



People Strategy...

Transforming the PLA Through People

recruit and
develop
value



engage
staying safe
and healthy

Introduction

Our PLA

– Robin Mortimer, Chief Executive

“ Our goal as a modern and leading harbour and pilotage authority is to ensure that we have a vibrant, safe and sustainable river. We want a port that supports growth in freight and passenger traffic, whilst seeing more people enjoy the Thames for leisure, tourism, sport and amenity.

Everyone in the PLA plays a part in delivering that goal. People across the organisation are our greatest asset in every sense. We rely on well trained, skilled and motivated individuals and teams working collaboratively to achieve results.

The purpose of this People Strategy is to set out how we as an organisation want to develop in the context of a rapidly changing world. In the way we recruit, develop and retain our people, we need to offer a modern culture and an employment package that is attractive and competitive.

The Strategy sets out four objectives to provide a focus for our growth as an organisation over the next two years. These are about supporting and developing high performing teams and individuals, increasing the diversity of the workforce, engaging people at all levels and maintaining a sharp focus on health and safety.

I am personally committed to providing a great working environment, so we can all do our jobs well, enjoy working in the PLA and serve our customers and stakeholders as effectively as possible into the future. ”



Robin

Introduction

An actionable, measurable approach...

Our People Strategy is a key component in driving high performance.

It is at the heart of how we will get where we are going as a major part in the UK.

Our People Strategy is our roadmap for attracting, developing and retaining our most valuable asset – the people that work here.

The Strategy sets out specific steps that are in place, or in development, to support employees in becoming the best at what they do.

It describes the expectations we have of our people and the ways in which our high-performance culture will help them succeed in their chosen career.



People Strategy

our four objectives

1

To develop high-performing individuals and teams

2

To strengthen employee engagement, by creating a workplace that is inspiring, diverse, innovative and fulfilling

3

To increase the diversity of the organisation, particularly at senior levels

4

To achieve the highest standards in occupational health and safety performance, benchmarked against other relevant organisations

To accomplish each of these objectives, we will continually measure the success of our People Strategy, making adjustments and improvements as they are needed along the way.

The Strategy is designed to grow and evolve along with the needs of the PLA and our people.

The Human Resources team works with senior management to develop the framework and drive the evolution of the Strategy.

However, every colleague owns it and plays a role in its success.

We will continually measure progress against the People Strategy's objectives using a variety of means, including employee and stakeholder opinion surveys and a dashboard of key performance indicators.

Our people strategy and its key elements...

Our People Strategy is centered on four key elements.



How we identify and recruit talent...





How we support and promote our people...

RECRUIT AND DEVELOP

At the PLA, we strive to make the most of our colleagues' talents.

Whether a deckhand or an environmental specialist, a front line receptionist or a senior manager, development of our people is key to our long-term success.

The '**Develop**' element of our People Strategy sets out the ways we will enable our people both to increase their contribution within the PLA and become stronger professionals in their own right.

It also encourages each and every employee to take accountability for their development.

STAYING SAFE AND HEALTHY

VALUE

Developing our people...

RECRUIT AND DEVELOP

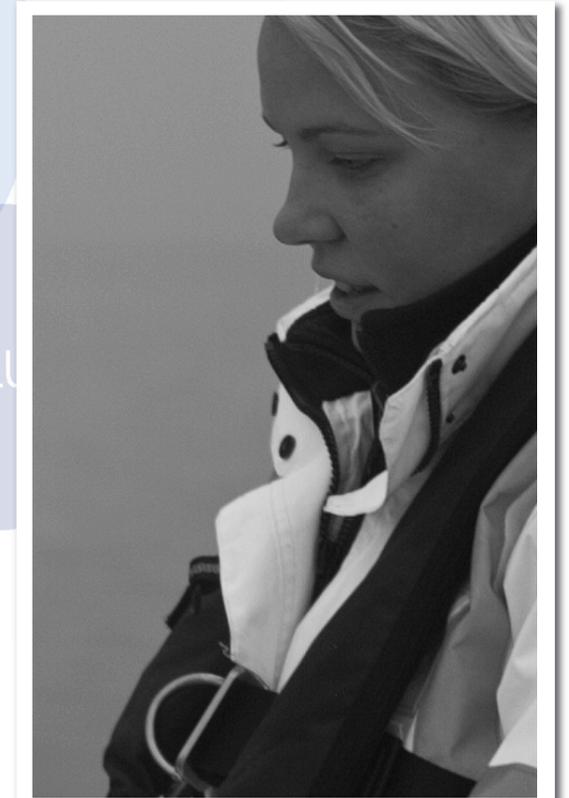
There are three ways we help our people grow professionally:

● **Firstly**, by ensuring that managers at every level of the PLA make employee development a

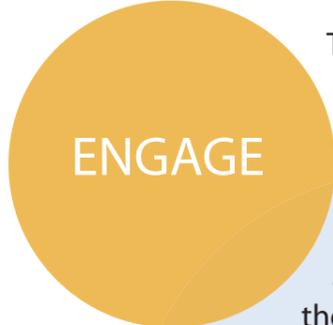
top priority and have the tools to recognise and develop talent within their teams. This means ensuring that our line managers are always on the lookout for talent, and that they consistently work to help their employees access development opportunities. It also means putting time into key development processes, such as personal development plans, to ensure employees are getting the right opportunities at the right time.

● **Secondly**, by giving employees at every level of the PLA the development and access to training opportunities they need in order to learn new skills and develop existing ones. These may be directly related to their current job, or they may be a new set of skills aimed at preparing an employee to change roles within the PLA.

● **Thirdly**, by providing our people 'on the job' opportunities that helps them grow. These include job rotation, temporary secondments and projects in other functional areas to expand their skill set beyond an existing area of expertise and knowledge.



How we engage our people...



The best way to optimise our investment in great people is to ensure as an organisation we are all pulling in the same direction.

That's what the 'Engage' element of our People Strategy is all about.

An engaged workforce is one that is clear about the overall aims of the organisation, where people see how their role fits into the bigger picture, and where everyone is committed to success.

In an engaged workforce, colleagues are accountable for results, work more safely and enjoy working hard to get things done. In short, an engaged workforce sees value in its work.

Like all other organisations, the PLA has its challenges, and every colleague will experience occasional difficulties, regardless of what their role is or where they work.

What sets apart engaged colleagues is that they relish challenge and adopt a positive and creative approach to solve any problems they face.

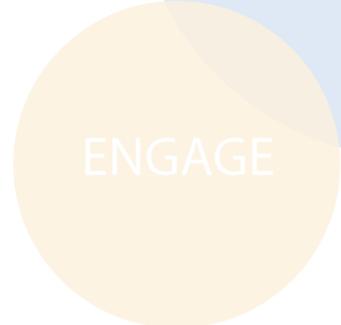
In simple terms they like what they do and are proud of how they do it.



How we reward and retain talent ...



How we value our people – in everything from how we reward their contribution plays a crucial role in our ability to retain our best talent, and is the focus of the third element of our People Strategy: 'Value!'



Valuing our people

VALUE

At the PLA we value diversity, and recognise the talents and strengths of our workforce to achieve our vision to become the best at what we do, maximising the potential of our individual employees.

We do this by fostering an environment that celebrates similarities and differences, where all employees are respected, valued, and rewarded for their contributions that drive the achievement of our long term goals.

We also seek to go beyond compensation alone to reward and recognise our people by improving the workplace, supporting employee community engagement and recognising individual and team performance.

Diversity of and equality of people, thoughts, and ideas creates profitability, growth, innovation, and competitive advantage. When employees feel valued, they are engaged in the success of the PLA, and better able to meet the needs of our customers and stakeholders.

At the PLA, we are building a diverse workforce, not only through strategic recruitment practices, but

also through flexible benefit policies that encourage and support diversity.

We define equality as being about fairness – ensuring that we are all treated equally regardless of our background or identity.

Diversity is about recognising, valuing and celebrating differences. It is about creating an environment and culture that is inclusive, where we are all valued and supported to succeed whatever our background or identity.

Valuing our people also means ensuring that every employee is treated well and equitably regardless of where in the PLA they may work, or what role they have.

In order to accomplish this, we benchmark high standards for our employee programs across the sector, and support our employees with a range of initiatives that improve their quality of life.

Likewise, valuing our people means finding new and meaningful ways to reward talent, as well as contributions that go beyond ordinary expectations. Each of these areas provides us with opportunities to demonstrate our commitment to our people, reciprocating their commitment to the PLA.

How we keep people safe and healthy..

STAYING SAFE AND HEALTHY

In a sector where personal safety is paramount we continue to work to ensure our staff go home safe at the end of the working day.

The health of our staff is promoted through a variety of wellbeing initiatives with surgeries held throughout the year involving subjects such as 'know your numbers', the national campaign for everyone to understand and monitor their blood pressure, and education on the benefits of healthy eating.

Our Occupational Health Adviser and Occupational Nurse attend

regularly to support the organisation and provide individuals with advice and information, with the Occupational Nurse also assisting during the wellbeing surgeries

We have a strong commitment to ensure the safety of our staff, this was highlighted by a safety culture survey completed in 2013 by an external provider. There is an ongoing pledge to reinforce this commitment and to improve and drive up standards in all areas of our business.

We have invested significantly in a range of safety training which commenced in 2014 and will continue into 2015 and beyond.



Delivering our **strategy**...

How will we know how well we are doing?

We will use a number of internal and external measures to monitor the success and progress of our People Strategy, including:

- the production of an annual progress report;
- employee feedback from staff opinion survey results;
- customer and shareholder feedback;
- diversity statistics;
- staff turnover rates;
- sickness absence levels;
- accident rates;
- disciplinary and grievances levels; and
- complaints related to diversity and dignity in the workplace.



RECRUIT AND DEVELOP

the way a colleague is chosen for his or her role at the PLA and the tools that an individual is given to grow, such as new skills and expanded opportunities

ENGAGE

focusing on the ways individuals are motivated and engaged in the overall direction of the PLA

HIGH PERFORMANCE

STAYING SAFE AND HEALTHY

the way in which we provide a safe and healthy working environment that promotes staff wellbeing

VALUE

an increasingly diverse workforce with everyone's contribution recognised and valued

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