survey statements making this the second highest result against this marker. Between your various sub-groups, the difference in agreement between the highest and lowest scoring teams is 0.5, which is encouraging and suggests that their experiences of continuous improvement are more similar than for many other indicators. Once again, your score is above your previous one and the sector average by +0.1 and +0.2 respectively but -0.1 behind that for other Investors in People organisations using the survey.

In more detail

From materials provided for the desktop review, it is very evident that Senior Managers are keen to draw on a wide range of information sources and ideas to continue improving what and how you do things. This includes your approaches to creating good work for your people which are effective in delivering high performance against your purposes, as well as strong job satisfaction for your people. There is much evidence of leaders acting on the recommendations made at previous assessments, Customer Service Excellence and other audit reports. Feedback from your people confirms this and reiterates the importance of learning and improvement opportunities taken from training insights, the various networks and partnerships that you are involved with at a local and national level, as well as them drawing on previous experiences. This input positively contributes to 72% of survey respondents strongly and actively agreeing that they look to their colleagues for improvement ideas (93% overall agreement) and something which only 3% express any disagreement with.

At an organisational level, the move to more project-based delivery is a significant innovation that you are working towards, learning as you go and refining your approach with each iteration. It is complemented by your people's shared responsibility to identify and try to bring in new funding and grant opportunities, which some seem to have good success at doing. It is also evident from one of the CEO webinars shared as part of the desktop review, that reflection and more structured project evaluations, help to identify lessons learnt from what has gone right and wrong, so that these can be shared with people and taken into consideration in the future. The example of perhaps identifying the need for a sense check on the feasibility of plans and the practicality of their delivery is a case in point.

On behalf of the Authority, your various champion groups (Employee Voice, EDI, and Health Safety and Wellbeing) give their representatives an opportunity to come together, bounce ideas off each other, share insights, and make recommendations. Observation of the Employee Voice meeting during the assessment provided first hand evidence of this, focusing on small initiatives targeting climate change and carbon reduction activities. Outside of these structured groups, and of your management tier, people suggest that the extent to which they proactively collaborate to generate ideas is more limited, particularly across different teams.

Despite one of your core values focusing on Improvement and 98% of your people believing that they behave in line with your values, fewer agree that they are responsible for improving *how* you do things. In this year's survey 75% express overall agreement with this statement (54% strong and active) which is +0.2 above your agreement levels in 2021, and so moving in the right direction. On a day-to-day basis, many of the improvement ideas that your people come up with are operationally focused and come from individuals who can see an opportunity or something that is incorrect. This might be potentially creating more winding rather than straight line paths, targeting different under-served groups, adding the proximity of the nearest defibrillator to a risk assessment form, or correcting the status of a footpath relating to accessibility for disabled people.

Your people say that in some instances they will simply act on these opportunities, while in others, they will raise them with their line manager in the first instance, to test the boundaries of what is and is not acceptable. The extent to which people feel trusted to try new approaches to how they work varies between your different teams but appears less assured in one in particular. Overall, it means that 15% do not express either agreement or disagreement with this statement, while 78% agree (63% strong and active agreement). It is likely that the uncertainty expressed above is related to the extent that different teams and individuals feel encouraged to improve how they do things by their managers. Here, the difference between the strongest and lowest agreement levels from your teams, peaks at 1 out of 7, despite 79% overall agreement from your people (57% strong and active agreement).

Other improvements that your people identify are around how and what you do for them. At a team level this might involve modifying the frequency of meetings, the responsibilities that sit with different individuals, or where management meetings are held etc and require conversation and agreement across a number of people. On other occasions it might be a manager deciding to keep a running log of 'What you did well….' so that they have these to hand when facilitating people's appraisals or acknowledging and recognising their efforts. Clearly your Employee Voice group has recently spent a lot of time reflecting and considering how to best motivate people through your approaches to recognition and reward. Their ideas have had some success at strengthening recognition but have not yet identified a high impact approach to recognising and rewarding high performance.

To further strengthen the effectiveness of your performance in delivering continuous improvement, you would benefit from continuing to support and encourage all your managers and leaders to trust and push their people to take reasonable risks, recognising and celebrating these when they succeed, and learning from them constructively when they do not. You might consider how you can further stimulate creativity in your people, bringing them together to collaborate and innovate and giving them head space to come together and innovate, bouncing off each other, potentially using AI and technology to support further improvement. On a practical level, as part of your project management framework, you may wish to form a high-level project initiation group of relevant stakeholders. This group could be responsible for reviewing the feasibility of all new funding opportunities at inception, to determine whether they are viable and complementary to your core priorities, and whether further effort and time should be invested in pursuing the proposal or grant. You may also wish to further develop the extent to which you evaluate your investment people in activities such as staff development days, atypical learning opportunities etc and by articulating the impact these have on performance, to better understand the return on your investment from them.

The strengthening of how you deliver continuous improvement means that this indicator is now at the Established level of maturity.

The assessment outcomes for this indicator are:

Improving through internal and external sources– Established
Creating a culture of continuous improvement – Established
Encouraging innovation – Established

Overall, Indicator 8 – Established

CREATING SUSTAINABLE SUCCESS

Indicator 9: Creating sustainable success

BASE QUESTIONS	STRONGLY AGREE	AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	DISAGREE	STRONGLY DISAGREE
Indicator Average	19.4%	**39.2%**	21.8%	11.2%	5.8%	2.2%	0.4%
My organisation has a plan for the future	22.4%	**37.1%**	23.3%	11.2%	2.6%	3.4%	0%
My organisation is a great place to work	22.4%	**43.1%**	19%	8.6%	4.3%	2.6%	0%
My organisation embraces change	6.9%	**31.9%**	27.6%	16.4%	14.7%	1.7%	0.9%
My organisation has a positive impact on society	25.9%	**44.8%**	17.2%	8.6%	1.7%	0.9%	0.9%
OPTIONAL QUESTIONS							
I'm not afraid of making mistakes	8.6%	**35.3%**	28.4%	13.8%	8.6%	3.4%	1.7%
At my organisation, we learn from our mistakes	8.6%	**36.2%**	19%	21.6%	10.3%	1.7%	2.6%
At my organisation change is welcomed	3.4%	28.4%	**30.2%**	25%	7.8%	5.2%	0%

"I was part of a Management Plan drafting group with my manager, another young person, various officers and other people, including Members"..... "I love working here, especially when I compare it with my other employment experiences"..... "At the all-staff meeting next week we will be discussing the draft Management Plan"..... "We have very few people from under-served groups but we are trying to change that"..... "I'd give it 8 or 9 out of 10 but can't think of anything that would improve things to get to 10/10"..... "I love my job, the people I work with and the work that we do in the National Park"..... "I've never had a job where am excited to come to work and look forward to what I have to do - never had such a positive team of people to work with, 10/10"..... "We're piloting the changes to see whether they work before we make them permanent"..... "There is consultation with all the key stakeholders - visitors, the local community etc"....."

This indicator is all about having a focus on the future and being responsive to change. Leaders are also expected to have a clear understanding of the external environment and the impact it has on the organisation.

The overview

People again return an average score of 5.5 out of 7 in relation to your effectiveness at creating sustainable success. The difference between your highest and lowest scoring teams is 0.5 out of 7 meaning that on this occasion, people in different teams have broadly similar perceptions and experiences. 80% of those responding express overall agreement that you successfully create sustainable success, with 59% at a strong or active agreement level. Disagreement is again relatively low at 8% while in relation to this indicator of high performance 11% fail to express their opinion, neither agreeing nor disagreeing. The result means that your score equals the sector average, is -0.1 behind your own score from 2021 and -0.3 behind that of all organisations.

In more detail

Of the core survey statements under consideration for assessment purposes, your people's agreement levels remain the same as those in 2021 around believing that The Yorkshire Dales National Park Authority is a great place to work, but fall slightly behind against the other three statements (-0.1 to -0.2 out of 7).

Your people already are, or very soon will be, actively involved in discussions about your new 5-year Management Plan. They welcome the opportunity to contribute to this, as well as to their local action plans which they say tend to be discussed more at a section and team level. Many say that they have a good understanding of the views and priorities of your key stakeholders, as well as your operating context, leading one person to lament the current absence of a Member from the local farming community, within your governance structure.

People's insights come from your CEO's regular webinars and updates, as well as local interest in National Parks in general. Agreement that you have a plan for the future reaches 60% strong and active agreement and 83% overall perhaps linked to the timing of this assessment, relative to your planning cycle. Everyone involved in the assessment is aware of the 2024-25 Corporate Plan and that this is where their current priorities come from. They are also alert to discussions to inform your 2025 plan which is currently taking shape. Your People Strategy, seen as part of the desk top review, runs until 2026, and seeks to address the key cultural and people needs relevant to the five-year period it covers. This, your EDI group, increasing work with under-served groups and efforts to make your recruitment process more inclusive are all part of your efforts to bring a more diverse profile to the people accessing the National Park and those that you employ. It is a slow burn but one which as an Authority you have committed to take forward.

Your people are very aware of the challenges posed by the current political and funding context. It means that while those affected wish that project plans covered a longer period of time, they recognise that this is largely outside of your control. Unfortunately, it can mean some of those on very short-term contracts, or ones where continuation funding is uncertain,

feel that they have to start looking for alternative employment well before their current role comes to an end. Ensuring the continuity of their personal income is their primary driver, despite ideally wanting to stay in post and with the Authority for the longer term.

Those involved in the assessment recognise that over the last three years there have been some quite significant changes across the Authority. Covid-19 has now paled into history for many but the opportunities for hybrid working introduced in its wake, are a critically important benefit for those who can take advantage of it. Changes in key personnel are also welcomed by many, while more project-based work is accepted inevitable, if not entirely welcomed by all. Small scale changes have also landed well, such as having plants in the offices, focusing more on the environment and broadening the range of training topics available. The business case for changes, such as to the Reception positions, appears well presented in the first instance, but there has been less evidence during this assessment of its benefits being measured and captured after implementation. It contrasts evidence relating to operational project reviews and lessons learnt which has been more visible.

Your people accept that staying relevant and being able to deliver your emerging plans will probably bring even more changes, as yet unknown. They say that deliberate organisation-led change is generally well communicated and underpinned by consideration of relevant information and evidence. However, around a quarter of survey respondents either express no view, or have reservations about the extent to which some within the Authority welcome, and embrace change. Significantly fewer people agree that this is the case with 62% overall, saying that you welcome change and 66% that you embrace it but with only 32% and 39% strong and active agreement respectively.

In seeking to understand the survey results better, your people's reservations appear to be three-fold, with most relating to communications. The first is a reluctance amongst a minority of managers and people to embrace change and have a go at doing things differently, seeing your current approaches as the 'right way' and not liking the alternatives. The second is a consequence of some people being too busy to access the various information sources and updates available, or the timeliness of these e.g. finding out that someone is leaving by their position being advertised for recruitment but with the formal notice of their leaving coming in a later 1/4ly newsletter. The third, relates to a sense amongst a few people that information about change should only be communicated through meetings and structured channels which is not necessarily the case in some teams and situations. It may be that a manager or member of the Employee Voice Group says something to an individual in a 121 conversation and this is passed on by word of mouth, gradually filtering out to others but meaning that some know before their peers which some see as placing them at a disadvantage.

These responses are a direct result of probing people's opinions but were not necessarily volunteered when those involved in the interviews were asked to give a straw poll score out of 10 for their experiences of working at the Yorkshire Dales National Park Authority. The vast majority responded with scores of around 8/10, complementing the 85% overall agreement in the survey that it is a great place to work (66% strong and active agreement). Asked what would increase their score, some made reference to salary, others to future progression opportunities, or greater employment stability, as well as a plethora of small individual

matters. However, some could not identify anything at all that could be improved making 8/10, the new 10/10! People enthuse about their affection for the National Park vision, of working in the Yorkshire Dales countryside, the work that they do and the people they work with. Those who have experience of working elsewhere are particularly positive and appreciative when comparing their current 'lot' with that of previous employment.

Embedding how you measure and internally communicate the benefits of all types of change which are both successful and unsuccessful, (not just operational projects), will further demonstrate the Authority's open and transparent communications. It will demonstrate human vulnerability which in turn can help to strengthen trust in your wider leadership team and encourage people to welcome and embrace change in the future, reinforcing that it is OK to make mistakes and learn from them. You might want to explore opportunities to raise people's awareness of the Kubler Ross change curve and ways to nurture a change mind-set as essential skills of the future, and which will support their wellbeing and resilience. You already have your three groups of champions, but can develop this further where sufficient interest exists e.g. to lead on social or charitable activities. You also need to continue reaching out to new pools of applicants, being creative and innovative about how you can make it easier for those from diverse background to join your workforce.

Although borderline in respect to the Embracing change theme, how you create sustainable success is this year judged to be at the Established level of maturity based on balancing what people say at interview against the current survey levels.

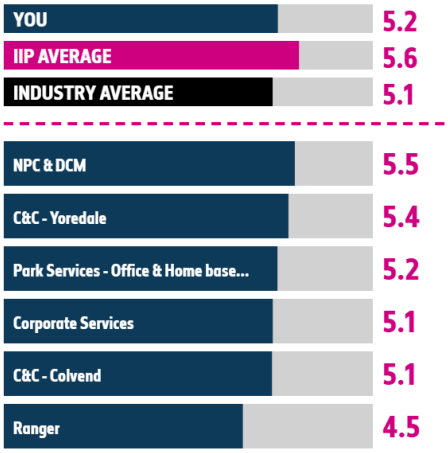
The assessment outcomes for this indicator are:

Focusing on the future – Advanced
Embracing change – Established
Understanding the external context – Advanced

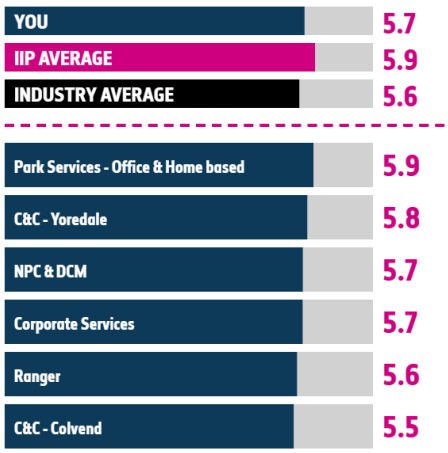
Overall Indicator 9 – Developed

Your teams - How each team scored

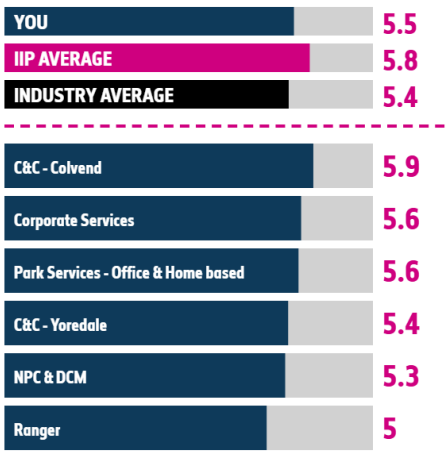
LEADING AND INSPIRING PEOPLE



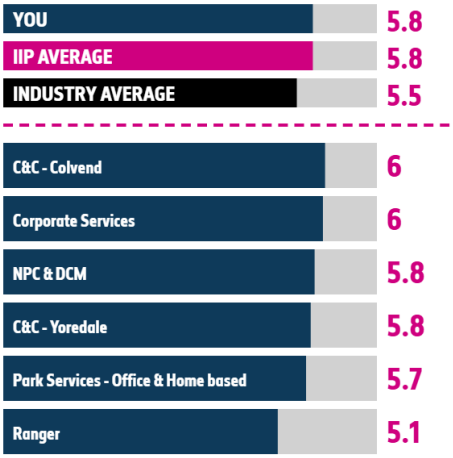
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS



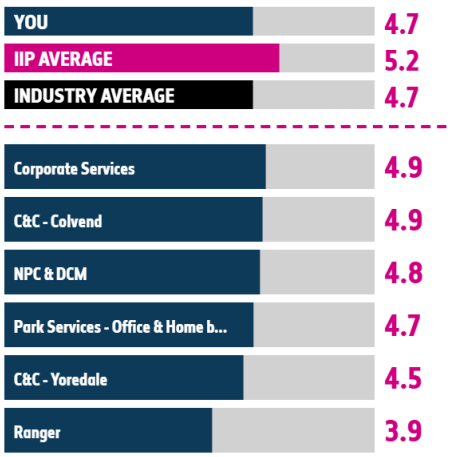
EMPOWERING AND INVOLVING PEOPLE



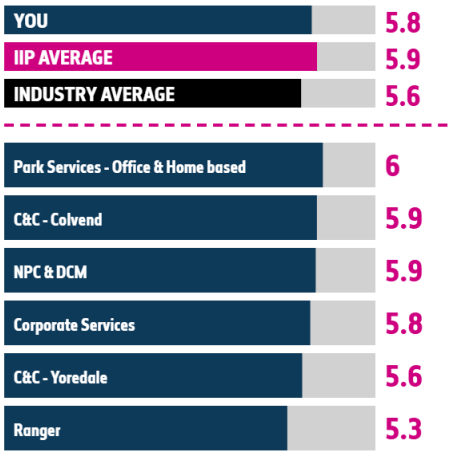
MANAGING PERFORMANCE



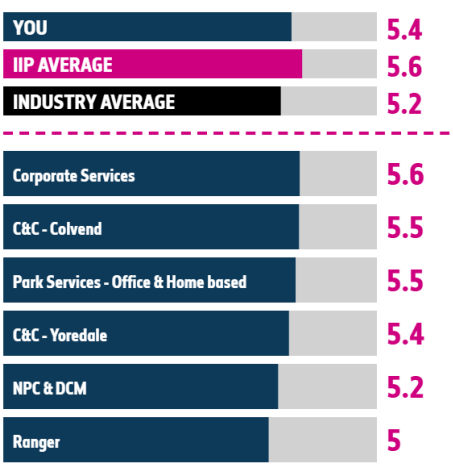
RECOGNISING AND REWARDING HIGH PERFORMANCE



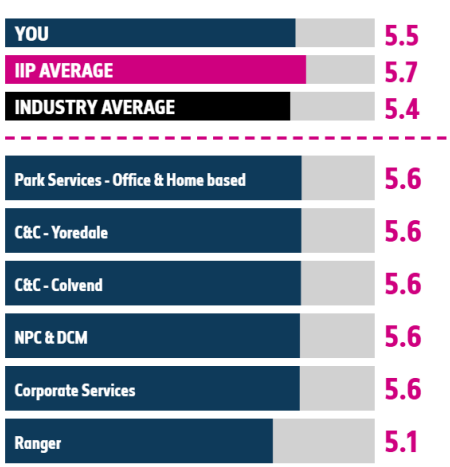
STRUCTURING WORK



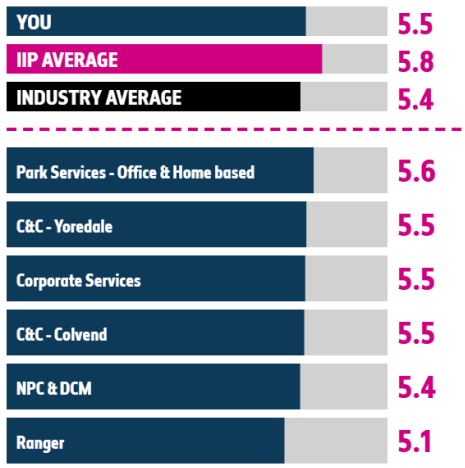
BUILDING CAPABILITY

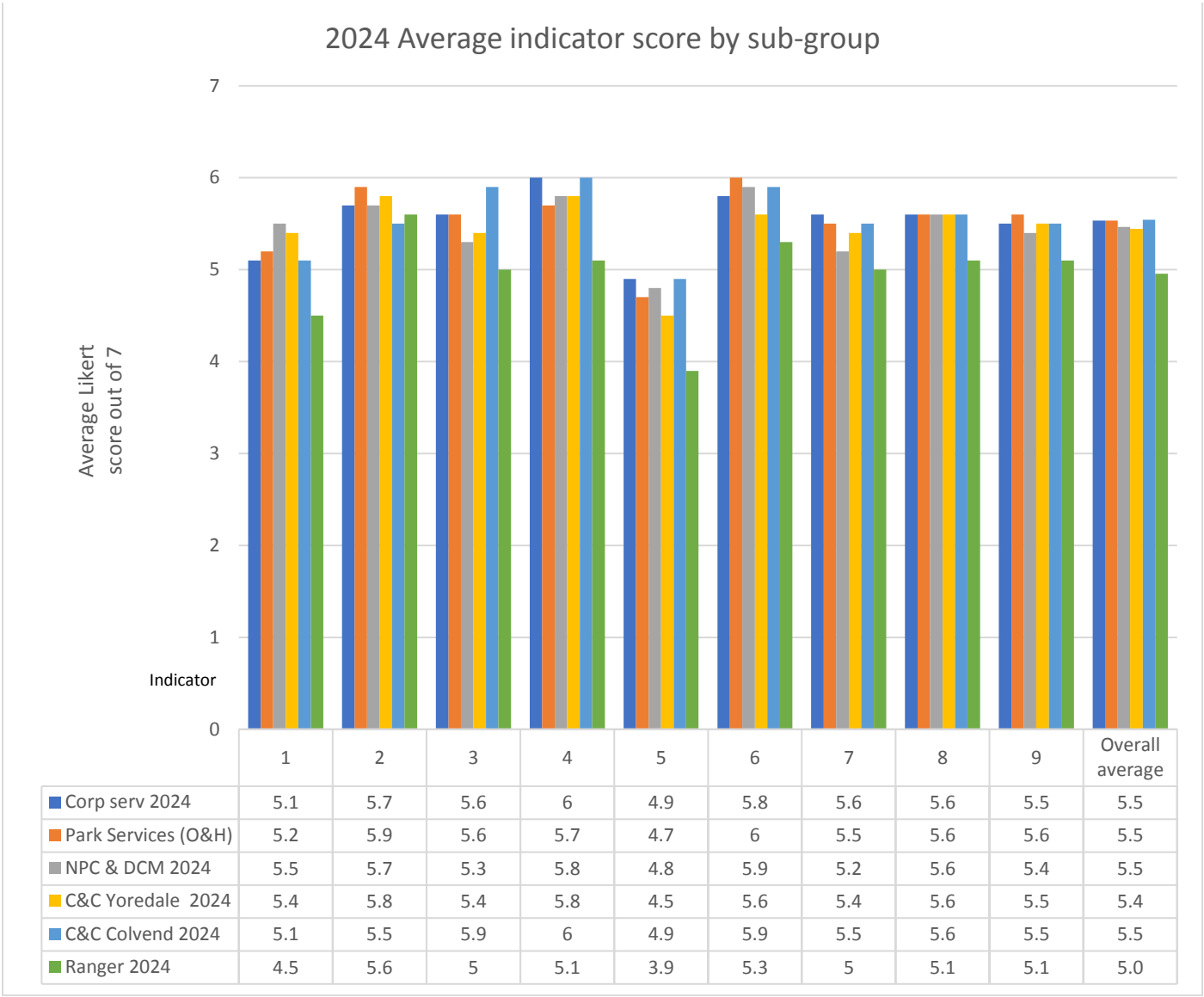


DELIVERING CONTINUOUS IMPROVEMENT



CREATING SUSTAINABLE SUCCESS



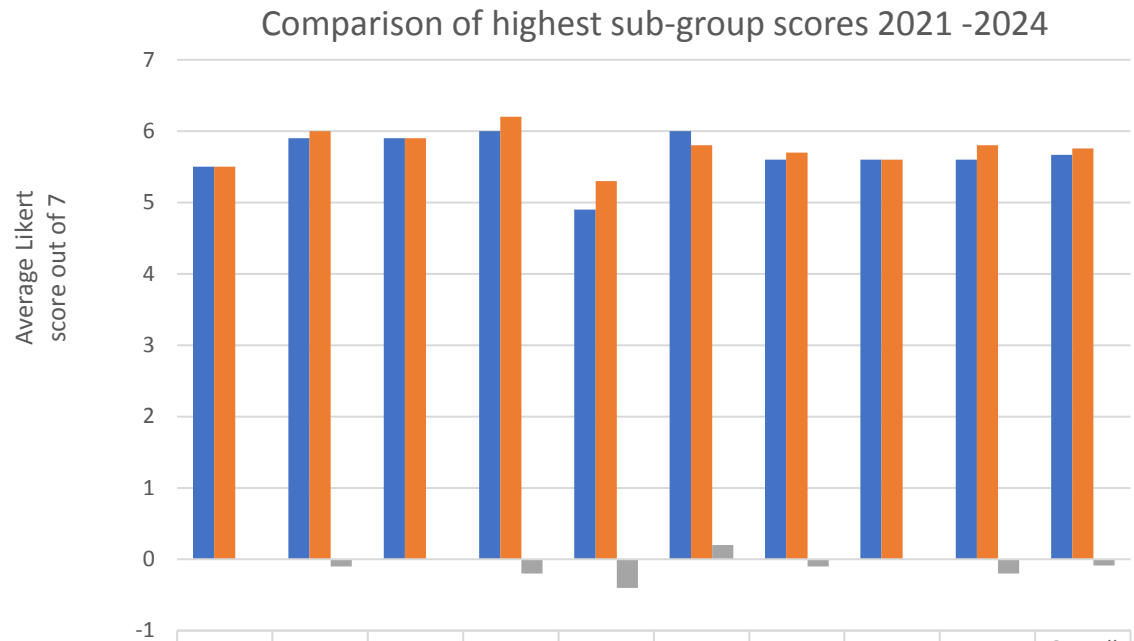


	1	2	3	4	5	6	7	8	9	Overall average
Corp serv 2024	5.1	5.7	5.6	6	4.9	5.8	5.6	5.6	5.5	5.5
Park Services (O&H)	5.2	5.9	5.6	5.7	4.7	6	5.5	5.6	5.6	5.5
NPC & DCM 2024	5.5	5.7	5.3	5.8	4.8	5.9	5.2	5.6	5.4	5.5
C&C Yoredale 2024	5.4	5.8	5.4	5.8	4.5	5.6	5.4	5.6	5.5	5.4
C&C Colvend 2024	5.1	5.5	5.9	6	4.9	5.9	5.5	5.6	5.5	5.5
Ranger 2024	4.5	5.6	5	5.1	3.9	5.3	5	5.1	5.1	5.0

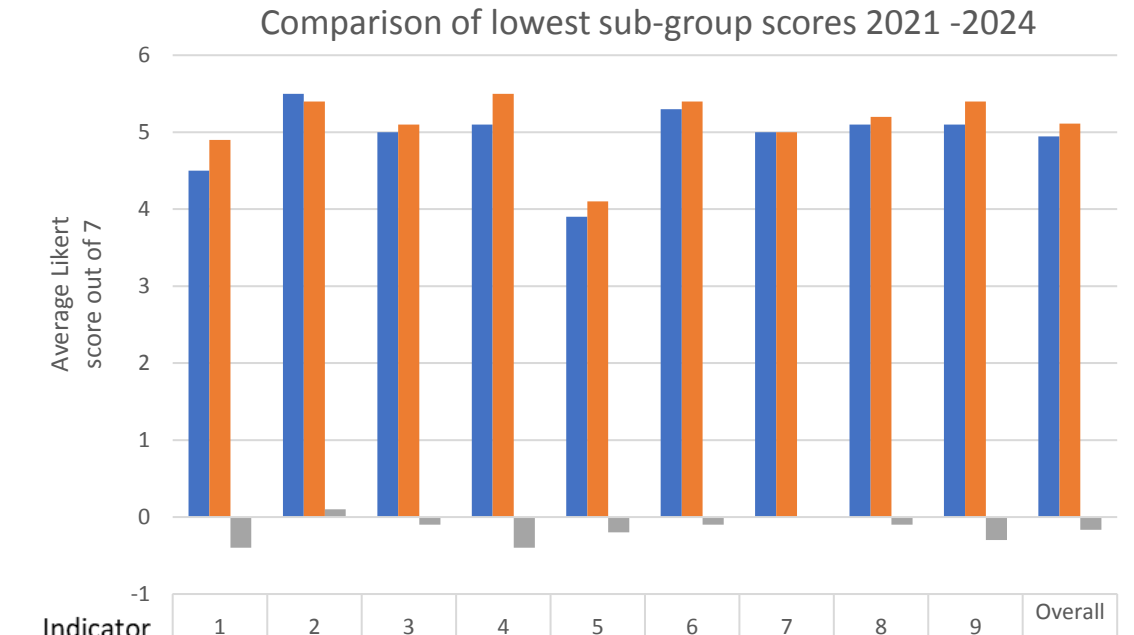
The chart and graph above clearly demonstrate that highest agreement levels are not limited to one team but fluctuate between a number of different ones. However, your Rangers consistently return slightly lower agreement levels than their peers.

This year, the difference between the highest and lowest agreements scores across the 9 indicators of high performance, range between 0.4 out of 7, where your people's views are most similar (Living the organisation's values and behaviours) and 1, where they are most different (Leading and inspiring people & Recognising and rewarding high performance).

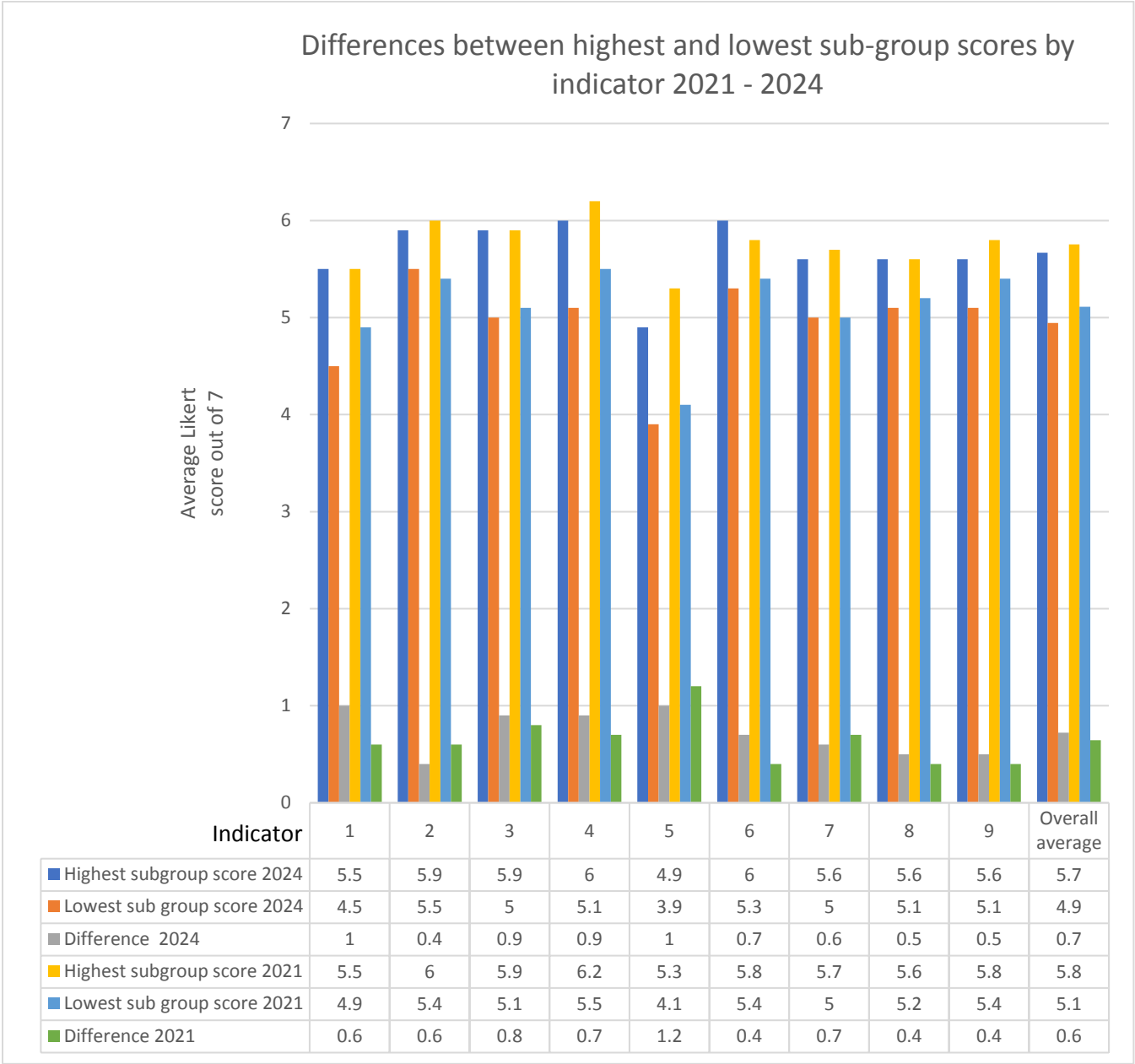
This range is slightly smaller than it was at the time of your last assessment (0.4 - 1.2) which indicates that your people are enjoying a slightly more consistent experience of being led, managed and developed. However, this convergence is the result of the highest agreement score being the same or fractionally lower in 2024 than it was in 2021, with the exception of Structuring work. Across the lowest team score awarded, 7 of the 9 indicators show a decrease in agreement.



Indicator	1	2	3	4	5	6	7	8	9	Overall average
Highest subgroup score 2024	5.5	5.9	5.9	6	4.9	6	5.6	5.6	5.6	5.7
Highest subgroup score 2021	5.5	6	5.9	6.2	5.3	5.8	5.7	5.6	5.8	5.8
Difference 2021-2024	0	-0.1	0	-0.2	-0.4	0.2	-0.1	0	-0.2	-0.1



Indicator	1	2	3	4	5	6	7	8	9	Overall average
Lowest subgroup score 2024	4.5	5.5	5	5.1	3.9	5.3	5	5.1	5.1	4.9
Lowest subgroup score 2021	4.9	5.4	5.1	5.5	4.1	5.4	5	5.2	5.4	5.1
Difference 2023-2024	-0.4	0.1	-0.1	-0.4	-0.2	-0.1	0	-0.1	-0.3	-0.2



Indicator	1	2	3	4	5	6	7	8	9	Overall average
Highest subgroup score 2024	5.5	5.9	5.9	6	4.9	6	5.6	5.6	5.6	5.7
Lowest sub group score 2024	4.5	5.5	5	5.1	3.9	5.3	5	5.1	5.1	4.9
Difference 2024	1	0.4	0.9	0.9	1	0.7	0.6	0.5	0.5	0.7
Highest subgroup score 2021	5.5	6	5.9	6.2	5.3	5.8	5.7	5.6	5.8	5.8
Lowest sub group score 2021	4.9	5.4	5.1	5.5	4.1	5.4	5	5.2	5.4	5.1
Difference 2021	0.6	0.6	0.8	0.7	1.2	0.4	0.7	0.4	0.4	0.6

Your demographics

Our key insights

- Age – across all but 2 indicators of high performance, strongest agreement levels come from those who are under 34 years of age. The two exceptions are around Living the organisation's values and behaviours and Creating sustainable success, where those aged 55-64 return the strongest agreement.

- Employment type – those on permanent contracts express slightly lower agreement

than people who are employed on a fixed-term, temporary, apprenticeship, or other basis. This may in part reflect the points that you raised during our context discussions about market rates of pay.

- Gender – Of those who identify their gender, females consistently return higher agreement scores than their male colleagues. The difference between the two genders typically reflects around 0.3 out of 7. In some instances, such as Living the organisations values and behaviours and Empowering and involving people this is as small as 0.1, and by exception (Leading and Inspiring people) increases to a difference of 0.6 out of 7.

- Length of service – your newest people, those who have been with you for less than 6 months consistently express the strongest agreement which is strikingly higher than those with longer service. For example, in relation to Empowering and involving people those still within their first 6 months of employment return an agreement score of 6.3 out of 7 while for people with between 6 months and 1 year's employment this dips to 5.3. The length of service for those returning the lowest agreement varies depending on the performance indicator in question.

- Managerial level – unsurprisingly, Senior Managers return the strongest agreement across all 9 indicators, followed by managers and then those who are not a manager. Those who prefer not to identify their managerial level return the lowest agreement in all but one instance (Delivering continuous improvement).

Annex 1 - Detailed responses by question from each team.

NB – This table shows the responses to all questions however, optional questions do not impact on the assessment outcome.

Theme	Question	C&C - Colvend	C&C - Yoredale	Corporate Services	NPC & DCM	Park Services - Office & Home based	Ranger
Creating transparency and trust	**Theme average score**	**5.2**	**5.7**	**5.3**	**5.5**	**5.5**	**5.1**
Creating transparency and trust	I trust the leaders of my organisation	5.2	5.6	5.2	5.6	5.6	5.0
Creating transparency and trust	Management communicates the organisation's ambition	5.2	5.8	5.5	5.3	5.4	5.1
Motivating people to deliver the organisations objectives	**Theme average score**	**5.9**	**5.6**	**5.6**	**6.4**	**5.6**	**4.4**
Motivating people to deliver the organisations objectives	My manager motivates me to achieve my best	5.9	5.6	5.6	6.4	5.6	4.4
Developing leadership capability	**Theme average score**	**4.0**	**4.6**	**4.2**	**4.8**	**4.2**	**3.6**
Developing leadership capability	My organisation develops great leaders	4.0	4.6	4.2	4.8	4.2	3.6
Operating in line with the values	**Theme average score**	**5.2**	**5.7**	**5.6**	**5.8**	**5.6**	**5.0**
Operating in line with the values	The values at my organisation guide the way we work	5.2	5.7	5.6	5.8	5.6	5.0
Adopting the values	**Theme average score**	**5.7**	**5.9**	**5.9**	**5.6**	**6.2**	**5.8**
Adopting the values	My organisation has clear values	5.8	5.9	5.9	5.3	6.1	5.9
Adopting the values	I share my organisation's values	5.7	6.0	6.0	5.9	6.2	5.8

Theme	Question	C&C - Colvend	C&C - Yoredale	Corporate Services	NPC & DCM	Park Services - Office & Home based	Ranger
Living the values	**Theme average score**	**5.4**	**5.6**	**5.4**	**5.7**	**5.7**	**5.6**
Living the values	My personal values are in line with my organisation's values	5.8	5.8	5.8	5.8	6.0	5.6
Living the values	I challenge behaviours which don't match the organisation's values	4.8	5.2	4.8	5.2	5.0	5.1
Living the values	My behaviour reflects the organisation's values	6.0	6.0	6.1	6.2	6.5	6.0
Empowering people	**Theme average score**	**5.8**	**5.5**	**5.8**	**5.5**	**5.7**	**5.3**
Empowering people	I have all the information I need to do my job well	5.4	5.4	5.8	5.3	5.5	5.6
Empowering people	I am encouraged to use initiative in my role	6.3	5.7	5.7	5.8	5.9	5.0
Participating and collaborating	**Theme average score**	**5.5**	**4.6**	**5.0**	**4.8**	**5.1**	**4.2**
Participating and collaborating	I have a say in decisions that affect my role	5.5	4.6	5.0	4.8	5.1	4.2
Making decisions	**Theme average score**	**6.3**	**5.8**	**6.0**	**5.5**	**5.8**	**5.1**
Making decisions	I am trusted to make decisions in my role	6.3	5.8	6.0	5.5	5.8	5.1
Setting objectives	**Theme average score**	**6.4**	**6.0**	**6.4**	**6.0**	**5.9**	**5.9**
Setting objectives	I have agreed my objectives with my line manager within the last 12 months	6.4	6.0	6.4	6.0	5.9	5.9
Encouraging high performance	**Theme average score**	**5.8**	**5.6**	**5.7**	**6.2**	**5.8**	**4.7**
Encouraging high performance	My manager helps me improve my performance	5.9	5.6	5.6	6.3	5.7	4.6
Encouraging high performance	I feel encouraged to perform to the best of my abilities	5.8	5.6	5.7	6.1	5.9	4.9

Theme	Question	C&C - Colvend	C&C - Yoredale	Corporate Services	NPC & DCM	Park Services - Office & Home based	Ranger
Measuring and assessing performance	**Theme average score**	**6.1**	**5.8**	**6.2**	**5.0**	**5.2**	**5.3**
Measuring and assessing performance	I have discussed my performance with my manager in the last 6 months	6.1	5.8	6.2	5.0	5.2	5.3
Designing an approach to recognition and reward	**Theme average score**	**4.5**	**3.8**	**4.7**	**4.6**	**4.5**	**3.4**
Designing an approach to recognition and reward	I am rewarded in ways that match my motivations	4.5	3.8	4.7	4.6	4.5	3.4
Adopting a culture of recognition	**Theme average score**	**5.1**	**4.9**	**5.1**	**5.3**	**5.1**	**4.1**
Adopting a culture of recognition	I feel appreciated for the work I do	5.1	4.9	5.1	5.3	5.1	4.1
Adopting a culture of recognition	I feel my contribution to my organisation is valued	5.1	4.9	5.0	4.9	5.1	4.4
Adopting a culture of recognition	I feel appreciated by my manager	6.2	5.8	5.6	5.8	5.5	5.1
Recognising and rewarding people	**Theme average score**	**5.0**	**4.7**	**5.0**	**4.7**	**4.6**	**4.1**
Recognising and rewarding people	I get appropriate recognition for the work I do	4.9	4.6	5.1	4.9	4.7	4.3
Recognising and rewarding people	I am consistently recognised when I exceed expectations	5.1	4.7	4.9	4.5	4.5	3.9
Recognising and rewarding people	I am happy with the level of recognition I receive	4.8	4.7	5.1	4.9	4.7	4.3

Theme	Question	C&C - Colvend	C&C - Yoredale	Corporate Services	NPC & DCM	Park Services - Office & Home based	Ranger
Designing roles	**Theme average score**	**5.9**	**5.5**	**5.5**	**5.9**	**5.9**	**5.3**
Designing roles	I am able to develop the skills I need to progress	5.8	5.3	5.4	5.5	5.6	4.9
Designing roles	My work is interesting	6.1	5.8	5.6	6.3	6.2	5.6
Creating autonomy in roles	**Theme average score**	**5.7**	**5.5**	**5.9**	**5.3**	**5.8**	**5.4**
Creating autonomy in roles	I have the right level of responsibility to do my job effectively	5.7	5.5	5.9	5.3	5.8	5.4
Enabling collaborative working	**Theme average score**	**6.1**	**5.9**	**6.2**	**6.3**	**6.4**	**5.5**
Enabling collaborative working	My role enables me to work well with others	6.1	5.9	6.2	6.3	6.4	5.5
Understanding peoples' potential	**Theme average score**	**5.6**	**5.4**	**5.8**	**5.2**	**5.8**	**5.0**
Understanding peoples' potential	I make use of my organisation's learning and development opportunities	5.5	5.3	5.9	5.1	5.9	5.1
Understanding peoples' potential	I have opportunities to learn at work	5.6	5.5	5.7	5.3	5.7	4.9
Supporting learning and development	**Theme average score**	**5.8**	**5.4**	**5.5**	**5.2**	**5.4**	**5.0**
Supporting learning and development	My manager thinks it is important that I develop my skills	6.1	5.4	5.5	5.6	5.6	5.1
Supporting learning and development	My organisation invests in me	5.1	4.8	5.2	4.8	5.4	5.1
Supporting learning and development	I understand how my learning and development impacts the success of the organisation	5.5	5.5	5.6	5.3	5.6	5.2
Supporting learning and development	At my organisation, we are always learning	5.2	5.2	5.1	5.2	5.6	4.5

Supporting learning and development	I know how my organisation invests in learning and development	5.5	5.4	5.5	4.8	5.2	5.0
Theme	**Question**	**C&C - Colvend**	**C&C - Yoredale**	**Corporate Services**	**NPC & DCM**	**Park Services - Office & Home based**	**Ranger**
Deploying the right people at the right time	**Theme average score**	**5.1**	**5.2**	**5.2**	**5.0**	**5.0**	**4.7**
Deploying the right people at the right time	People are selected for roles based on their skills and abilities	5.1	5.2	5.2	5.0	5.0	4.7
Improving through internal and external sources	**Theme average score**	**5.9**	**5.8**	**5.7**	**5.9**	**6.2**	**5.6**
Improving through internal and external sources	I look for improvement ideas from my colleagues	5.9	5.8	5.7	5.9	6.2	5.6
Creating a culture of continuous improvements	**Theme average score**	**5.3**	**5.6**	**5.6**	**5.3**	**5.4**	**4.9**
Creating a culture of continuous improvements	I am responsible for improving the way we do things	5.3	5.6	5.5	5.2	5.2	5.2
Creating a culture of continuous improvements	I am encouraged to improve the way I do things	5.4	5.5	5.6	5.5	5.5	4.6
Encouraging innovation	**Theme average score**	**5.8**	**5.5**	**5.5**	**5.8**	**5.6**	**4.9**
Encouraging innovation	I am trusted to try new approaches in the way I work	5.8	5.5	5.5	5.8	5.6	4.9
Focusing on the future	**Theme average score**	**5.4**	**5.7**	**5.7**	**5.7**	**5.7**	**5.3**
Focusing on the future	My organisation is a great place to work	5.7	5.6	5.7	5.9	5.8	4.9
Focusing on the future	My organisation has a plan for the future	5.1	5.8	5.6	5.4	5.6	5.6
Embracing change	**Theme average score**	**4.8**	**5.0**	**5.0**	**5.0**	**5.0**	**4.5**
Embracing change	I'm not afraid of making mistakes	4.9	4.6	5.2	5.3	5.3	5.0
Embracing change	My organisation embraces change	4.8	5.0	5.0	5.0	5.0	4.5
Embracing change	At my organisation, we learn from our mistakes	4.8	5.0	5.1	5.0	5.4	4.1
Embracing change	At my organisation change is welcomed	4.5	5.2	4.6	4.8	4.8	4.6

Theme	Question	C&C - Colvend	C&C - Yoredale	Corporate Services	NPC & DCM	Park Services - Office & Home based	Ranger
Understanding the external context	**Theme average score**	**6.2**	**5.6**	**5.7**	**5.3**	**6.2**	**5.4**
Understanding the external context	My organisation has a positive impact on society	6.2	5.6	5.7	5.3	6.2	5.4

Please see separate **Excel Annex 2** for **detailed breakdown for each question by demographics** around Age, Employment Type, Gender, length of Service and Managerial Level.

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