

<b>REPORT REFERENCE NO.</b>	<b>PC/22/5</b>
<b>MEETING</b>	<b>PEOPLE COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>22 APRIL 2022</b>
<b>SUBJECT OF REPORT</b>	<b>PEOPLE STRATEGY UPDATE</b>
<b>LEAD OFFICER</b>	<b>DIRECTOR OF FINANCE, PEOPLE &amp; ESTATES</b>
<b>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<b>EXECUTIVE SUMMARY</b>	This update outlines revised next steps in developing the 2022 – 2026 People Strategy
<b>RESOURCE IMPLICATIONS</b>	None
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	These are carried out for each workstream/project
<b>APPENDICES</b>	None
<b>BACKGROUND PAPERS</b>	People Strategy 2019-2022

## 1. **INTRODUCTION**

- 1.1. The current People Strategy was published in 2019, following extensive evidence collection and engagement with staff. Staff described the workplace they wanted, through themed statements that form the aspirational objectives. Underpinning these objectives are identified 'areas of focus' which were then developed into Service plan actions, and a People Development Project.
- 1.2. Out of fifty-three initial areas of focus identified in the 2018-2022 Strategy, all but six are operating and progressing. The areas that have not progressed are under review and, where still appropriate, will be included in the refreshed strategy.

## 2. **PEOPLE STRATEGY 2022-2026**

- 2.1 The Service is currently developing the 2022 – 2026 People Strategy. This Strategy will align both to revised workplace commitments developed by staff for the 2018 – 2022 strategy and to the People Pillar of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
- 2.2 Evidence collection has so far identified several indicative workstreams. These will be further explored through Staff Survey 2022 results, HMICFRS report findings and extensive staff engagement. In addition, the Service plans to engage the community in relation to their expectations through focus groups.
- 2.3 As previous reported, greater accessibility and communication of the People Strategy content will be achieved through a simplified framework and a focus on key priorities. The People and Culture Monitoring Group, comprising stakeholders from staff support groups, will monitor, challenge and support progress in addition to action tracking through the Portfolio Office.
- 2.4 Key themes and workstreams include:
  - ***Living our Ethics and Values***

Promote and embed inclusion, values and ethics through the 'Safe To; learn, contribute and challenge' programme of interventions, and embedding the Core Code of Ethics throughout the employee journey. This includes the Service's newest intervention - 'It's ok/it's not ok' - highlighting and reinforcing positive behaviours and underlining behavioural expectations through communication and engagement, building capability and accountability.
  - ***From communities, for communities***

Attracting and retaining diverse talent across all roles and refreshing on-call recruitment, underpinned by the flexibility of the Pay for Availability model. Applying refreshed and wide-ranging positive action practices in attraction in under-represented roles.

- ***Safe, happy, and healthy at work***

Hybrid working models for now and the future that support wellbeing, productivity, recruitment and retention, an engaged safety culture and increasingly proactive wellbeing services.

- ***Future leaders***

Building on the work developed in the People Development project to support leadership development and progression pathways for operational and professional support staff, and a robust succession planning and career pathway process. Increasing diversity and capability in leadership through direct entry and innovative high potential leadership development.

- ***Working smarter***

Ensuring efficiency and effectiveness with capability and capacity reviews, strategic workforce planning, new models of support service provision, including greater use of digital services and community-centred process improvements.

2.5 As there is more work to do with employees and the community in defining the new Strategy, the final draft will be presented at a future People Committee meeting following consultation.

**SHAYNE SCOTT**

**Director of Finance, People & Estates**