



People Strategy 2022-25

Premier Forecourts and Construction Ltd

4TH JANUARY 2022

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Throughout 2021 we celebrated a number of long service awards for our staff.



Above left to right: Chris Vickers, Christian Owen, both 10 years and Angus Macdonald, 20 years.



Above from right to left: Hefin Jones, 10 Years, Steve Phillips, 20 years and Stuart Trew celebrating 10 years.

1. Managing Director Foreword

Our people are the most important resource within our business and are integral to our success.

We aim to attract and retain talent, offering learning, development, and career opportunities for all who play a part in achieving our vision – an aspiration that we can only realise through you. The business will strive to nurture and facilitate a working environment where all colleagues are equally valued, supported and duly recognised for their contribution.

Our People Strategy articulates the way in which our people, through living our values of People First, Leading Safety and Solution Focused help create an inclusive high performance and enabling culture.

Steve Evans,

Managing Director,

Premier Forecourts and Construction



2. Strategy Purpose

The People Strategy is central to Premier Forecourts and Construction Ltd strategic and operational planning and is developing a foundation and organisational environment in which the Company's strategic aims and objectives can be achieved. This strategy seeks to highlight Premier Forecourts and Construction Ltd as an Employer of Choice and build a clear Employer Brand focusing on employee engagement with recruitment and retention at the forefront.

Our People are the Company's most valuable resource which is underpinned by the Premier Value of People First. Therefore, the management and development of our people are critical to meeting our strategic aims and objectives.

3. Mission and Vision Statements

3.1 Mission Statement

Consistently achieving excellence and sustainable profitable growth by safely delivering high quality, innovative solutions for our customers and investing in our people.

3.2 Vision Statement

To be recognised as leaders within our industry, that our customers seek to work with and our people are proud to work for.

4. The Premier Values

PREMIER VALUES



People First – Leading Safety – **Solutions Focused**

The Values of the Company put the People, our employees first.

We value our people and their wellbeing; we believe in them individually and as a team.

We want our people to succeed because if they do, we do.

5. Business Code of Conduct & Senior Leadership Team Code of Conduct

To achieve success, it is important minimum expectations are established and communicated. A **Code of Business Conduct** and a **Senior Leadership Team Code of Conduct** have been established.

Some key rules linked to the code of conducts and people are listed below:

- People issues are the concern of all managers.
- People issues are central to all strategic level decision making in the business.
- The development of a culture that encourages all members of staff to be committed to Premier Forecourts and Construction Ltd and its continuous improvement.
- The development of a culture of high trust, team working and willing cooperation.
- A focus on the development of staff, involving them in continually developing their skills to achieve both professional and personal growth.

6. The Big Rules for People Management

The following *Big Rules* have been established to ensure People remain at the forefront of the business.

- People are at the forefront of every Board, Senior and Operations meetings.
- All employees have a performance review at least annually.
- Employee Representative Group meets at least once quarterly.
- Employee issues are dealt with by line managers in a timely manner.
- Exit interviews happen and communicated in a timely manner.
- Conduct a workforce survey at least annually, reviewing, sharing feedback, and implementing change.
- Celebrate and communicate success.

7. Recruitment

Through better quality varied recruitment partnerships and marketing, the company aims to improve the quality and speed of the hiring process, recruiting employees that bring value and long-term commitment to the business.

We have reintroduced the employee referral scheme and have increased the reward on offer.

7.1 Establishing Relationships

We have established relationships with several different organisations to assist us in our recruitment strategy. These organisations include online job boards, specialist white collar recruitment specialists, colleges, training providers and local authority funded projects. We will continue to be proactive in

establishing relationships with different organisations which will help us recruit the best talent.

7.2 Apprenticeships

Our aim is to create long term employment opportunities for young people and to achieve this we must invest in the next generation of skilled employees.

We are currently restricted by the age and maturity levels of potential staff due to the main requirement to work away. By looking to build in more 'local' work within our portfolio, we may look at reducing the minimum age from 18 to 16 for apprentices. Upon completion of their apprenticeship, they will be an adult and may want to progress working on other works.

7.3 Regionalising Staff

We recognise that there is a skills shortage within the industry, coupled with a long-term challenge of employees consistently working away from home. Therefore, we must adapt and change the way we recruit and believe employing regionally may assist us deliver the same goals. We have already demonstrated success on a small scale thus far and we aim to explore this further.

The business will continue to invest in the local economy by employing local labour as its primary choice.

8. Onboarding

Onboarding employees successfully, plays an integral role to the future success of staff retention. We must ensure employees are onboarded consistently and efficiently. Business leaders must invest their time and effort to the **Onboarding Procedure**.

8.1 Employee Induction

All new employees must complete the Company Induction which is split into various sections to be delivered by specific business leads identified within the individual training plan for the employee.

The induction plays an integral role to onboarding as this is the first opportunity for the employee to get to know the business and the business to set expectations.

8.2 Blue Helmet Scheme

The Blue Helmet Scheme is in place for operational staff to assist them through their probation period (usually three months). During the induction, employees are issued with a Blue Helmet which helps to highlight them to existing staff and other stakeholders that they are new to the business and may need some help and guidance, as we work in a specialist area of construction. Following successful completion of the probation period and Blue Helmet checklist, the employee shall be issued with a white helmet.

The Blue Helmet scheme plays an essential role in supporting our Leading Safety value, linking directly to our I Work Safe scheme.



8.3 Training Plans

Every new employee will go through the onboarding training process which involves successfully completing the company induction, completing training modules, the blue helmet scheme through to buddying up. The line manager responsible for the employee will write the training plan with the job role determining the depth of the training plan.

9. Employee Retention

Through robust recruitment, onboarding, training & development opportunities the company aims to improve employee retention and build a culture of long-term commitment and career advancement.

9.1 Recognise and Reward (R&R)

The company has an established salary banding structure that is benchmarked to the local job market and Construction Industry Joint Council (CIJC) pay rates, within this the company has created an opportunity for employees to progress through the salary band in recognition of their personal contribution and career progression.

We have introduced a loyalty scheme for employees to reward long service. Awards are in the form of additional holidays and vouchers.

Employees are also recognised by their peers for going above and beyond the expectations of their role via Kudos nominations in our HR Information System BreatheHR.

9.2 Communication

Over the last two years, employee communication forums have become advanced both in terms of their accessibility and variety of resources, reaching a wider audience that can be measured. Moving forward the employee representative group will be re-established with nominated representation and will be re-launched at the Employee Engagement Day in January 2022, where the company will also share future business plans and initiatives, and the feedback from the Employee Engagement Survey.

9.3 Training and Development



Recent success in 2021 from our training and development programme saw Kieran Tyrell (left) and Dafydd Allcock (right) complete their respective apprenticeships. Kieran is site based whilst Dafydd is office based demonstrating the types of opportunities available.

9.3.1 Training Academy

The company will establish a **Training Academy** through the maintenance department, employing trainees as part of a three-man team where development is the sole purpose for this role. Through the academy, we expect staff to graduate into other works following satisfying set criteria to ensure minimum standards have been achieved.

9.3.2 Apprenticeships and Traineeships

In line with the training academy, we will continue with our Apprenticeships and Traineeships that we have set up with [Coleg Sir Gar](#), [COTS Training](#) and [Cyfle](#).

9.3.3 Skills Assessments

An effective skills assessment allows us to measure staff skill sets and identify areas for improvement and implementing plans to improve. We will continue to get employees to self-assess their own competencies and the business will assess them individually through their journey with us. These assessments can be used to benchmark employees and to assign them to the most appropriate work for their skill set. The skills matrix system will identify any shortfalls on skills and the business can look to address these either through upskilling internally, externally or via recruitment.

9.3.4 Continuous Appraisals

We are moving away from annual performance reviews and are looking to implement continuous appraisals throughout the year. This will work in a way that staff are always appraised on performance throughout the course of the year and have at least

one formal review, in line with their anniversary of when they started with the business.

9.4 Health and Wellbeing

We want staff to be healthy both physically and mentally. Maintaining and improving staff health and wellbeing is key for the business. Whilst in work, risk assessments will form a key part in identifying and controlling health risks.

10. Wellbeing Support

The health and wellbeing of our people is a business priority, and we will continue to invest in various areas of support for employees to access. Areas for staff to access include:

Employee Assistance Programme (EAP) & Westfield Cashplan

Focus on Health and Wellbeing through our Health and Wellbeing Calendar and monthly focus topics.

Occupational Health – Insight Health Screening

NHS Wellbeing Through Work

Alpha Safety Portal – Health and Wellbeing

Company Mental Health First Aiders

Ashley Davies: 07515 326 535

Chris Kerkin: 07515 521 591

Jackie Towell: 07885 283 575



PREMIER VALUES

