

## **Report of the Head of Human Resources**

### **People Strategy 2020 - 2022**

#### **Purpose of report**

1. To present the People Strategy 2020-2022.
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#### **Recommendation**

***It is recommended that the People Strategy 2020-2022 is accepted and the proposed action areas to be included in the People Strategy Implementation Programme are noted.***

#### **Introduction and Background Context**

2. The HWFRS People Strategy 2017 – 2020 was created to align with the six core pillars of the NFCC People Strategy.
3. The NFCC People Strategy runs until 31 March 2022, it is therefore proposed to review and renew our current People Strategy to ensure it accurately reflects our priorities for the next two years representing our commitment to supporting and developing our workforce in delivering the strategy.
4. A further review will be completed to align with the NFCC update for April 2022.

#### **Key aspects of the People Strategy**

5. The People Strategy aims to support our workforce to become more resilient and diverse, to develop their skills and maximise their wellbeing at work. It also recognises that the leadership, management and overall culture of the Service is fundamental to how people view the Service. Addressing these areas through the People Strategy and corresponding implementation programme will demonstrate a firm commitment to equality, diversity, fairness, respect and continuous improvement.
6. The Strategy identifies six key commitments, each of which has a summary statement of intent followed by a number of targets. These will become key priorities and actions in an Implementation Programme to be delivered over the next two years. The six commitments are summarised in the table below:

	<b>Commitment</b>	<b>Aim</b>
1	Culture, Values and Behaviour	Develop a 'learning culture' that promotes fairness and trust, and values the contribution of all.
2	Equality and Diversity	Recognise and demonstrate equality and diversity in our workforce and across our activities.
3	Leadership and Management	Encourage and promote effective leadership and management at all levels of our organisation.
4	Training and Development	Provide high quality learning outcomes for our workforce.
5	Health, Wellbeing and Fitness	Promote the health, wellbeing and fitness of our staff.
6	Innovative Ways of Working	Support and develop ways of working that are flexible and adaptable to changing needs and demands.

7. The People Strategy is attached as Appendix 1.
8. The Strategy has been updated to reflect our current priorities and will further reinforce our commitment to embedding the Service values.

### **Delivering the People Strategy**

9. The People Strategy will deliver through an implementation programme, which will be overseen by relevant leaders within the Service and supported by the Service's Organisational Development and Challenge (ODC) Group. Each commitment has an action plan and draws on the principles, aims and targets of the People Strategy to identify appropriate workstreams, responsibilities and measurable outcomes.

### **Conclusion/Summary**

10. The People Strategy represents a firm commitment to supporting and valuing our workforce. This will be demonstrated through a series of action plans which will be delivered over the next two years.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	The People Strategy applies to the whole workforce. All managers and each member of the workforce will be involved in delivering actions in support of the Strategy. Key elements of the supporting action plans may need additional resource, and these requests will be subject to separate SMB papers.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy frameworks and if they do not, identify any potential implications).	The People Strategy is a fundamental component of the Service's overall Saving More Lives vision and our strategic aims. It has been developed to meet local and national priorities.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	The People Strategy aims to reduce both risks and health & safety issues through the development of action plans. Activities proposed in the action plans will be evaluated and monitored throughout their duration.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	The People Strategy is a statement of intent for the support and development of the Service's workforce, and was originally launched internally in August 2017. The Strategy is available publicly for all to see as we are proud to champion our people.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	A Business Impact Assessment for the People Strategy was completed in 2017. The People Strategy aims to support our Equality, Diversity and Inclusion agenda, which is identified as one of the key Commitments. Specific action plans developed to implement the People Strategy will need to consider if additional impact assessments are required. Progress on delivering the People Strategy will be reviewed annually.

## Supporting Information

Appendix 1 – People Strategy 2020 - 2022