

People & Culture Strategy

A series of five paper airplanes are arranged in an ascending staircase pattern from the bottom left towards the top right. The first four are dark grey, and the fifth at the top right is red. Each airplane is connected to the one below it by a vertical dotted line, suggesting a path or progression.

2021-2025

Hello.

Our **people** and **culture** are the most important elements of making Tai Calon a successful community housing association.

We have an inspiring **Vision** and an ambitious **Mission** both of which are the foundations of our Corporate Plan for the next five years. To achieve both, we need to develop the right **Culture** and **Values** that help us to deliver against our 10 Key Goals.

The People and Culture Strategy is directly linked to our first key goal of 'Overall Satisfaction'. However it is not just about creating a great place to work and a truly customer focused company; it is also about creating a happier, healthier and more harmonious workplace. A workplace where our people can thrive, see their contribution within the organisation's success, and have fun.



Elle

Elle Elliott, Head of People & Culture



Our Culture.

Transforming Through Culture

We want to create a culture of trust, from which flows engagement and openness. We want creativity that drives a solution focus to problems, where mistakes are key to our learning, and an agility in risk taking that reflects a changing workplace in the 21st century. This means that we will be working together to transform the things we do, and how we do them.

The way we work will demonstrate that our culture is central to our engagement, wellbeing, social, economic and environmental prosperity within our own lives, as well as in the community that we serve.

We will place culture as a central consideration across all areas and empower it through the delivery of our objectives and key results by aligning our work ethic and behaviour to our **values**. Our **values** will be there to enable a **culture** that is person-centred and an organisation that is **values** driven.

Our Values.

Values help you to understand how we want to do things; they support our **vision**, our **mission** and help shape our **culture**. Our **values** act as a golden thread upon which every part of our organisation can engage, perform and succeed, and are the building blocks to everything we do.

Having clear **values** helps us to ensure that we are all working towards the same goals and that we know what is expected of us. It supports the person-centred approach and helps people feel that they 'belong' and that they can 'make a difference'.

If our **values** reflect your values, then you will feel engaged, motivated and inspired to help deliver our objectives and key results.

C: Creativity - we want people to think differently, challenge processes where they can see improvement, and take risks.

A: Authentic - by being authentic you are being yourself. It's about being open, honest and trustworthy, and acting with integrity.

L: Learning - understand the importance of learning and updating skills and knowledge to enable you to be confident in your role.

O: Ownership - taking ownership of your work and actions means being accountable to yourself and others, and that includes learning from mistakes and trying new things.

N: "Not on your own" - we are one team, working collaboratively and together, with care, empathy and consideration. We can't do our jobs without each other.

Strengthening Culture at Tai Calon through CALON.

Our culture will change and evolve as Tai Calon changes and evolves.

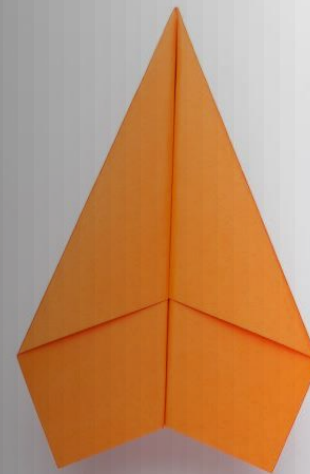
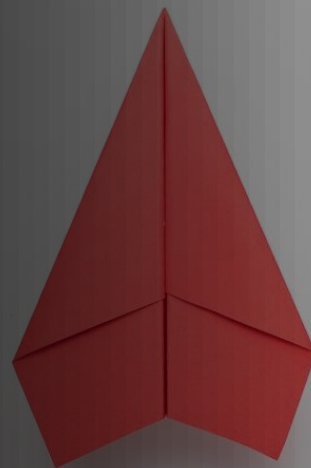
When we encourage **Creativity**, we can think differently, and this helps us to make improvements and take risks. We can enable collaboration, teamwork, and consideration through **Authenticity**, and try new things, update our skills and grow professionally and personally through **Learning**. We take **Ownership** and accountability for our actions and how we work together, and we can count on each other through challenging times, because we are **Not on our own**. These **values** help create the **culture** where Tai Calon can flourish and evolve as a caring and people-focused force within our community.



2020-2025: Our People and Culture Priorities

The People and Culture Strategy is a 'live' and dynamic plan, that will respond to changes and adapt to the continuously improving environment around us. It will also adapt to changes in COVID-19 Guidance (creating a 'new normal'), employment legislation, and to Human Resource and Organisational Development best practice. More importantly, it is able to respond to Tai Calon's future needs and ensure our People and Culture Team continues to play an integral role by being an enabler for the business in maximising the potential of its people.

With this in mind, we have developed 8 areas of work that will encourage and support the development of our workforce to help deliver against the ambitious target of 90% Customer Satisfaction by 2025. These are set out below and form the basis of the work the People and Culture Team will deliver in partnership with Leadership Team, Operational Managers and teams across the business.





Cultural Transformation

Nurture a Culture that is right for Tai Calon and the people that work here, that will help us meet our mission of 90% customer satisfaction.

How will we do it?

Through development of this strategy, the alignment of our Corporate Plan, our vision and our mission. By embedding CALON as our Values, By creating meaningful and value driven learning and development.



5year Corporate Plan

Enable people to meet their department and team Objectives and Key Results, (OKRs), which in turn will deliver Tai Calon's 10 Key Goals.

How will we do it?

By offering a partnering approach to each team, managers and leadership to support the right people, with the right skills, in the right roles. By creating a performance model that supports employee and manager to meet their OKRs.



Organisation Change

Foster a collaborative, yet agile environment, where people can work with confidence and also in a fun and collaborative way.

How will we do it?

By creating a working environment that lends itself to supporting people to work in an agile way, yet also brings people and teams together with focus and energy. People - enabling TC to become an inclusive, high-performing, innovative, creative and efficient place of work. New ways of working - delivering a work environment that enables colleagues to connect, communicate and collaborate.



Leader & Manager Skills

Develop learning opportunities for training and supporting our People Managers, our Leaders and our aspiring Leaders.

How will we do it?

We have listened carefully to our workforce when it comes to developing and supporting manager and leader skills. We will invest in learning and development for our operational managers and our leadership team. Look at ways we can coach, advocate, empower and enable managers and leaders. Create a management development programme bespoke to Tai Calon.



Employee Voice

Create sustainable employee engagement and voice that will contribute to the overall success of the organisation and help build the Culture we want.

How will we do it?

Develop improved employee feedback forums, ways to communicate and engage, ideation and space to be creative. Develop a love of 'Big Data' - using data to help us understand the impact of engagement in certain activities or initiatives. Celebrate people and team success and share good practice and good news stories. Develop a meaningful and valued Internal Communications Strategy that supports messages, idea generation, collaboration and keeps our workforce informed, up to date and engaged.



Well-being

Invest in our Well-being Plans to promote mental, physical, and financial well-being for our people, across Tai Calon.

How will we do it?

Create an annual Well-being plan that is aligned to activities from the NHS health calendar, but also our own aims for the year, and key themes that emerge from our 'Big Data'. Promote internal wellbeing by encouraging others to share well-being experiences through our Restorative Café. Offer training and support to line managers in managing well-being challenges. Increase our Mental Health First Aider numbers and exposure within the business.



Belonging

It's important that we're able to develop our culture and people that reflect a sense of belonging, no matter what their individual needs.

How will we do it?

We need to understand and support those individual needs under our equality, diversity and inclusion ethic and actions. Valuing equality, diversity and inclusion can have a substantial impact on our ability to be creative and foster collaboration. A diverse workforce will help us understand the needs of our customers and stakeholders. We will develop Inclusivity plans and actions for Tai Calon, that focus on what we must do and engage with, and how we can promote this across our demographic and geography.



The People & Culture Team

Our professional experience and knowledge have created a strategy that will enable us to meet our strategic priorities, achieve the greatest impact, comply with employment legislation, and adopt best people practices.

How will we do it?

We are delivering a partnering service across the business, to leadership team, operational managers and individuals. Our ethos is to advocate, support, enable and coach in a 'human-centred' way, which places people before policy. Our policies have been refreshed to focus on this approach; our structure has been realigned to deliver against the organisational needs; our service is to put our people at the heart of what we do.

Measuring success, change and impact

How will we know when we have made a difference? We have a number of ways to measure, and these include:

- An annual 'Organisation Culture Assessment Indicator' (OCAI), taken at Board and Leadership level.
- Objectives and Key Results (OKRs) way of identifying, mapping and achieving what we plan to do.
- Continuous employee engagement methods, such as surveys, polls, workshops, focus groups and general feedback.
- Improved internal communications and sense checking the 'feel' of the organisation through interaction and comment.
- People info and stats; absence, turnover, workplace resolutions
- Learning outcomes - uptake, knowledge improvement, knowledge sharing, evaluations and skill transitions.