

# People and Culture Strategy

2023 - 2027



**The People and Culture team has been a part of Orwell for nearly three years and this 2023-7 strategy moves the team from formation to development. The primary focus for the coming period will encourage devolvement, empowerment, and engagement through measured support. It continues to embed our PACE values and culture through all aspects of the four main team functions: Communications, Equality Diversity and Inclusion, Health and Safety and People.**

This strategy supports the delivery of the Strategic Plan, in particular the objective of being a great employer, investing in our colleagues, and being a place people are proud to work. Our aim is to achieve a minimum of 90% employee satisfaction within 5 years. This will be supported through the aims and objectives of our sub-strategies which will include associated metrics and action plans.

Since 2020, Orwell's expected values, culture, behaviours and leadership have been clearly articulated, with tools in place, or being implemented that continue to embed this. The next five years will see the People and Culture Team embrace the role of enablers, facilitators, supporters and cheerleaders, encouraging each individual to take responsibility for decision making and change in their area

of work, with a focus on strong leadership. This will support increased confidence, organisational strength, value for money and will grow specialists through all teams. The move is away from any perception People & Culture 'owns and/or controls the values and culture' and towards making it clear that this is owned by all. We all make up 'Orwell' and we all make things happen.

The forthcoming years present challenges and potential risk and this strategy uses targeted drivers to counteract external influences and support Orwell to thrive despite adversity. A candidate-led market prompting fierce competition for talent means having a fantastic employee value proposition, gaining reputation and embracing an inclusive environment become even more vital; the cost of living crisis means our reward must be varied and exciting; the focus on the sector in terms of quality housing and exemplary care means we must be in a position through our people and our resources to deliver excellent, value for money people focused initiatives. The People and Culture team will support this through innovative initiatives that promote wellness, happiness, safety and engagement with our brand.

To achieve fantastic customer service, colleagues must feel they belong and must understand their purpose. This will be supported from job application, through onboarding, during employment and beyond. Each People and Culture area plays a

valuable part in making this happen: we will recruit for values through the Talent Team; further learning, knowledge, succession and aspirations through the Learning & Development team; keep people safe and well through the Health and Safety and Wellbeing team; provide a great colleague experience and be clear on expected behaviour and performance through the People Team; ensure we are inclusive and everyone is comfortable to be themselves at work through our EDI work and we must then shout about our achievements, demonstrate our people as experts and celebrate Team Orwell through the Communications Team.

We strive to increase Orwell's positive reputation as a key local employer and as a modern, innovative, forward thinking organisation where our leaders want the best for, and get the best from our colleagues through easy to follow, streamlined activities and a nurturing, developmentally focused coaching style.

People and Culture sits at the heart of the organisation, role modelling expected behaviours. The team work to ensure adherence to law and best practice and to support and nurture, doing this informally and accessibly. Creating an inclusive culture is integral to all the team does and this will cascade through every document, activity and interaction.

Orwell already has a reputation for friendly, committed colleagues working for a cause they love; but for this strategic period this focus shifts to accountability, creativity, innovation, growing our own talent and developing experts. Everyone will understand the part they play in the achievement of our overall strategic aims, be clear on the difference they make and understand it is our people and our customer service that marks Orwell out as an example of best practice in our sector.

As a Directorate that provides support across the business, we will ensure that the design of our teams and all our roles give great value for money, balancing the achievement of excellent organisational outcomes with positive personal experiences.

The previous P&C strategy set the foundations, but it is time to ensure culture is everyone's priority and that success in a role is judged not only by skills but also by exemplary values-led behaviour. This strategy starting in Orwell's 60th year continues the evolution and moves us to revolution: sharpening up, modernising, streamlining, celebrating innovation, and making sure everyone internally and externally knows about the amazing work we all do and the impact that it has on our customers and communities.



# How People and Culture supports the PACE values

We are all:

**People Focused**   **Ambitious**   **Collaborative**   **Effective**



## How People and Culture support our values

Our shared values unite us and define our culture: they shape our professional behaviours and support our understanding of what we stand for and what is expected of us. Living by our values is integral to being part of Team Orwell and they sit at the heart of every strategy, objective, process and action, becoming embedded into everything we do every day and building our reputation and consequently, our engagement, recruitment and retention. Our aim is to support high performing colleagues in a positive and productive environment, colleagues who feel committed, empowered and excited by the amazing work they do and who maintain the culture by ensuring a welcoming, safe, inclusive and highly productive culture that makes Orwell a fantastic place to work.

## People-focused

People are essential to everything we do and all we achieve. The People and Culture team support an informal, highly professional environment that delivers a friendly, expert and supportive service with the focus on empowerment and independence. Everyone is valued as an individual and for the unique skills and knowledge they bring, fostering a welcoming workplace with the aim that all are happy, healthy and bring their true selves to work. We celebrate our people, tell their stories, support them when they need it and reward them for living the values. This brings great commitment, fantastic customer service and enhanced reputation.

## Ambitious

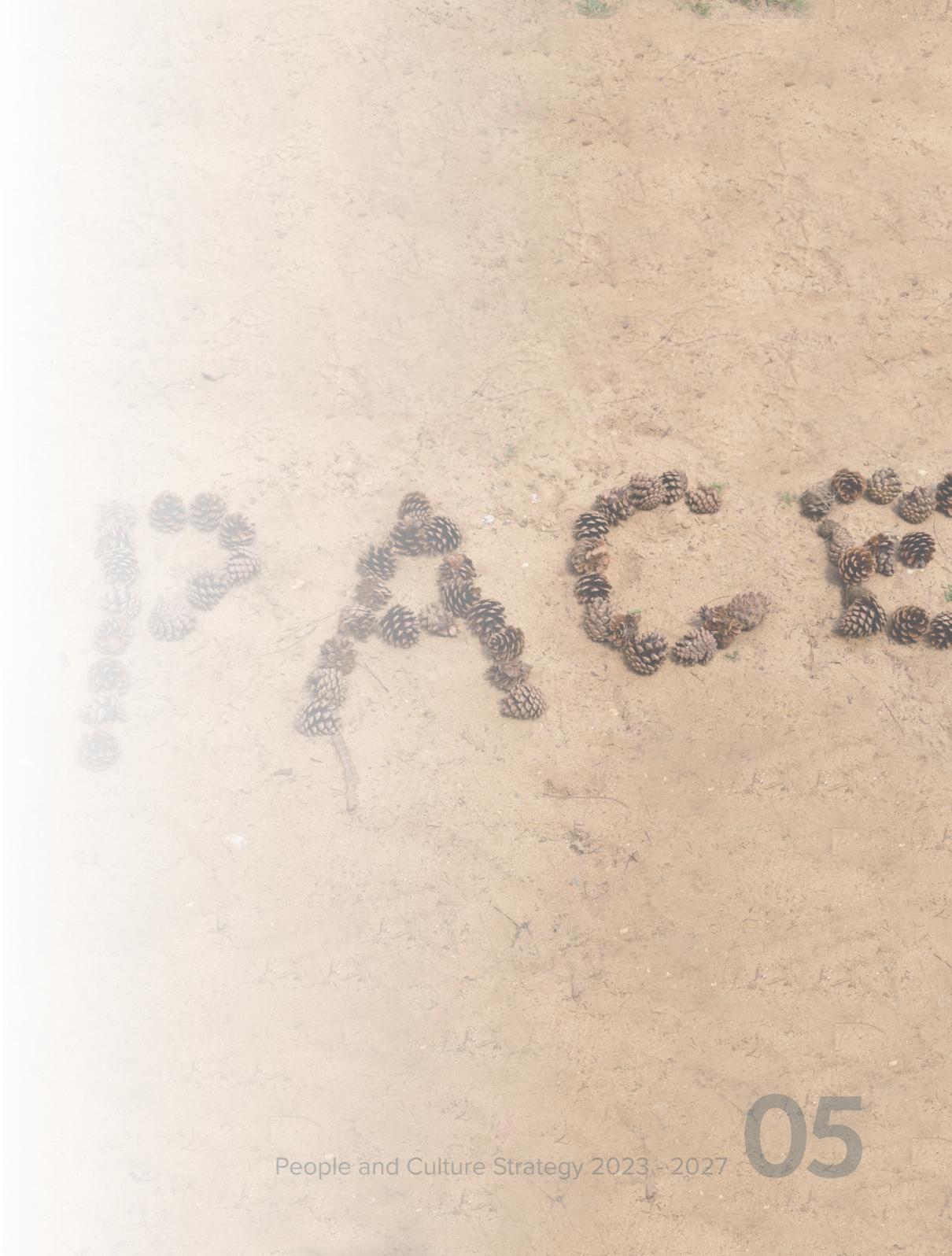
We want all colleagues to fulfil their potential, make an active difference and work innovatively, creatively and aspirationally. We are all committed to finding new ways to deliver for our customers with quality as our aim. We want everyone to be the very best they can be, supported through strong leadership and talent management, and a comprehensive learning and development programme. Our aspiration is that Orwell are seen as a market leader and are held up as an example of best practice in the sector and we will do this through sharing the work we do, celebrating our successes and championing our people as experts.

## Collaborative

We will work cross organisationally, involving colleagues throughout the business in decision making and change. We will continue to work closely with partner organisations, expanding this potential wherever possible with the aim of drawing on shared skills and resources for better value, best practice and enhanced outcomes. Our aim is to always deliver a fantastic service and embrace diverse opportunities. The team will work to break down any silos that remain within Orwell through enhancing leadership strength. We work inclusively, communicating in different ways to support understanding. Everyone will always be treated with respect, will share knowledge generously and will understand the advantages collaboration brings, recognising complementary skills and delivering more as teams that work together.

## Effective

We will consistently deliver against our strategic aims across this, and all sub-strategies through effective operational planning. We will ensure that this is mirrored throughout Orwell via supportive performance management processes and everyone understanding their true organizational value: leading to the success of Orwell as a housing and care and support provider and an employer. We use only the resources we need, always considering sustainability and the value for money we can bring through undertaking our roles efficiently: minimizing issues through early intervention and effective support. We recognize our experts, and know who to go to for specialist shared advice. We will continue to further explore agility and flexibility, ensuring both individual and business needs are met in the best way with the best outcomes.



# People and Culture: How we will achieve our objectives

The objectives in the Strategic Plan that People and Culture are working to deliver are:

**Be ambitious and invest in our people.**

**Be a great employer and be somewhere people are proud to work.**

**We want to achieve:**

-  Low staff turnover.
-  The attraction, recruitment and retention of people who accord with our values.
-  Growth of our brand and reputation.
-  A happy, healthy safe workplace where people are comfortable being their authentic self.
-  People who feel supported and empowered.
-  The reputation of being an employer of choice.
-  A highly skilled professional workforce.

**To achieve these we will:**

-  Ensure we have a physical and virtual work environment which is inclusive and flexible, focusing on wellbeing.
-  Increase employee engagement.
-  Have a clear, transparent and attractive employment offer.
-  Maximise ways of working to drive engagement, collaboration, and efficient working practices.
-  Tell the story of what we do and the social impact that we make.

To achieve these objectives People and Culture will focus on eight drivers of success:



## Great leaders who inspire



<b>This will deliver:</b>	engaged and committed colleagues taking responsibility for decision making; learning and succession opportunities; empowerment and engagement; well nurtured colleagues who feel involved and respected; leaders who truly lead; a coaching organisation
<b>Why do we need this?:</b>	to create an environment of innovation; to demonstrate support; to act as role models so people understand what our values and culture stand for and create future leaders; to achieve best value from the resources available; to give a sense of achievement and self fulfilment whilst delivering great customer service
<b>How will we deliver?:</b>	leadership qualifications and internal leaders programme, 360 assessments, apprenticeships, coaching and mentoring; clear talent management planning and skills assessment; updated performance management processes; celebrating and rewarding great practice
<b>How will we measure success?:</b>	increased numbers of 121s completed; a drop in ER issues ; more internal promotions; clear succession routes with colleagues enthusiastic for advancement; Orwell representing the sector at events and in the press, as an example of best practice; positive external measurement (Glassdoor etc)

## Effective two-way internal and external communications



<b>This will deliver:</b>	more impactful, successful communication, raising our profile and reputation and building trust with our communities
<b>Why do we need this?:</b>	to ensure we stand out; to create a positive feedback loop that ensures our content is relevant and meaningful to our colleagues and communities; to ensure internal and external recognition; to gain new business; to show who we are, what we stand for and reach a broader audience; to give everyone a voice
<b>How will we deliver?:</b>	through updated internal and external Communications strategies with clear objectives and associated action plans, with a focus on building new digital communities and finding innovative ways to engage; through relaunched brand guidelines; using data to inform our communication channel decisions
<b>How will we measure success?:</b>	all communication will be on brand and use the Orwell 'voice; increased number of media interactions and shares from partners; increased engagement with internal and external platforms; greater number of colleagues and partners engaging with storytelling; developed, active, digital communities; providing communication in multiple different, inclusive and accessible formats

## Ongoing personalised learning and development: growing our own



<b>This will deliver:</b>	specialists and experts; awards; consultancy opportunities; colleagues who fulfil their potential and strive for greater learning; continuous improvement and learning culture; innovation; fantastic leaders and fulfilled colleagues
<b>Why do we need this?:</b>	to provide the knowledge required to meet our aims; to ensure colleagues have a tailored learning experience that enhances their role and contribution; to encourage succession and constructive challenge; to keep talented people within the organisation; to offer the reward of great personal and professional development; to have a succession pipeline
<b>How will we deliver?:</b>	relaunch academy, offer a blended learning offer; create individualised learning programmes from PDPs to nurture specialism and expertise; develop and deliver internal leadership programme; continue to enhance induction; support day one learning offer; set up career pathways;
<b>How will we measure success?:</b>	training compliance to remain at 90%+; greater level of applications for roles; increased retention; internal promotions; higher level of professional qualifications within the organisation; upturn in performance management processes undertaken; higher level of applications for specialist and professional qualifications; drop in concern around leader performance; fewer 'no shows' at training events.

**Nurturing an inclusive environment by demonstrating: Fairness, Respect, Equity, Diversity, Inclusion and Engagement**



- This will deliver:** an organisation whose values are based on everyone being their authentic selves putting 'FREDIE' at the heart of all we do; colleagues who feel valued for who they are, their skills and their lived experience resulting in better alignment with the communities in which we work and better understanding and outcomes; a respectful, engaged and understanding group of colleagues who champion equality and celebrate all our differences
- Why do we need this?:** to bring diverse ideas and different lived experiences into the organisation; to ensure we are acting with respect, fairness and inclusivity in all we do; to ensure Orwell is a place people feel welcome and can openly share their ideas and experiences; to appeal to the broadest group of people; to be relevant to our customers
- How will we deliver?:** through engaging with colleagues on multiple levels; by meeting the recommendations outlined in our DNA accreditation; by targeting equality and accessibility in our recruitment practices; through a comprehensive EDI learning and awareness building programme; by being highly visible on Facebook Workplace and on social media; by building the FREDIE network and developing new internal and external specialist networks and partnerships
- How will we measure success?:** greater year on year engagement with the EDI survey and better alignment between colleagues, Exec, Board, and customers; increased levels of diversity arising from survey data; an increase in specific EDI networks; increased individual engagement with EDI initiatives from colleagues and customers; increased diversity in terms of applicants and new colleagues; achieving Disability Confident leader status; colleagues sharing lived experience as part of the Knowledge Café programme

**Supporting best practice in Health, Safety and Wellbeing**



- This will deliver:** well cared-for, happy, present colleagues; a safe place to work; preventative action around injuries and ill health; greater awareness of personal H&S and wellbeing responsibility
- Why do we need this?:** to improve colleague health, safety and welfare; to make sure the basics are done well; to support continued attendance and performance; to promote a healthy environment and workforce; to create a safe place to work and to prevent work related injuries and physical and mental ill health; to reduce work related near miss, accidents and incidents and any associated risk and/or wellness impact
- How will we deliver?:** with an updated, expanded wellbeing strategy; wellbeing champion and First Aid provision levels maintained (physical and mental); through an expanded suite of comprehensive H&S policies, processes and guidance; through improved accuracy of incident data and reporting raising awareness of areas of concern; to ensure our health promotion activities are inclusive; updated H&S training that goes over and above compliance
- How will we measure success?:** fall in absence rates and in work related ill health; fall in reported accidents, incidents and near misses; increased retention; fewer performance management issues; increased H&S training attendance; more Health Champions and Mental Health First Aiders; through our people representing Orwell at events as examples of best practice within our region; maintaining our Gold Healthy Workplace Award and achieving our Disability Confident Leader award

## Increasing impact and social value through partnership working



<b>This will deliver:</b>	benchmarking and best practice shared across partners; greater opportunities through collaboration and/or recommendation; greater reach in all strategic areas and with all initiatives; heightened positive reputation
<b>Why do we need this?:</b>	to develop our position in the marketplace and have maximum impact through shared resources; to support our customers into volunteering and/or work and education; to have greater impact on a broader scale; to gain knowledge; to support wellbeing
<b>How will we deliver?:</b>	through developing peer groups across other businesses including Independent East and Build East; by sharing resources and initiatives including training and role sharing; by working with education to further learning and provide opportunities; through effective communication of what we have to offer as a partner or a provider
<b>How will we measure success?:</b>	through the creation of new relationships and partnerships; collaborative working on joint initiatives and projects; clear research into incomes streams possible through P&C team with a particular focus on supporting smaller organisations using our expert knowledge of the sector; winning more tenders; shared specialist roles across partnership organisations; increased number of customers volunteering and/or that are colleagues

## Developing and supporting agility, flexibility and digitalisation



<b>This will deliver:</b>	aptability and resilience; flexible delivery; enhanced work life balance; a move away from manual administration; ease of collaboration, freed up space that can be used to innovate and create; streamlined processes
<b>Why do we need this?:</b>	to deliver our strategy in a value-added way; providing fantastic customer service internally and externally; to remain relevant and attractive in the recruitment marketplace; to make processes easy; to enhance the work experience
<b>How will we deliver?:</b>	by enhancing the agile working strategy; by researching market trends and advances in work practices and business planning with these in mind; supporting leaders to be consistent around their application of agile and flexible working; implementing a new, interactive digital system for the People function, integrating where possible with learning and payroll; through interpreting and using H&S data effectively
<b>How will we measure success?:</b>	minimisation of administrative burden and associated organisational change; greater efficiency and output; better and higher numbers of applicants for roles; higher acceptance of flexible working requests; integrated, self-service HRIS in place

## Relevant and tailored reward and recognition



<b>This will deliver:</b>	an attractive employment offer and a great retention tool: people who feel valued with transparent, clear and diverse reward (both financial and non-financial); ways to recognise and celebrate colleagues and Orwell as a whole; commitment and assurance; innovation through 'values-based behaviours'
<b>Why do we need this?:</b>	to attract and retain talent, to reward fairly and creatively; to celebrate successes; to stand out; to give people choice and treat them as individuals
<b>How will we deliver?:</b>	by implementing the reward strategy and achieving associated objectives; through the implementation of new, varied and interesting reward, benefit and recognition initiatives; to research a platform for colleague to colleague recognition; with an ongoing organisational development review that supports opportunity and movement; through provision of tailored learning opportunities; enhancement of awards
<b>How will we measure success?:</b>	through enhanced quality and number of applicants per role; increased retention with increasing pulse survey results and greater satisfaction; through uptake with opt in reward programmes; with more 'thank yous' on our platforms and /or through gifts; increased nominations for Moderation panel salary increases and bonuses





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