

Devon and Cornwall Police Authority HR Committee  
27 January 2009  
Open for the purposes of FOI  
Report of Director of Human Resources

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## People Strategy

### Recommendation(s):

- (i) To note the contents of this report and consider any input or additional activity required at this stage.
- (ii) Members to determine how they wish to engage in the development of the people strategy

### Introduction

1. A key component of the overall 2012 vision to become a top performing force is the development and implementation of a people strategy.
2. Within the overall 2012 strategy the people strategy is to have been developed and agreed by 31 March 2009.
3. It is important to note the people strategy will be for the force as whole and not specific to the HR function.

### Summary

4. Initial work has been undertaken to establish a framework against which more detailed work can be progressed. The following sections describe the framework as developed to date.
5. As set out in the 2012 strategy, a number of strategic outcomes have been identified which the people strategy will need to deliver:-
  - Employer of choice;
  - High performing officers and staff;
  - Efficient and effective service delivery of HR and people management;
  - Continuous and consistent business improvement culture embedded for HR and people management.
6. The main drivers for the people strategy include:-
  - Force operational policing strategy;
  - Force public services strategy;
  - Future provision of corporate services;
  - National people strategy;
  - National Leadership Strategy;
  - Workforce modernisation;
  - HMIC – 'Leading from the Frontline';

- HMIC assessment of the Force HR function.
7. The overall aims of the people strategy have initially been identified as:-
    - A well-led, managed and motivated workforce
    - A safe, healthy, engaged and empowered workforce
    - A citizen-focused workforce reflective of the community it serves
    - An appropriately skilled, capable and high performing workforce
    - A resilient and flexible workforce
    - A workforce with an appropriate structure
    - An affordable, appropriately recognised and rewarded workforce
    - All built on core values - honesty, integrity, fairness & respect, trust, courage
  8. In order to translate the strategic aims and outcomes into tangible actions a number of possible core components for the people strategy have also been identified:-
    - Workforce Design - Workforce mix and planning; recruitment and selection;
    - Workforce development - skills and development; talent management;
    - Management of change;
    - Performance management and reward;
    - Leadership and management;
    - Equality and diversity;
    - People information;
    - Culture and attitude;
    - Internal communication / understanding;
    - Efficient, effective, economic people management processes;
  9. Each of these components are being developed with the requisite detail. The development of the people strategy will involve a range of stakeholders including the Police Authority, staff associations, trade unions, the various support groups and managers and staff.
  10. The people strategy will be presented to the next meeting of this committee as part of the final consultation process. It is proposed that a lead Member or sub-group of Members and / or officers of the Authority be involved with the force on the detailed development work in the interim period.

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