

Priority: People and leadership – 2015/16

Aim: Our people will understand expectations on goals, standards and behaviour and feel motivated and equipped to perform highly.

Owner: Head of HR

Activities What activities are to be undertaken to achieve the overall aim?	Resources/Inputs List here the available resource for the delivery of these activities (eg: staff, budget).	Outputs What quantifiable metrics will be used to show the productivity of the activity?	Outcomes What measurable change will the successful delivery of this activity hope to achieve?	Impact If the changes of this activity are realised, what benefits are anticipated for the Service, public and/or private community?
<p>Change & Leadership</p> <ul style="list-style-type: none"> - Risk Review - Professional Services Redesign - Leading Change programme 	<p><i>Risk Review team with HR Business Partners & HR Operations</i></p> <p><i>PS Leads with HR Business Partners & HR Operations</i></p> <p><i>H3 Workforce Development & HR Business Partners with Leadership Forum</i></p>	<ul style="list-style-type: none"> • <i>Recommendations for improved and remodelled resources to meet future demand with staff engagement - final proposals Feb 2016</i> • <i>A redesigned model bringing all professional services into a single structure that will improve effectiveness – completed Mar 2016</i> • <i>Leading Through Change 3 day programme for station managers and above and PS equivalent– delivery underway</i> 	<p><i>For both projects, successful implementation of a new model that delivers effective services and the required savings.</i></p> <p><i>Professional Services structures will support improved service delivery that adds value to the Service through continuous improvement.</i></p> <p><i>All leaders of Station Manager/equivalent and above to attend Leaders equipped with skills and confidence to deliver change through people.</i></p>	<p><i>The Risk Review and Professional Services Redesign outcomes will provide sustainability for the future and allow continued and improved service delivery to the public.</i></p> <p><i>Activities will prepare managers and all our staff for change and by giving them this capability it will increase continuity and resilience.</i></p>

<p>- Partnerships</p>	<p>Knowledge Management Team with HR Business Partners and Workforce Development</p> <p>Workforce Development/HR Business Partners with SMT</p>	<ul style="list-style-type: none">• Staff survey to include measurement of leadership and change management – TBC• Identifying skills and knowledge requirements for managers and staff arising from future partnership arrangements and delivering learning and development interventions against these needs.	<p>further changes required</p> <p>Ensuring that managers are well placed to identify and respond to partnership opportunities and that staff have the skills and knowledge to delivery effectively against new arrangements.</p>	<p>evidence the effectiveness of interventions and the need for further change.</p> <p>HFRS continues to develop strong partnerships that support a safer community and a stronger service for the future.</p>
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<p>- Employee Relations</p>	<p>HR Business Partners & HR Operations</p>	<p>accurate recording – Dec 2015</p> <ul style="list-style-type: none"> • Attendance Management Working Group, including delivery of an absence improvement plan – Group established and improvement plan in delivery • Implement revised TRIM process and risk assessment of roles for psychological screening programme – Dec 2015 • Interventions to help staff to self-manage stress and resilience – delivery underway • OH and Media design rolling Wellbeing comms plan - TBD • Implement revised Employee Assistance Programme – Implemented April 2015 • Develop Wellbeing Strategy for the Service – March 2016 • Review of HR policies and procedures. – Jan 2016 	<p>the Service</p> <p>Publication of revised policies and procedures which meet the needs of the Service for the future</p>	<p>Policies are succinct and support needs of the Service. Policies maximise manager freedom for good judgement and achieve the best outcome for the Service and all staff.</p>
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<p>Resource Management</p> <ul style="list-style-type: none"> - Strategic Workforce Plan - Resourcing Strategy - Talent Management 	<p>HR Business partners & Workforce Development</p> <p>HR Business Partners, HR Workforce Planning & IBC Recruitment</p> <p>HR Workforce Development & HR Business Partners</p>	<ul style="list-style-type: none"> • Strategic Workforce Plan that articulates the critical workforce changes that need to be made over the next 5 years in order to meet the changing nature of the services. First draft by December 2015 • Resourcing plan for 16/17 and 17/18 to meet future requirements – Initial recruitment plan – Nov 2015 • Initial review of RDS recruitment process and delivery of quick wins – Dec 2015. Longer term change delivery – TBD • Establish revised variation to establishment and role for EMB – Dec 2015 • Review of Pathway to Promotion (P2P) – Apr 2016 • Transition to HR WFD and review process for financial support for external studies.- April 2016 	<p>Change and adapt skills and composition of workforce to meet changed future needs of service.</p> <p>Vacancies and resourcing requirements will be identified and filled in a timely manner using the most effective methods. Positive action toward a more inclusive workforce.</p> <p>A published policy which ensures a consistent and transparent approach to promotion opportunities and appointments. Increased number of apprenticeships</p>	<p>HFRS has an agile and flexible workforce with the right number of people with the right skills in the right place at the right time and will enable effective service delivery to our communities.</p>
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