

Qualification: CIPD Diploma in Applied Human Resources

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Understanding the Business Context of Human Resources

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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed:

A handwritten signature in black ink, appearing to read 'Duncan Hook', is written over a light grey rectangular background.

Date: 21/02/2021

Activity 1: Comparing Organisations and the Relationship Between Organisational Strategy and HR

For the purpose of this report I will be comparing the business structure of my employer, Pembrokeshire County Council based in Haverfordwest with Morrisons, who have a store in Haverfordwest that I use as a customer. I will then look more generally at business strategy and its relationship with the HR function.

In its function as a local Authority, Pembrokeshire County Council (PCC) is a Large Public Sector organisation. They are the largest employer in the county with over 6000 individuals in council run jobs. Through this they cover services within Housing, Social Care, Education and local Democratic procedures (Pembrokeshire County Council, 2021). The majority of these services are funded by taxes via the Welsh Government and therefore accountable to the local community (Taylor & Wilkinson, 2016, pp. 46-47); with the most prominent exceptions within the leisure services, which are part self-funded through sales and customer service. As part of the responsibility to the public, budgetary spending is reported back openly with indications of challenges and potential impact on services (Pembrokeshire County Council, 2019). The Counsellors, elected and representing the public, will be responsible for the appointment of the Chief Executive and Directors of each service area after which, the responsibility within those areas is then handled by each leader (Pembrokeshire County Council, 2021). There is a clear bureaucratic structure (Roberts, 2016, p. 170) with easily understandable hierarchy that filters down from each head of service and Chief Executive, however, there are elements of an organic approach with many departments working cross functionally where required. Because of the vast range of services found within the council, the organisation has to work departmentally to ensure the optimum delivery of said service (Roberts, 2016, p. 174).

Morrisons is a large Private Sector Company, which runs almost 500 supermarkets and employs over 110,000 staff (Morrisons, 2021). Although Morrisons is a Private Sector company, it has been a Public Limited Company (PLC) since 1967 and so shares of the company have been sold to the public on the stock exchange (Taylor & Wilkinson, 2016). This status offers an element of parity with Pembrokeshire Council in that the organisation is responsible to its shareholders as part owners of it. Shareholders are given updates around company performance (Morrisons, 2021) and share price and, as with PCC's counsellors, Morrisons' shareholders appoint a board who oversee the selection of a Chief Executive and other leaders. With stores based across the UK and suppliers in the UK and abroad, Morrisons has a centralised structure (Roberts, 2016, p. 174). with an executive team based in their Bradford head office making key strategic decisions and ensuring consistency across the company.

HR functions within companies in the private sector are largely reliant on the fortunes of the company to enable them to introduce high performance HR initiatives. While many businesses have been forced to shut and thousands made redundant, supermarkets have performed well during the pandemic, particularly during periods in lockdown when the number of customers using online shopping has doubled (Smithers, 2020). Morrisons had to fast-track their hiring processes to cater for the increase in demand with them hiring an additional 45,000 staff in early 2020 (BBC, 2020). As customers have been forced into using the online delivery service it is believed by experts that this change is permanent and will therefore boost the profits of these companies and hopefully lead to more attractive HR initiatives as a result (Smithers, 2020). In early 2021 the fruits of this hard work paid off for staff as Morrisons became the first UK supermarket to bring in a £10 per hour minimum pay for its store workers (Faragher, 2021). A common strategy within in the private sector is performance related pay as a means to attract talent (Taylor & Wilkinson, 2016, p. 47). Morrisons may not need more staff currently but there are benefits to employer brand by being the first to

adopt this scheme which will pay off in the future and this illustrates the way that HR are clearly integrated into the company strategy at a director level (Taylor & Wilkinson, 2016, p. 46).

The tax-funded nature of the public sector ensures that budgetary constraints influence every directorate's strategy in PCC. This is the same in the HR department where Advisers are consulted on effective ways to save council budget and retention of staff through career progression and Learning and Development are an integral part of the department's strategy (Pembrokeshire County Council, 2019). The public scrutiny on council spending not only affects recruitment activity carried out by the HR team (Taylor & Wilkinson, 2016, p. 47). It also means that the HR department itself runs much smaller. At 63 employees, HR only represents around 1% of staff which is small when compared to the national average for this sector (Gray, 2020). Despite smaller representation, the HR department work cross functionally at a corporate level and have a presence in strategy level such as in the part played in the pandemic response with presence at Gold command and forming strategy for redeployment and coordination of service delivery during lockdown (Pembrokeshire County Council, 2021).

Again due to the constraints of budget, it is common for public sector organisations to avoid unnecessary conflict which could lead to employment tribunal or payout (Taylor & Wilkinson, 2016, p. 47) so will add layers of bureaucracy to employee relations activity. This is present in PCC where the HR team will be present at almost all absence and conduct meetings to ensure a fair process. This is particularly challenging due to the breadth of services within the council spread between different sites and in different directorates meaning the small team is especially stretched (Pembrokeshire County Council, 2021). Another challenge with the range of directorates is in the balance of pay across the Authority. There is increased scrutiny on job evaluation and grading across different service areas as grading is visible to all (Taylor & Wilkinson, 2016, p. 47) and unions take an active role in the National Joint Council in determining pay across the scale. Due to the variety of services there will still be some inconsistency. For example a Grade 7 role in Building Maintenance will have line manager responsibilities where this may be an assistant role in Finance and so balancing this is an ongoing challenge.

Morrisons' Centralised structure extends to the HR function. From a retail side, all stores have the same structure with all staff required to be on hand for customers including the People Manager who acts as the main driver for HR activity in store while using Line Managers to support with their direct reports (Morrisons, 2021). As with many large PLCs (Taylor & Wilkinson, 2016, p. 45), the centralised HR service starts from head office. The service largely follow's Ulrich's model of the "three legged chair" (Wilkinson & Taylor, 2016, p. 27) with Business Partners providing strategy and talent planning guidance to Senior and People leadership across all sites and a team of HR Specialists supporting with specific business needs such as Employee Relations or Resourcing (Morrisons, 2021). The "shared service" aspect of Ulrich's model provides payroll support and is outsourced to a third party. This is usually a cost saving solution and in Morrisons' case means that sites can run with very small HR teams of one or two with the bulk of admin for the huge number of staff completed off site (Wilkinson & Taylor, 2016, pp. 44-45).

The importance of HR involvement during strategy planning for the organisation has been the subject of numerous studies around the turn of the century. Studies by Huselid (Taylor, 2016, p. 200) and Purcell and colleagues (2003) have linked initiatives that improved employee experience with increased performance and better business results. Therefore having HR bring knowledge of the human impact of strategies is important from the start to ensure their success.

This is especially key from the beginning when planning organisational change as HR can help pre-empt negative reactions (Datar & Lamb, 2014) and help to form communication strategy and cultural integration of new ideas which will be more easily embraced by employees (D'Souza, 2020). Although many HR practitioners will develop experience over their careers, when approaching strategy from a rational approach (Taylor & Wilkinson, 2016, p. 59) the expectation is to back up recommendations with evidence based research and data.

The initial information brought by HR might be raw data from HR systems such as Absence numbers, L&D and Payroll usually referred to as People Analytics (Houghton, 2020). This data can give basic quantitative indications when measuring effectiveness of existing strategy and its effect on employees and results (Houghton, 2020). For example, poor business performance may correlate with higher absence and so point to the need for initiatives to improve this.

Workforce Planning is an HR process which both informs the development of strategy while also directly acting on the strategy to make recommendations and actions (Houghton, 2020). The early stages of this see HR understanding the requirement for skills in the strategy, assessing the workforce to deliver these skills and reporting back on where the skill gaps lie which will become part of the organisational decision-making (Wilkinson & Taylor, 2016, pp. 58-59). In this way, the two processes are interwoven, depending on each other to proceed (Houghton, 2020).

From an Organisation Design and Development perspective, HR are in a unique position to make recommendations and strategy. OD Specialists will usually want to get to know the inner workings of the organisation before making recommendations (Stanford, et al., 2018) and this is where HR can lend value as a service which is involved with all areas of the business; understanding the budgetary concerns, the demographic of the teams and already built professional relationships which will support the OD process.

The other important contribution HR plays is in taking the strategy of the organisation and forming the tools, processes and policies required to make them work. This HR strategy is dependent on the sector and the approach the organisation takes to roll out strategies. The CIPD recognises three different approaches (Taylor & Wilkinson, 2016, pp. 58-59). In slower moving organisations, the "rational" is guided by research and data before a final strategy is formed. Public sector businesses may find an "emergent" strategy is more effective as it allows for the initial vision but can be built upon over time by reacting to the changing requirements of the service. The "symbolic" approach sees strategy pulled together after the activity has taken place so that in fast moving industries such as finance or technology, the business can react quickly on instinct but continue to pull together the strategy that was landed on (Taylor & Wilkinson, 2016, p. 60). It is likely that many HR services will be working to an emergent strategy evolving gradually as businesses are changing more and more rapidly (Farnham, 2016, p. 153), however even in fast moving industries, the CIPD (Young, 2020) still champions an evidence-based approach to determining strategy. This is where a PESTLE analysis looking at the political, economic, sociological, technological, legal and environmental influences can be helpful in pinpointing the external factors that will affect the HR strategy (Weeks, 2020). Data such as labour market research found in the PESTLE could directly affect the effectiveness of processes like the Workforce plan and so regularly conducting this research will help to keep these processes on track.

The Harvard model of Human Resource Management is one framework designed to build successful HR strategy and pull together the various influences on the function (Beer, et al., 2015). The model takes the "Situational Factors", the outside influences impacting the business, and measures them alongside the key stakeholders who will be affected by policies and HR strategy before forming the policies in question. These policies are then measured by the results and "Long Term Consequences" of these results. The important thing with this analysis is that they factor in all the stakeholders at

the start of the process and consider at the end both the business performance of the organisation as well as the wellbeing of its people (Beer, et al., 2015). Although most organisational focus will be on the business results it is believed that the wellbeing element is just as an important factor to consider in the effectiveness of policies (Boselie & Brewster, 2013). In this way the process loops back to the studies made on business effectiveness against employee experience in the “black box study” (Purcell, et al., 2003) placing an emphasis on the impact on all stakeholders to get the best results.

In comparing Morrisons with PCC it became apparent that while the motivation to serve customers and shareholders allowed for many similarities, in size of business and purpose they need to approach strategy in different ways. Morrisons has a singular purpose spread over a large team and multiple locations allowing HR strategy to be much more consistent. Whereas PCC is much smaller and dealing with a variety of services which makes the integration of HR into overall strategy much more challenging.

Activity 2: Analysis of External Factors impacting Pembrokeshire County Council

I have conducted two analysis techniques, SWOT and PESTLE, against my own employer to ascertain relevant external forces that will affect the business and HR in the near future. Having been with the Authority for under a year, I believe I have the benefit of having a level of impartiality to see the organisation from an outside perspective with enough inside knowledge to understand impact.

I first conducted a SWOT analysis looking at the Strengths, Weaknesses, Opportunities and Threats to the organisation (Weeks, 2020). Opportunities and Threats are the areas most important in this instance as they refer to external forces although I believe that in the 'Weaknesses' category I have approached it from the perspective of the changing external impacts which has highlighted weak points. This external viewpoint was further expanded by analysing with the PESTLE technique; looking at the Political, Economic, Sociological, Technological, Legal and Environmental influences on the Authority (Weeks, 2020).

In this process, my focus has been on forces that will impact the council as a whole; both the business and people. I have also looked at how these factors affect the HR function and in the case of the SWOT, potential opportunities or focus areas for HR going forward. I have accessed recent statistical data, reports and news articles to get an idea of factors that will affect the authority over the coming year. Internal research took the form of interviews with the Chief HR Officer and a Transformation Officer to find out the influences they are most conscious of and a review of data and internal reports which gave insight into whether strategy is already planning for these external factors or not. One of the pitfalls of both analysis tools is the limited range of data that one individual can practically process which can result a potential for bias or limited viewpoint (Weeks, 2020). If I were to replicate the process I would look to work with others inside, or even outside, the organisation to gain a different perspective.

As with many businesses, the impacts from Brexit and the COVID-19 pandemic have been hot topics so it was no surprise to see the impact that these will have on the organisation. The most common thread was financial impact with budget deficit leaving difficult decisions to make and a challenging year ahead for the whole Authority.

The other difficulty is with the impact the pandemic is having on our people and their career. The way that we work is changing rapidly and the pressure to adapt is having an effect on the health and wellbeing of our staff as well as the way that managers work with their teams. Employee development, engagement and recognition were already lacking when compared to the private sector (Eggers, et al., 2019) but have been almost removed by the requirement to move to digital teams and have been recognised as contributing factors to the overall decline in mental health (O'Kane, 2021).

Current HR strategy (Pembrokeshire County Council, 2019) puts development of staff at the forefront of planning to help grow a loyal service and reduce costs. An element of forward planning to counteract the negative impacts of the pandemic on our people is essential to ensure we achieve this result.

SWOT ANALYSIS

Pembrokeshire County Council

INTERNAL FACTORS

STRENGTHS

- Smarter working strategy implemented by IT in early 2019 and heavily used from 2020
- Internal assets – legal, financial, health, - ensure that in-house solutions can be found without incurring additional cost
- Low turnover in most areas
- Job security and government pension scheme
- Transparency around data
- Flexible leave options
- Real-estate with multiple sites enabling agile working and dedicated office spaces
- Diverse workforce at a corporate level in terms of age and gender
- Environmental work – recognised recycling initiative

WEAKNESSES

- Low reliance on Digital and Social Media – old fashioned
- Poor digital literacy in manual and ageing workforce
- Lower wages than neighbouring authorities
- Poor uptake on e-learning provision
- Lower turnover leads to a lack of internal progression options within the majority of service areas
- Succession planning
- Few advertised employee perks/benefits
- Employee recognition culture (particularly in pandemic)
- Feedback culture
- Employee engagement (particularly in pandemic)
- Forward planning (often reactive)
- Perception from the public
- Ethnic diversity

HR FUNCTION

- Occupational Health a heavily utilised internal asset with a range of options to support staff.
- Knowledge and experience within the HR function - Legal, workforce planning, job evaluation
- Thorough processes help prevent tribunal or grievance
- Employees supported by unions

HR FUNCTION

- Workforce planning only implemented in social care directorate
- Lower wages affect the ability to attract talent to hard to recruit roles like social workers
- Development opportunities lacking due to perceived lack of progression
- Forward planning in anticipating reaction from employees eg. Mental Health impact of coronavirus
- Interview consistency

EXTERNAL FACTORS

OPPORTUNITIES

- Social Media engagement/digital advertising needs to be improved to reach a younger/wider audience
- Improving digital literacy across the workforce particularly in older employees and those in manual roles
- Feedback culture throughout organisation
- Regular, recognisable employee engagement initiatives incl. Recognition and Benefit signposting
- Recognition of mental health as a primary concern in the health of the workforce

THREATS

- Reduced Welsh Government funding – reduction in services
- Council tax freeze
- Public sector pay freeze
- Pandemic closure of services
- Pandemic forced home working impact on team dynamic
- Declining health of workforce
- Ageing workforce
- Ageing Pembrokeshire population
- COVID safety measures in buildings
- Welsh language standards to integrate into all communication

HR FUNCTION

- Digital advertising of jobs would reach a wider audience
- Implementation of wider reaching workforce planning as currently only in social care directorate
- Introduction of career development plans – time for learning and development and working towards a role
- Recognised competency framework to enhance interview process

HR FUNCTION

- Ageing Pembrokeshire population and low unemployment trend could lead to tight labour market
- Automation could replace administrative roles
- Pembrokeshire's tight labour market
- Reductions in budget may threaten employment of staff
- Pressure from pandemic in employee relations work and on occupational health service
- Pressure from pandemic to redeploy staff and continue services

PESTLE ANALYSIS

Pembrokeshire County Council

	External factors considered	Factors Impacting Local Government/PCC	Implications for HR
POLITICAL	-Government Policies -Tax Policies -Trade Restrictions -Reform -Tariffs -Political Stability	Calls to freeze council tax for the coming year (Snowdon, 2021) while Pembrokeshire is already owed a huge amount of tax it hasn't claimed from households struggling to pay over the last year (Jenkins, 2021). If council tax is frozen it could lead to a tighter council budget for the coming year.	High - Reduced budget will likely lead to increased pressure on staffing levels. Identifying services to downsize and the process of redundancy will involve HR (Pembrokeshire County Council, 2021).
		Brexit disrupting trade – Impact from the two ports in Pembrokeshire not being used as often due to shipping from Ireland going direct to EU (Pembrokeshire County Council, 2021).	Medium – potential loss of jobs within the ports.
		Brexit – Operation stack using carparks near ports to hold HGVs while waiting for additional red tape and avoiding local impact (Pembrokeshire County Council, 2021).	Low – staff required to man these sites redeployed from other departments.
		MoD base at Penally being used as a camp to house asylum seekers (Pembrokeshire County Council, 2021).	Medium – staff required to work within the sites with additional support required for employee relations issues arising from negative language.
		Businesses forced to close during lockdown include public services such as Leisure Centres, Libraries and Museums.	High - Furlough of staff working within these teams and an effort to find roles to temporarily redeploy staff into.
ECONOMIC	-Economic Growth/Decline -Interest rates -Exchange rates -Inflation -Wage rates -Credit availability -Cost of living -Funding and Grants	Public sector workers are due to have a pay freeze in the next financial year as a cost saving and fairness measure due to the impact from the pandemic (Faragher, 2020).	High – Unions already unhappy about the freeze (BBC, 2020) could lead to negative reactions from staff and potential employee relations work. We could also see some staff look to move away from the public sector putting pressure on recruitment.
		Furlough scheme continues to support employees in services unable to run in the pandemic.	High - This ends in April (UK Government, 2021) and so alternative support – redeployment etc. – may be required to financially support staff who are temporarily out of work with redundancy as a last resort.

		The 2021/2022 budget grants set by Welsh Government reduced due to pandemic impact. As EU funded projects end, support from the EU will also be pulled (UK Government, 2020).	Medium - With a £14.5m funding gap (Pembrokeshire County Council, 2021) certain services will be impacted. The aim for the coming year is to reduce service rather than headcount, however if this plan is altered then there may be additional pressure to restructure or let staff go.
		Inflation rising at a slower pace generally but faster in the housing market. This is alongside higher unemployment and pay freezes in public sector.	Medium – Again may affect staff morale – potential union action/employee relations.
		COVID Business Support Grants in place during lockdown	Low – Not being claimed by any council run service or HR
SOCIOLOGICAL	-Cultural norms and expectations -Health consciousness -Population growth -Age of population -Career attitudes -Health	Rise in Anxiety and Depression amongst workers (O'Kane, 2021). Initially caused by high workload and poor work/life balance which has been exacerbated by home working during the pandemic. The council have seen steep rise in such cases as many businesses have (Pembrokeshire County Council, 2021).	High - An increase in support for Employee Relations cases and increased pressure on the HR Occupational Health service. Initiatives to prevent further pressure on staff through Learning and Development educating leaders and Occupational Health teaching about Work/Life balance and communicating with others (Pembrokeshire County Council, 2021).
		Larger than national average over 65 population in Pembrokeshire could put future pressure on Adult Social Care Services and have impacts on the availability of staff (Welsh Government, 2019). Over 65 in Pembrokeshire – 26.02% Over 65 in Wales – 21.01% Over 65 in UK – 18.53%	High – increased pressure on recruiting and strategic planning within social services which is already challenging. Future planning required incentivising working for the council as a younger resident.
		Ageing workforce and labour supply an ongoing concern (CIPD, 2015) – a large proportion of the council are 45 and over with many leaders having worked for the council for many years building a career and as they approach retirement.	High – Requirement for initiatives to drive recruitment. Good opportunities for movement. Apprenticeship programmes and trainee roles to fill the gap. Career development initiatives to help keep younger employees with the Council (Pembrokeshire County Council, 2019)
		Vaccine rollout across the UK with a requirement to coordinate Mass Vaccination Centres (Pembrokeshire County Council, 2021)	Medium – HR redeployment of staff unable to work during the lockdown period with potential recruitment after unlocking.

		Lower number of people claiming unemployment benefit or looking for jobs than the national average (Nomis, 2019). Although this situation has likely changed due to the pandemic affecting private sector jobs.	Medium – Currently a tight labour market but the pandemic could lead to a loosening labour market and PCC is currently a more attractive employer due to perceived job security and pension benefits. This would lead to additional resource required in recruitment services which up until 2020 has been a quiet area of HR.
		Diversity a challenge in Welsh politics with a majority of councillors being white male and the average age at 60. Younger people getting more engaged in politics but there is still discrimination in place (BBC, 2021)	Medium – HR can't take an active role in election of councillors but can have an influencing corporate talent planning with an aim to diversify the council over the next few years (Pembrokeshire County Council, 2019)
TECHNOLOGICAL	-Developing Technology -AI -Social Media/Networks -Home working -Job visibility -Security	All office roles require an element of digital literacy. Poor digital literacy in ageing staff particularly in manual labour roles – Building Maintenance and Waste Management (Pembrokeshire County Council, 2019). Increased reliance on smarter working and flexibility of working from home, which has been fast-tracked by lockdown restrictions (CIPD, 2020). Automation replacing basic functional or data processing roles (Mahdawi, 2017). This shouldn't affect majority of Council roles as many still require human input (Pembrokeshire County Council, 2019). Pandemic may force PCC's hand to implement certain automated processes to minimise human contact.	Medium - This skills gap which leaves manual workers with fewer options if ill health requires them to move to a 'sit-down' role. Medium – impact on health and wellbeing of employees increasing absence management work. Benefits for L&D able to engage on digital platforms more easily using web based learning. HR department supporting multiple areas can more easily reach managers over video conferencing software. Medium – currently Payroll and HR Admin processes managed by staff but may be streamlined over time using automation requiring a smaller HR administration team (Will Robots Take My Job?, 2021). Key part to play - HR in developing jobs to benefit from technology and work in harmony with developing automation (CIPD, 2019).

		Increased reliance by all generations but particularly younger generations in using social networks and digital platforms to access news and resources. Businesses are working to implement this into their communication practice (CIPD, 2014) PCC haven't historically relied on these platforms due to the older population but have begun to use YouTube and Twitter to reach a wider audience (Pembrokeshire County Council, 2021).	High – Relatively little engagement with digital platforms from HR department (Pembrokeshire County Council, 2019) with a particular emphasis on utilising social networks to reach potential candidates and the internal community to inform and educate around the role HR play. L&D the first to embrace with e-learning.
LEGAL	-Employment Law -Common Law -Labour Law -Health and Safety Legislation	As of 2021 Brexit doesn't have much impact on current UK employment law. One relevant change is in the points system for immigration requiring additional sponsorship and checks before hiring (Acas, 2021)	Low – Currently there are very few immigrants from the EU applying for jobs in Pembrokeshire compared to cities in South Wales and the rest of the UK. It isn't thought that this will affect talent planning. The few cases that may occur will be dealt with as they happen.
		All workplaces required to follow specific COVID Safety measures – social distancing, additional cleaning, PPE and shift patterns all required to keep staff safe and reduce the spread of COVID (UK Government, 2021). A continual planning group will strategize the unlocking process with preparation for additional cleaning and one way systems etc (Pembrokeshire County Council, 2021).	Medium - Working arrangements put some pressure on team morale and the ability to work in certain capacity. Interviews, Disciplinarys and Absence Reviews are held remotely unless inappropriate and then necessary arrangements made (Pembrokeshire County Council, 2021). Additional recruitment support from HR for the appointment of new cleaner staff and their training from L&D.
		National governance on the reopening of schools is updating regularly. To date, schools are reopening in a phased return with new measures in place to protect staff and pupils (Welsh Government, 2021). Education is a department within the council.	Medium – Advising Schools on the communication strategy with staff and again helping the recruitment of cleaners (Pembrokeshire County Council, 2021).
		Senedd elections scheduled for May 2021 – council will be responsible for coordinating polling stations (Pembrokeshire County Council, 2021).	Low – some involvement in the sourcing of staff potentially redeployed into elections support.

		Welsh Language Standards 2018 (UK Government, 2018) requires equal treatment for the Welsh language as English. At a council level this means all communication, service and policies must be available for both languages.	Medium – ensuring all policies, recruitment and communication externally is bilingual stretches out timeframes. Training more staff to learn Welsh to ensure this work continues.
ENVIRONMENTAL	-Government restrictions -Climate change -Recycling and Waste -Coastal erosion -Pandemic -Farming -Tourism	Challenges with maintaining the environment - Council responsible for services maintaining the environment of the county. While the National Park Authority (Pembrokeshire Coast National Park Authority, 2021) promote and maintain the coastline for visitors the council is responsible for providing recycling and waste management, grass cutting and maintenance as public services. Pandemic control an environmental concern which impacts tourism and overall health of the community. Council have been responsible for social support functions and ensuring public services continued through difficult times. Pandemic preparedness for future outbreaks is an ongoing project within the UK Government (2020). There will be lessons to be learned from the way that the coronavirus pandemic was handled by PCC since 2020.	Low – HR support this service from an employee relations and recruitment perspective but little involvement in the environmental work. High – HR have been heavily involved with supporting this effort and will continue to redeploy staff where required to carry out public services. High – HR will be called upon to evaluate the contribution which has been praised by the local councillors . Continuing to maintain records of action taken and outcomes will be valuable (Pembrokeshire County Council, 2021).

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