

# People, Culture & Organisation Development Strategy



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## Introduction

At Certitude we believe that our colleagues make the difference. Colleagues' passion, commitment and sheer hard work enables us individually and collectively to do our best for people we support.

Providing great support every day requires a workforce that is responsive to people's needs and their aspirations, enabling them to be empowered, respected and valued.

There are many talented colleagues working in a range of roles across Certitude and their passion, commitment and dedication are great assets. We want to continue to attract, recruit and retain colleagues with the right skills, knowledge and most importantly values and behaviours. Certitude will ensure all colleagues feel inspired and supported in their roles.

## Our People, Culture & OD Strategy

The People, Culture & Organisation Development (OD) Strategy sets out Certitude's strategic direction and focus for the next five years. The strategy sets out a clear vision for the organisation and its workforce and the strategic priorities that will provide the focus for enabling our colleagues to be able to do their best work for the people we support.

## Certitude's Mission

We believe everyone is unique. We exist, simply, to support those who need us – to help them develop new skills, to meet new people, and live the life they want. Whatever that might be. So that they can bring their own unique brilliance to the world.

Certitude's mission will be supported by the People, Culture & OD Strategy. We will continue to focus on developing our culture at Certitude with our values of "Inspired by People", "Trustworthy and Dependable" "Working Together" and "Continuously Improving".

## Our Forward Strategy

Our Forward Strategy will be propelled by our People, Culture & OD Strategy. A central ambition of our new Forward Strategy is a significant shift in our approach to how we design, motivate and develop our teams. Excellence in this area will come from nurturing a high-performance culture and reputation as a 'brilliant place to work.' This is particularly important as we learn to operate in a post-COVID, post-Brexit world where our colleagues and teams will expect us to set out new ways of working that support work/life balance, flexibility, and retention for all areas and teams.

## Strategic Priorities

We have identified six strategic priorities for 2022-27 to achieve our Vision and Purpose. These have been identified as the priorities where we can add the most value to Certitude, the people we support and their families. We have also a clear set of outcomes we need to achieve so that we can fulfil our vision and transform the organisation in a way which is sustainable.

### Leadership and Management

- Leaders are people-focused, guiding the organisation to be a high performing, inclusive place to work.
- Leaders are enabled to inspire, engage, and develop colleagues.

### Learning and Organisation Development

- Certitude has an empowering culture and a flexible, innovative learning environment.
- A highly skilled and capable workforce enabled by high quality learning, qualifications and development.

### Reward and Recognition

- All colleagues are recognised for the valued contribution they make.
- Our Total Reward approach is fair, flexible, and the best it can be in our environment.

### Organisation Design

- A flexible dynamic organisational design, that maximises expertise, giving colleagues clarity on their role.

### Attraction and Recruitment

- Certitude is the best-known Social Care Employer in the communities where we work, so candidates aspire to work for Certitude.
- Employ modern approaches to attract, recruit and retain candidates.

### Wellbeing and Ways of Working

- Certitude is an employer of choice with wellbeing and ways of working prioritised, which includes agile, strengths-based and co-produced, embedded in attraction, recruitment, and development.

## Enablers

We have also identified key enablers that will be critical to enable the delivery of our Strategic Priorities, Vision and Purpose.

### Diversity and Inclusion

- We have a culture where D&I is owned and embedded by everyone.
- We recruit, retain and develop a diverse and inclusive workforce.

### Engagement and Empowerment

- Certitude colleagues feel empowered, their voice matters and they are able to influence change.

### Talent and Succession

- We attract, recognise and nurture talent to maximise potential of every colleague in Certitude.
- We meet the future needs for skills, behaviours and expertise, with clear talent pathways.

### Digital Capability

- Colleagues are enabled to be their best with access to modern technology.
- Colleagues are confident and skilled in using technology in their work to support people.

### Communication

- Focus on internal communication is as important as external communication.
- Communication is focused, simple, and two-way, providing clarity to colleagues.

## People, Culture & OD Strategy - Development

1. Promote a learning, strengths-based culture where our values, behaviours and capabilities are embedded, enabling colleagues to feel they belong and can do their best work with people we support.
2. Enable a culture where Diversity and Inclusion [D&I] is owned and embedded by everyone and demonstrated in our approaches to recruiting, developing, engaging and retaining a diverse and inclusive workforce. Promote opportunities for more people with lived experience of disability to join Certitude as colleagues and be well supported.
3. Employ a number of approaches to attract, recruit and retain colleagues. Develop Certitude's Employer Brand to be the best known in the communities where we work, so candidates aspire to work for Certitude.
4. Ensure we develop highly, skilled capable people and teams through high quality, flexible learning approaches that help people to enhance their skills and develop their careers. Develop our Qualifications and Apprenticeships offer, providing career pathways as a recruitment and retention strength for Certitude in the external market.



5. Expand our health and wellbeing support for colleagues to achieve and maintain good physical and mental health and work life balance.
6. Develop how we engage, listen and respond to colleagues in Certitude so that colleagues feel empowered and their voice matters.
7. Ensure colleagues feel valued and recognised for their contribution with our reward approach being fair, flexible and the best it can be in our environment.
8. Leaders inspire, engage and develop colleagues and are developed with strong leadership and management capabilities.
9. Develop a flexible, dynamic organisation design that supports agility, facilitates collaboration and best use of talents, maximises expertise giving colleagues clarity on their role. Developing a digital capability will be a key focus to enable us to achieve our ambition to be “Digital First”.
10. Enable Certitude to successfully manage and embed change through our OD approach.

## How did we develop the Strategy?

We have also identified key enablers that will be critical to enable the delivery of our Strategic Priorities, Vision and Purpose.

- Listening exercises completed with People and OD Director in first 12 weeks.
- Listening exercises completed as part of the development of Certitude’s Forward Strategy.
- External horizon scan of modern workplaces and workforces.
- Internal review of the current and future needs of Certitude’s workforce.
- Review and Learning from our “Have Your Say” Survey on key engagement measures.
- Review of key HR Metrics and Insights.
- The collective insight from the People & OD function.

## Our People and Culture Analysis

A People and Culture Analysis was carried out to gain a rich understanding of Certitude and its workforce. We used the “SOAR” model which identifies:

- Strengths
- Opportunities
- Aspirations
- Results

This Analysis has formed the basis of our People, Culture & OD Strategy and has provided the insight which has informed the identification of our key strategic Priorities and Enablers.

## Successful Delivery

To enable us to deliver our Vision, Purpose and Strategic Priorities we need to focus on how we deliver with:

- **Innovation** – We want to create a culture where we value innovation and creativity and support colleagues to work differently to achieve our Vision, Purpose and Strategic Priorities.
- **Insight** – A real focus on key insights will ensure that we can add value by being evidence based.
- **Engagement** – We recognise that to develop and embed a culture is an ongoing process and needs to be owned by all of our colleagues with the Leadership Team modelling the culture change. We want to engage all our colleagues and support them to develop new ways of working. We will engage our key stakeholders and partners.

## What difference will the People, Culture & OD Strategy make?

In developing the strategy, we have focused on what difference the strategy and successful delivery will make. We have focused on the difference it will make to:

- People we support and their families
- Certitude's colleagues
- The organisation

This is fundamental to ensure that the strategy has the right focus and direction.

## How will we measure success?

These are a number of measures which we will utilise to ensure the People, Culture & OD Strategy is successful. These include:

- People we support and their families
- Engagement
- Colleague Turnover
- Retention
- Absence
- Diversity and Inclusion metrics
- Recruitment
- Performance

## How to optimise our workforce of the future

- Trust and empower all colleagues.
- Strength-based approach supported by co-production to enable everyone to optimise their individual value.
- Meeting the needs of a multi-generational workforce, catering for the needs of both “younger” and “more mature” colleagues.
- Colleagues feel confident and empowered to engage and utilise different digital applications.
- Certitude’s Employer Brand is valued in social care and beyond.
- The organisation is truly flexible and adaptable.
- Inspirational leadership and great management.
- Cohesion through cross-team collaboration.
- Cross sector engagement and partnership.
- Generation Z to aspire to work for Certitude, as they value our purpose.
- Iterative, agile and action-based learning approach.
- Insight led delivery.
- Apprentices attracted to Certitude by our purpose, brand, and agile approach.

## What this could look like

- Simplify, focus, act - driving excellence by focusing on areas that add value.
- Treat culture as a priority. Reward cultural champions and followers and identify and tackle culture blockers.
- Introduce a colleague led approach to change management.
- Voice of colleague is key. Different ways of involving colleagues.
- Innovative ways of working – “No meeting” days, “No email” days.
- Learning is key. Leaders hold sessions on “what I learnt” and “lets change this”.
- Develop our Employee Value Proposition (EVP) that captures the essence of Certitude - how it is unique and what it stands for.
- Certitude leads the way for apprentices in social care, with a flexible rewarding approach.
- Certitude is a L&OD exemplar.



