



## OUR PEOPLE AND LEADERSHIP

We have the right people in our organisation (employees, members and volunteers) who understand what is expected of them (goals, standards and behaviours) and who feel motivated and equipped to achieve high performance.

The Hampshire Learning and Development Academy is a centre of excellence for skills based training and learning activities which supports our people and partners to achieve their full potential.

### End State (Vision)

- The leadership framework is embedded and owned at all levels including Members, senior management and within local teams.
- Change is used as an improvement opportunity with the full engagement of staff and through leaders who have the skills and confidence to deliver change.
- Managers and staff are resilient and high performing in the achievement of goals, attainment of professional competency and display behaviours which reflect the cultural ethos and aspirations of the service.
- The Hampshire Learning and Development Academy is a specialist training facility focused upon outstanding service delivery through people and which excels in the provision of commissioned services that contribute to the future strength and sustainability of the Service.
- HFRS is a national leader in workforce planning with an agile and flexible workforce that has the right number of people, with the right skills, in the right place and at the right time to deliver services through a range of partnerships.

### Key performance indicators (Success Criteria)

- % increase in the workforce who agree that leaders at all levels build trust and respect
- % increase in the workforce who agree that leaders at all levels unlock the potential of staff
- % increase in the workforce who agree that leaders at all levels create clarity
- % increase in the workforce who agree that leaders and staff meet high professional standards
- % increase in the workforce who agree that change is well managed within the service
- % decrease in working time lost through sickness absence
- % increase in staff with up to 5 years' service with HFRS
- % increase in the number of staff and leaders who achieve high performance and display driving and inspiring behaviours



- % increase in the delivery of internal and external development activity through the Academy
- % increase in the workforce who agree that they can access high quality learning and development that enhances their performance at work
- % increase in the level of commissioned activity within the Hampshire Learning and Development Academy
- % decrease in vacancies and temporary promotions
  
- Launch of the Hampshire Learning and Development Academy in April 2016.
- Improved learning and development offer which demonstrably improves operational effectiveness.
- Increased delivery of learning and development to partners and external organisations under commissioning arrangements.
- Leaders have the skills and knowledge to develop optimal partnership arrangements and staff have the skill to exceed expectations in new and developing partnerships.
- HFRS has a strategic workforce plan in place in 2015 which exceeds CFOA standards and which is updated annually in subsequent years.
- There is a strong relationship between HR and CFOA.
- Staff have clear access to development opportunities with transparent and effective promotion arrangements.
- Risk Review and Professional Services Redesign are successfully delivered
- The service has a recruitment plan in place in 2015 and is actively engaged in recruitment to WDS roles.
- A new performance management framework is in place which provides a framework to encourage and measure high performance across the whole organisation.
- Occupation Health and Wellbeing are high performing and staff are appropriately supported in managing their health and wellbeing.

### **Improvement activities:**

#### **Completed**

- Launch of a new Leadership framework designed to position HFRS at the forefront of leadership practice in the public sector.
- Launch of new Employee Assistance Programme including access to a 24/7 help-line and counselling service.

#### **In progress**

- Provide HR guidance to support the management of organisational change required by the Risk Review and Professional Services Redesign
- Deliver Leading Through Change programme for all roles at Station Manager level /equivalent and above



- Deliver change readiness sessions for those affected by organisational change
- Ensuring that the Leadership Forum is a regular and effective framework for maintaining a focus on the leadership and people priorities for the service
- Develop strategies and management capability to deliver effective attendance management and a reduction in sickness absence
- Develop and deliver a revised TRIM process and new psychological screening programme
- Deliver interventions to help staff to self-manage stress and resilience
- Develop and implement a revised pathway to promotion

### **Future plans**

- Develop a strategic workforce plan that articulates the critical development in the workforce that need to be made over the next 5 years in order to meet the changing needs of the service
- Develop the existing training provision into a Learning and Development Academy which provides high quality learning and development for our people and our partners through commissioned activity
- Deliver member awareness sessions to support understanding and alignment to the leadership framework
- Deliver leadership and management training for Crew and Watch Managers
- Develop and deliver a programme of activities to embed the new leadership framework
- Develop and implement a performance management framework that creates a step change in performance management across the service reflected in behaviours, achievement of goals and professional competency
- Review of HR policies and procedures to best support the resourcing and management needs of the service.
- Develop management ability and capacity to develop new partnerships which support the aims and future sustainability and strength of the service
- Develop and deliver learning and skills development sessions which ensure the workforce is equipped to deliver new areas of work