



**People &
OD Strategy
2023**



Introduction

The Growth Company (GC) launched its first People and OD (P&OD) Strategy in 2019 and was themed 'Create and Build Success through People'. It was developed and aligned to the Corporate Plan Strategic Priorities with particular focus on 'The Brightest and Best' Strategic theme. The P&OD 2019 strategy provided a framework to attract, develop, support and recognise our colleagues who can and will deliver the best service to our customers.

The next chapter of our People & OD Strategy 2023/26 will build on the progress made so far and provide key ambitions aligned to the 'Colleague Experience' Strategic priorities.

What We've Achieved So Far



Our Ambition

We will build our sense of belonging to GC with a 'One Team approach'. We are proud to say that GC is an inclusive place to work, with space to grow as individuals, where everyone feels valued and are enabled to exceed performance to deliver the best outcomes for our customers.

Our Focus

In developing our new People and OD Strategy, we held a series of focus groups with colleagues from across GC. This has helped identify where we are now and shape where we want to be within three years' time. Three strategic themes have been identified:

- Strengthen Belonging
- Nurture Growth
- Enable Performance

These themes act as the guiding principles which shape the framework for our people related activity over the next three years. Our emphasis will be making GC a great place to work for colleagues, for those aspiring to join us and for the communities that we serve. We want all colleagues to recognise their part in our purpose and ambition, feel that they truly belong and are the heart of everything that we do. To do this we will listen, engage, collaborate, and communicate with each other vertically and horizontally, collectively, and individually. We will strengthen our employer brand, which shows why talented people would want to work for GC.

We want to be an inclusive employer, one that is representative of our communities and celebrates all the strands of diversity. We will work together to ensure that people and colleagues have a sense of belonging, can be themselves, can be heard and can thrive. To do this we will design and deliver an EDI (Equality Diversity & Inclusion) Strategy which will define our vision and how we achieve and monitor progress. We will continue to support and promote health & well-being, recognising that without adequate support, we cannot operate at our best.

We will nurture growth for now and the future, realising our potential to retain our best people. To do this we will; redefine how we lead and manage people, continue our journey to embed a culture of learning, being strident about mandated learning, develop colleagues, build on our skills and capabilities, and create opportunities to progress.

Together, we also want to continue to improve our workforce planning, processes, and practices so that the way we work reflects the principles of high performance and continuous improvement. This means focusing on effective workforce models which are agile and sustainable. We will embrace change with transparency, resilience with a willingness to do things differently. We will improve organisational efficiency by removing barriers to elongated processes, enhancing digital capability and data insight.

Our Values

At the heart of this strategy are our Core Values, which guide our culture and relationships with our customers, partners, and commissioners.





**Strategic Priority:
Strengthen Belonging**

What you have told us

Our last colleague survey and focus group discussions provided additional insight on; the effectiveness of recruitment, being an equal opportunities employer, as well as sharing that there is a sense of GM centricity to our group communication. The feedback also showed that colleagues are proud to work for GC, but we need to articulate our services, diversity, and achievements in a better way.

Feedback from managers highlighted the need for recruitment processes to be leaner and time to hire to be shorter. It is important that we have flexibility to ensure the recruitment process attracts specialist and niche roles to reach a wide candidate pool.

We need to work on a clearer and more compelling 'employment experience' which incorporates GC's brand and all the important things about working here. We have a great story to tell, we just need to tell it better.

Linked to our commitment to improve the colleague experience and retention we are aware from our last IIP assessment, that there was mixed understanding about the range of rewards and benefits that are provided and perceptions that pay, reward or access to a bonus is not equitable.

What we will do

We will enhance our overall experience to ensure colleagues feel welcome and part of a collaborative team, where their contribution and opinion is valued and respected. Colleagues will understand how their role connects to GC's purpose and ambition and can clearly articulate the range of services on offer to our customers.

We will provide a strong employer brand and employment offer that clearly tells our story and reflects who we are, what we aspire to be, our values and our culture. From the way we welcome new colleagues to how we celebrate success, we will demonstrate the importance we place on our people and show why GC is a great place to work.

We will recruit motivated, talented people who identify with our employer offer, our values, our commitment to EDI, ways of working and are passionate about playing their part in helping GC achieve its ambition and purpose.

We undertake inclusive employment initiatives and practices that maximise employment opportunities for a wide range of people. This includes people entering or re-entering employment after full-time education or periods of unemployment and under-represented groups through apprenticeships, work placements and internships.

We will embed a culture that welcomes, values, and celebrates difference, bringing together people from diverse backgrounds with different lived experiences to create a true sense of belonging for all colleagues.

We will support a healthy workplace environment that promotes the physical and mental wellbeing of all colleagues.

We will introduce a clear approach to reward and recognition that clarifies our reward and benefits, empowers our managers to recognise the contributions of their team.

How we will do it

- Develop an internal communications and engagement strategy with a calendar of engagement events that will strengthen our one GC employer ethos, foster two-way communication, feedback, cross group collaboration and connection to our corporate plan.
 - Reinvigorate our colleague network groups to ensure they are fully representative across all our Business Units and locations. Refreshing terms of reference to maximise our colleague voice, capturing ideas and innovation, and enabling both support and challenge of GC's continuous improvement activity.
 - Refresh and embed a consistent on-boarding experience for new colleagues, ensuring they have the best welcome to GC, and are enabled undertake their role to the best of their ability.
 - Deliver a recruitment strategy that is inclusive and flexible to meet the challenges of the external market for talent and the changing needs of candidates, using innovative methods of selection and providing a seamless candidate/management experience.
 - Define our complete employment package and communicate to colleagues.
 - Continue to promote our employer offer with the widest possible reach. We will work closely with schools, colleges, universities, and other partner organisations and further participate in activities such as jobs and career fairs.
 - Continue to consider the impact of the pandemic and economic and environmental climate on workplace change, wellbeing, and resilience, and changing expectations and nature of work.
 - Develop and embed an Equality, Diversity & Inclusion Strategy which sets out a clear vision, route to action and measurement of success.
 - Develop a new and consistent approach to colleague surveys, ensuring the voices of colleagues are heard and their views acted upon as appropriate.
 - We will work collaboratively with our colleague and manager groups to help shape the next reward and recognition strategy.
 - Review and consolidate role profiles to ensure that they are consistent, clear and reflect the duties of the role.
- 



**Strategic Priority:
Nurture Growth**

What you have told us

The feedback from the Investor in People Assessment and colleague engagement shows that our colleagues really value personal development, clear career pathways and opportunities. It was also clear that colleagues want to feel that they are consistently managed compared to other colleagues across the business to enable them to feel empowered to make decisions.

It is important that colleagues feel proud of their contribution. We know that to create good retention of our people, we need to ensure that they have the right skills to do their role effectively and have the space and time to have development conversations and training.

We know that our external environment will present uncertainty and change. We will be reliant on managers who clearly understand their role in relation to supporting change and that our workforce has the resilience that will be necessary to respond to future challenges.

We need to support career progression, have succession plans in place and manage our talent effectively. In addition, there needs to be a flexible approach to recognition, and this does not always need to be part of a formal process. Informal and management recognition is important and should be part of our culture.

What we will do

Continue to invest in the development of our people managers at all levels to ensure they have the skills to lead services through change and deliver our strategic priorities.

Define the way we lead and manage to foster a culture of coaching and mentoring whereby teams and individuals are supported, developed, and empowered to take initiative in line with our ways of working. Offer opportunities for colleagues to progress and realise their potential by identifying clear career paths.

Build a strong diverse pipeline of aspiring leaders through succession planning and development programmes, including those aimed at supporting equality and underrepresentation in leadership and management roles.

Ensure that all colleagues are empowered and have access to blended learning.

How we will do it

- Reinforce the need for mandated learning completion to ensure clarity of GC's organisational commitments and expectations.
- We will enable leaders and managers to positively engage, support and listen to colleagues through Performance and Development conversations.
- Build leadership cross collaborative communities to share knowledge, experience, and best practice.

- Further develop our policy and practices to support internal and external secondments and promote the benefits of apprenticeships to grow talent internally.
- Have greater consistency and visibility around PDR's and development conversations across the organisation.
- Develop clear leadership competencies and embed consistent management practice to ensure regular communication between colleagues and line managers.
- Review our exit management process to ensure that we capture the valuable insight of colleagues leaving the organisation and identify any trends that require action.
- Publish survey results and findings, provide feedback, and share learning ('you said, we did'). Ensure our workforce is engaged in plans.





**Strategic Priority:
Enabling Performance**

What you have told us

We have successfully shown how we can work in a volatile environment throughout the global pandemic. It is important that over the next three years we build on our achievements and incorporate what we have learned throughout this period to ensure our agility to respond rapidly to ever changing circumstances, stepping up and stepping down our services, our blended approach to working and increasing our use of digital technology.

It is important to colleagues that they are enabled, this includes making the best use of technology and digital solutions by equipping ourselves with digital capability and the ability to support blended working practices.

Digital innovation, efficiency, automation, and workforce enablement are key aspects that need improvement with greater access to people data to support information sharing and workforce analysis and efficient people processes and platforms.

What we will do

We will ensure structures are fit for purpose across GC which will be based on principles of agility and simplicity to deliver services in the most efficient and sustainable way.

We will improve the way we work to ensure efficiency and effectiveness of key people processes, removing bureaucracy and devolving decision making.

Improve data quality and the use of that data to inform and drive organisational improvements.

How we will do it

- Utilise our Business Partnering approach to support consistent hierarchy and structural design across Business Units, helping to identify future resourcing requirements and implementation.
- Undertake HR business process mapping for new starters, leavers and movers, identifying and removing elongated processes.
- Review and simplify our key people related policies to make them more accessible for all colleagues, and to improve decision-making and efficiency.
- Undertake significant development programme to the Unit 4 system and manager self-service portal which will consolidate the use of other platforms.
- We will continue to develop digital skills across the group to enhance delivery of our services and connection to our customers.

Measuring Success

Key Performance Indicator	Current Baseline	Corporate Plan Benchmark (3yr)
LEAVER INSIGHT:		
Voluntary turnover rate (in quarter)	4.50%	10.3%*
Voluntary turnover rate in first 6 months	9.58%	Benchmark to be set in Q1 23/24
Forced turnover rate in first 6 months	2.08%	Benchmark to be set in Q1 23/24
<i>Voluntary turnover in Ethnic Communities (proportion of current EC headcount)</i>	45%	Benchmark to be set in Q1 23/24
Average tenure for leavers	1.56 years	1.6 years**
Exit Survey Completion rates	31%	70%
Average tenure at GC overall	4.1 years	5 years*
GC WORKFORCE CHARACTERISTICS:		
<i>Ethnic Communities</i>	15.30%	18.3%***
<i>Ethnic Communities - Managers</i>	6.20%	20%
<i>Male/Female</i>	M-39%/F-61%	M-49.4%/F-50.6%
<i>LGBTQ+</i>	7%	3.2%***
<i>Declared disability</i>	12.60%	17.8%***
<i>Age</i>	41yrs old	40 years old***
<i>Armed Forces colleagues</i>	No baseline available yet	To be set at end of year 1
Ethnicity Pay Gap	0%	below 5.45%****
Sickness absence rate in quarter	0.50%	3.3%****
Sickness absence YTD	3.40%	3.76%- YTD 21/22
Employee Engagement scores survey	TBA	86% (2021)****

PDR completion	65% (MYR 22)	100% - SMT decision
Group mandated learning completed	85.70%	100% - SMT decision
% Recruitment completed via agency	12%	10%
% Recruitment completed via progression/ sideways movement (roles advertised filled through internal application)	34%	25%
% Recruitment completed via external direct hires	54%	65%
Internal Progression rates (not currently reported)	No baseline available yet	To be set at end of year 1
% Numbers of apprentices within GC	59 so 3.7%	5%
Hive utilisation rates	91%	95%
Management Training attendance	No baseline available yet	100% - SMT decision
Learning Platform Usage	No baseline available yet	To be set at end of year 1
Time to hire	6 weeks	6 weeks
Training completion on digital skills	No baseline available yet	100%

Ownership, Monitoring & Review

Each business unit will have a tailored P&OD action plan (based on their strategic priorities). Progress against this plan will be updated regularly through business partnering. This will then link into the wider P&OD strategy action plan outcomes.

Outcomes derived from the actions will be monitored quarterly, with annual progress reports presented to the Senior Management Team and the Board. This strategy will be reviewed after three years, or sooner should organisational direction and priorities significantly change.



The
Growth
Company

