

REPORT REFERENCE NO.	PC/22/9
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	29 JULY 2022
SUBJECT OF REPORT	PEOPLE STRATEGY UPDATE
LEAD OFFICER	DIRECTOR OF FINANCE, PEOPLE AND ESTATES
RECOMMENDATIONS	<i>That the report is noted.</i>
EXECUTIVE SUMMARY	This update outlines the current position on developing the 2022 – 2026 People Strategy, and a summary of current key activity under the theme of Diversity and Inclusion, and the People Services transformation
RESOURCE IMPLICATIONS	None
EQUALITY RISKS AND BENEFITS ANALYSIS	These are carried out for each workstream/project
APPENDICES	None
BACKGROUND PAPERS	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 to be completed once the full HMICFRS report is received
- 1.3. Initial HMICFRS feedback indicated that prioritisation is required in the areas of culture, diversity and inclusion, and additional work has been underway to ensure this is at the forefront of our efforts.
- 1.4. In parallel, the transformation of our HR (Human Resources) and OD (Organisational Development) functions to create an integrated People Services department is continuing. Two significant Projects have been initiated to replace the current dated HR system and to ensure sustainable hybrid working to support flexibly, safety, productivity, and the recruitment and retention of key skills in the post-pandemic workplace.
- 1.5. The new Co-Head of People Services (HR), began her tenure on 9th May, will review the progress made against the aspirations in the People Strategy, alongside the HMICFRS final report and help shape the new strategy before publication.
- 1.6. In the interim, this report gives a summary of key activities under the theme of Diversity and Inclusion, including the 'Safe To learn, Contribute and Challenge' Intervention and Core Code of Ethics implementation. It also gives an update on the People Services Transformation

2 DIVERSITY AND INCLUSION

- 2.1. The Service has launched a new Diversity and Inclusion Commission, chaired by the DCFO, comprising of key stakeholders (for example, Service leads, union representatives, staff networks etc.) to ensure that there is collective ownership and coordinated action towards addressing our diversity and inclusion challenges both within the Service and with the communities we serves. The Commission will also have an important role of driving timely and specific action to provide a sustained improvement in all aspects of diversity and inclusion.
- 2.2. A Diversity and Inclusion plan has been drafted with objectives linked directly to our Community Risk Management Plan and each of the Service Priorities. This initial draft will be presented to the Diversity and Inclusion Commission for further development and agreement before presentation to this Committee.

- 2.3 Work to promote and embed inclusive practices and promote psychological safety through the 'Safe To' programme of interventions, which spans from recruits and new starters to senior leadership, continues. 'Safe To' aims to foster organisation-wide psychological safety so our people feel included, safe to learn, safe to contribute, and safe to challenge.
- 2.4 Psychological safety is proven to underpin a 'Just Culture' supporting both a safety-conscious, informed and engaged Safety Culture, and a culture where our values and ethics are demonstrated in our leadership, teamwork and in the delivery of our policies and services. Therefore, this is a wide-reaching intervention with activity underway to promote and foster this cultural condition, spanning from setting expectations for recruits and new starters to team effectiveness sessions, infrastructure such as policy and procedures, and embedded in leadership development.
- 2.5 The 'Just Culture' model is embedded into the disciplinary procedure and capability procedure through the Just Culture procedural guide, providing a consistent guide that takes account of human factors as a support to decision making.
- 2.6 To ensure we are capturing learning from safety events, the Just Culture procedural guide also ensures non-judgemental investigation and provides a consistent model for considering human factors, accountability, and to assure recommendations. The work to embed a Just Culture is also supporting Human Factors considerations in our Incident Command training.
- 2.7 The implementation of the Core Code of Ethics is continuing to feature in reviews of policies, procedures and training in line with the gap analysis undertaken. 'Leading Conversation' sessions for middle and senior management have raised awareness of the Core Code of ethics and training at On Call Watch Manager meetings is being undertaken on a face-to-face basis, bringing together the concepts of Safe To, acceptable and unacceptable behaviours, and introducing the Core Code of Ethics. A learning strategy is being developed, which will integrate the Core Code into our leadership development programmes. Scenario based ethical 'summits' will be a feature of Leading Conversations events for senior and middle managers this Autumn.
- 2.8 A new Diversity and Inclusion policy, with links to the ethical principles has been developed and will be introduced to managers across the Service over the next 6 months. At the same time, managers will be provided with training and conversation materials to familiarise their teams with the Core Code of Ethics and what it means for their work.
- 2.9 Work is underway to review processes and improve attraction and retention of a diverse workforce in our on-call recruitment, underpinned by the flexibility of the Pay for Availability model.

- 2.10 A project to implement a sustainable Hybrid working model for now and the future that supports recruitment and retention of a diverse workforce, wellbeing, productivity and performance is underway. This project builds on the learning, challenges and successes of remote working during the Pandemic, and aims to achieve a balance that will also support efficient utilisation of our estate.
- 2.11 The second Cohort of women participating in the 'Our Time' sponsorship programme will begin their 12-month sponsorship and development in September. Evaluation of the first cohort demonstrated that the women who took part found it valuable, and three of the cohort have since been promoted. We continue to evaluate and review the model to ensure that those who take part do not have any barriers to participation, can continue their development after finishing the programme and support the development of others. Some of the personal and professional benefits of this programme will be longer term, for example in the professional support roles, promotion opportunities are currently less frequently available.

3 PEOPLE SERVICES TRANSFORMATION

- 3.1 The Human Resources Business Partner model has been in place since May 2021 and the team have been collaborating closely with managers to embed this new way of working and provide support. This closer working is enabling the team to identify HR development needs across the organisation.
- 3.2 The Co-Head of People Services (HR) commenced with the Service in May 2022 and has focused the short to medium term strategy on ensuring the 'basics' are embedded across the organisation, to support a longer-term HR Services strategy of a;
- Modern, client-driven people services delivering agile, real-time information, guidance, and information as close to the front line as possible;
 - Embedding the Human Resources Business Partner model and developing this to its full potential;
 - Using digital solutions including AI technology to improve the services we provide to colleagues;
 - Providing data in agile and timely way; and
 - Complaint, governed, modern systems, policies, and processes.
- 3.3 HR systems are due for renewal in the next two-year period. A Project has been initiated to explore options for core HR systems which includes all processing/records management for the whole employee life cycle. During August and September 2022 supplier demonstrations will be held to assist in the development of a full specification for procurement. At the same time, the team are also exploring the potential opportunities of Microsoft 365 capabilities via the Power Suite.

- 3.4 Records management and governance links into the implementation of HR systems. Therefore, we are taking the opportunity to ensure our retention schedules and data recording is reviewed to ensure compliance.
- 3.5 The HR Team are collaborating with key stakeholders to develop strategic workforce planning. At this stage, the team are developing a greater operational understanding of the workforce needs, including the promotion processes. This greater understanding will enable the team to give greater assurance on developing mid to long term workforce plans
- 3.6 The whole-time recruitment advert has been open for 6 months, and we have a substantial bank of applicants at various stages of the process. Therefore, the decision has been taken to pause the whole-time recruitment campaign for new intakes. Applicants at each stage of the process have been advised of this pause in recruitment.

SHAYNE SCOTT
Director of Finance, People and Estates