

Devon and Cornwall Police Authority HR & Training Committee  
30 March 2006  
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Joint Report of Nigel Holt and the Chief Constable

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## Devon & Cornwall Constabulary HR Strategy 2006-2009

### Recommendation(s):

- (i) The content of the Strategy is for the committee to consider and approve if appropriate.

### Introduction / Summary

1. The purpose of the report is to outline the draft HR strategy for 2006-2009.
2. The report should be considered and approved if appropriate and any suggested amendments be included.

### Background Information

3. The force has had a poor rating from the HMIC in 2005 for HR. In order to improve this situation and ensure HR is the catalyst for effective organisational change and improvement, certain key foundation blocks need to be in place. These foundations blocks are contained in the HR strategy document and cover a range of areas where management of our people needs clear themes and clear interventions. The Strategy covers external drivers such as legislation, as well as internal drivers such as staff morale and the need to support operational policing. The strategy has also looked to include best practice from other organisations. The strategy focuses on three themes:
  - Create leaders
  - Improve standards
  - Increase citizen and customer focus
4. For the strategy to be successful it needs to be aligned to the organisational priorities and properly integrated. This strategy has been referenced to other force plans and strategies. The development of the strategy has also involved a number of force stakeholders from individual interviews to groups such as the force HR & Training Committee.
5. The draft report was recently approved at the Force Executive and received the Executive's approval, full backing and commitment. The next stage is to bring the draft strategy to the Police Authority for consideration and if approval is given then the outline Strategy will be cascaded to the entire force.

Contact: for further information

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