# Calico's People Strategy 2017 - 2020

## Living Our Values

# Contents

| | |
|---|---|
| **Message from Chief Executive** | |
| **Introduction** | |
| **Challenges we face in our operating environment** | |
| **What type of organisation do we want to be?** | |
| **Our Values** | |
| **Our Behaviours** | |
| **Employee Engagement:** | |
| | **My Manager** |
| | **Leadership** |
| | **My Company** |
| | **Personal Growth** |
| | **My Team** |
| | **Fair Deal** |
| | **Giving Something Back** |
| | **Wellbeing** |
| **Outcome Measures** | |

# Message from Anthony Duerden – Chief Executive

*Our people are Calico's most important resource in ensuring that we are a successful organisation now and in the future.*

*We want our staff to work to the highest standards, to be able to communicate openly in an organisation which respects people's opinions and supports the wellbeing of individuals and teams to deliver innovative services that go one step further with our customers.*

*We must strive to improve and strengthen ourselves and our organisation through employing and developing highly skilled staff, a transformational leadership programme, effective use of technology and ensuring well developed partnerships across the Group and externally through collaborative working.*

*We rightly expect a lot from our staff, requiring them to meet the challenge of achieving high levels of performance in a constantly changing environment. Our People Strategy sets out how we will achieve this so that everyone feels valued, supported and understands the part they play in achieving Calico's purpose of making a real difference to people's lives.*

**Anthony Duerden**
**Chief Executive**
**The Calico Group**

# Message from Lesley Burrows – Group Chair

*To achieve our purpose, our people must be in the best place possible to do a great job, for our customers, for one another, and for themselves.*
*We value our people hugely, and it is clear that this strategy will enable every member of our team to be the very best they can be.*
*As a Board, we are proud to support this strategy as we know that when you invest in people, amazing things happen.*

**Lesley Burrows**
**Chair**
**Calico Group Board**

# Introduction

In recent years Calico has rapidly evolved into a group of diverse companies, working across an expanding geography, and it is recognised that we need more than ever to continue to develop new ways of operating to keep our staff fully engaged and enabled so the company can continue to evolve in a way that is fit for the future.

**Our aim is to create an organisation with a culture where people can realise their own potential to achieve a common purpose of making a difference to people's lives.**

A key way of developing an organisation's culture is through defining and then 'living' a set of core values.
In 2016 Calico undertook a collective exercise with staff across the Group to define the values that had been emerging in our organisation and will help guide us in the future.
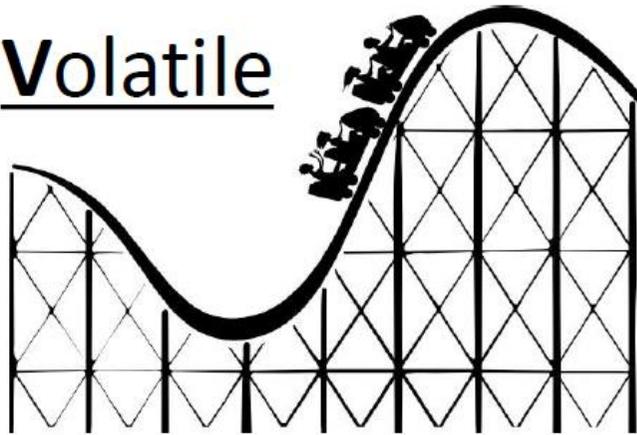
These values must be at the heart of everything we do and so form the foundations of this People Strategy.

The People Strategy provides a framework to ensure that the decisions we make and the practices we operate will keep our people engaged now and in the future, so we can continue our success story.

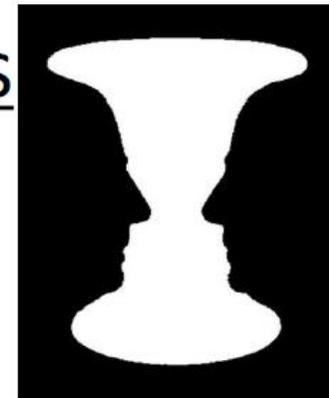We are now operating in a VUCA world

**Volatile**

**Uncertain**

**Complex**

**Ambiguous**

Organisations need to develop new ways of operating to respond to the challenges they are facing in order to keep their people engaged and enabled as the world around them evolves.

There are 5 key challenges organisations face in this world shaped by financial constraints, heightened uncertainty, demographic change, freedom of choice, diversity, digitisation, and technological breakthroughs.

These challenges are:

**Transparency**:   In the digital age the boundaries between our work and personal lives no longer exist. Digital technology has brought about a climate of transparency that puts an organisation's reputation continually at risk. Frequent, open and honest communication is needed to build trust with employees, customers and stakeholders. Calico and its leaders need to be more outward looking, building more external networks, and developing partnerships.

**Agility**:      More than ever change is the constant. Those who survive will be those who adapt the quickest. Employees will be called upon to solve problems and make quick decisions in response to unexpected and ambiguous situations.  For this to happen they will need to understand the company's ambition and decision making processes need to be fast and effective.  Our leaders across the Group more than ever need to be on fire!!! A transformational Leadership Programme is required that aligns with the company's ambitions and values.  This will need to be supported with effective decision making and communication channels.

**Collaboration**:   Keeping up with change and making the right strategic decisions will require new forms and unprecedented levels of collaboration. This will involve bringing together teams, functions and organisations, a challenging task with increased levels of remote and mobile working.  Additionally, Calico has a unique resource ready and waiting – the power of the Group working together to achieve a collective vision and strategic aims. If tapped into effectively, this has the potential to build capacity in so many ways.

**Innovation:**       Innovation is an ongoing process not an end state. Organisations will continually need to seek new, more effective ways of working, collaborating and problem solving to tackle the challenges of a changing business environment. They will need to constantly demand initiative and ideas from their people. This will require flexible working environments, structures and support systems to generate the conditions for ideas to flourish and be implemented.  For Calico this will mean finding a balance between the requirement for structured processes and the need for flexibility in order to ensure that time and resources are spent on what will have the most impact.

**Productivity:**       Whilst making sure innovation is part of the day job, organisations mustn't take their eye off the day job itself. They need to stay focused on operations, ensuring they are consistent, efficient and effective and that people are as productive as possible. Calico needs to learn how to balance service delivery with growth and exploring new opportunities, so opportunities are not missed and performance is maximised, an effective approach to  talent management would be key in ensuring this.

## What type of organisation do we want to be?

To continue to be successful in a VUCA world and make a difference to the lives of more people we must develop the organisation to:

- Be outward focused, understanding the political, economic, social and technological environment to be a company that others want to work with to improve the health and wellbeing of society, looking at opportunities for working with partners and leading good practice; taking the initiative.

- Enhance our reputation as an innovative, 'can do' organisation, that goes 'one step further' than anyone else.

- Work together as a group of companies, to capitalise on our unique offer, to deliver more social profit across a wider geographical area.

- Develop our managers to lead with a business mind and a social heart guided by a set of core values that provide a moral compass; able to balance the day job with growing the business.   Managers also need to drive forward and champion change within their services.

- Create a workplace for our staff where they feel valued, engaged and supported, playing to their strengths to develop flexible careers in a continually evolving organisation.
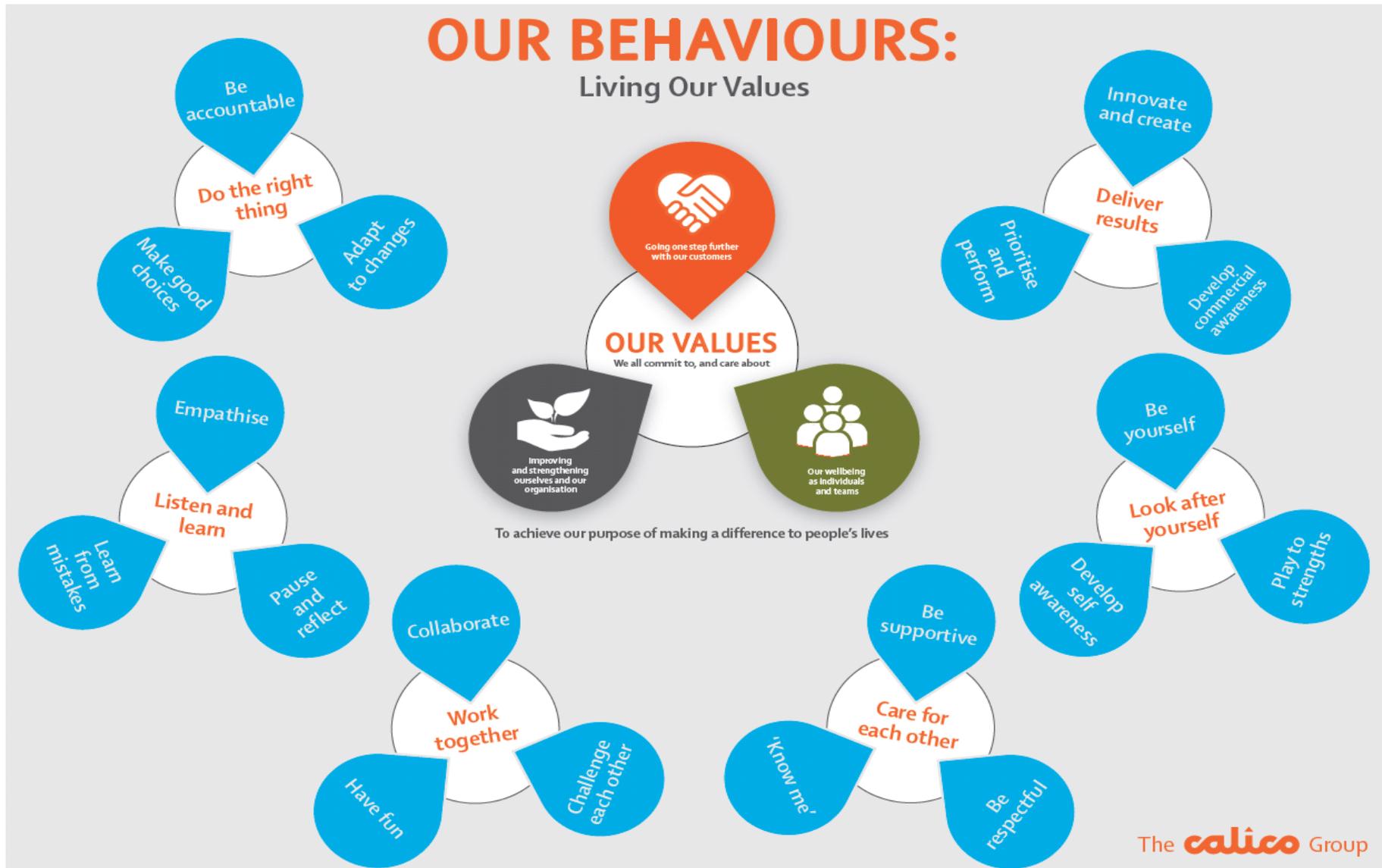
# Our Values

**We have a moral compass to help us navigate this VUCA world – our values**

**And we live our values through the behaviours we demonstrate**

## Employee Engagement

This People Strategy has been developed to ensure that we develop an organisation that can thrive in a VUCA world and embed the desired culture and values in a way that builds staff engagement.

High staff engagement will be facilitated by focusing on the Best Companies 8 workplace factors which have the most positive impact in encouraging high levels of staff engagement.  A compelling business case has linked high staff engagement to higher levels of individual, team and Company performance. In 2013, Gallup's most recent meta-analysis into workplace engagement considered 263 studies and confirmed the well-established connection between staff engagement and performance.

Furthermore, the Best Companies' workplace factors (the 'BCI Measure') are widely recognised as the most academically rigorous measure of workplace engagement and are based on data collected from over 1.5 million employees.

**Our People Strategy will focus on the 8 internal workplace factors that drive employee engagement:**

## My Manager

# How employees feel about and communicate with their Manager

**Where we want to be:**

Staff feel inspired and supported by their managers who champion change and innovation

**How we will get there:**

- Develop understanding of the power of values to connect staff to our purpose and engage them in their work
- Develop and implement a new framework to facilitate quality conversations between managers and their staff about performance and development
- New Leadership Programme supports managers to make powerful communications and champion change
- Innovation and an entrepreneurial spirit is valued and encouraged by managers

| Leadership |
| --- |

# How employees feel about Exec, Senior Management and company values and principles

Where we want to be:

The organisation is led with a business mind and a social heart – its leaders are guided by our core values in their decision making

How we will get there:

- Delivering a transformational Leadership Programme which supports leaders to be authentic and understand their own purpose
- Leaders continually seek and listen to feedback from staff
- Leaders share business plans and challenges with all staff in an open and honest way
- Leaders are a visible presence across the organisation, living our values and demonstrating our behavioural styles, inspiring staff to do the same
- A more commercial focus is developed across the organisation led from the top

| My Company |
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# The level of engagement employees have for their job and the organisation

<u>Where we want to be:</u>

Staff feel connected to and passionate about the purpose and values of the organisation and know what they have to do to make a difference.

<u>How we will get there:</u>

- Staff understand how their own personal values link with the company values
- Managers and staff feel empowered by the new performance and development framework to take responsibility to be the best they can be
- The use of the company intranet (QUIP) is expanded to improve communication across a dispersed workforce
- Reward and Recognition (Calico Stars) is used appropriately in all areas of the organisation and opportunities to refresh arrangements with the new intranet are explored
- Our recruitment practices are reviewed to ensure we are employing staff whose values align with those of the organisation, with a focus on potential rather than experience
- Team structures and processes allow for quick and effective decision making by employees

**Personal Growth**

# Learning, development and future prospects

Where we want to be:

Staff develop a high level of self awareness and play to their strengths to develop flexible careers in a continually evolving organisation

How we will get there:

- Talent Development programmes are introduced for aspiring staff, and managers to expand horizons and provide succession planning across the organisation
- A new Leadership Programme with foundation and higher levels is developed to enhance current management induction arrangements and develop our leaders for the future
- Personal development conversations focus on self-awareness of strengths, preferences and values and how these can be used to increase engagement and performance
- Workplace coaching and mentoring provides support to staff to make the changes they need to make to be the best they can be
- Apprenticeship opportunities are expanded in line with the new Apprenticeship Levy
- Reflection time is valued and used wisely

**My Team**

# How employees feel towards their immediate colleagues and how well they work together

Where we want to be:

We work together as a group of companies, to capitalise on our unique offer, to deliver more social profit across a wider geographical area

How we will get there:

- Teams understand their purpose and how this links to the company's purpose and values
- The company intranet (QUIP) is expanded to facilitate collaborative working
- Challenge is recognised and encouraged as a means to improve (feedback is treasure)
- Teams are encouraged to take time out to reflect on and plan for the challenges they face, to build trust and have fun together
- Regional staff communities are developed to connect staff and promote cross company working
- Partnership opportunities continue to be explored as a means of winning new work and improving services to our customers
- The Leadership Programme equips managers to manage team dynamics

**Fair Deal**

# How happy employees are with their pay and benefits

Where we want to be:

Competitive, creative pay and benefits packages are deployed across the Calico Group and
any disparity is handled sensitively

How we will get there:

- Involving staff at the outset, working collaboratively to develop and introduce any new arrangements
- Non-financial rewards and opportunities are seen as a increasingly important part of pay and benefits packages and new initiatives are introduced
- All companies aspire to pay the voluntary living wage to their employees and give due consideration to how this can be achieved
- Move to a 3 year group-wide programme of salary benchmarking, reviewing the process at the end of each exercise from both a strategic and process perspective
- Review terms & conditions across the Group to promote consistency where appropriate and protect the financial viability of the organisation
- Develop pay arrangements to offer flexibility to remunerate developing talent appropriately and retain existing talent within the organisation

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**Giving Something Back**

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# The extent to which employees feel the organisation has a positive impact on society

Where we want to be:

We have a reputation as an innovative 'can do' organisation that goes 'one step further' than anyone else

How we will get there:

- Staff are encouraged to get involved in corporate activities, wider than their core job role, and a range of opportunities are available to them
- The 'Passionate About Customers' training programme continues and learning is further embedded to help staff provide quality services that make a difference to peoples' lives
- The organisation continues to support relevant charities, particularly the One Brick at a Time programme
- Staff are encouraged and supported to take part in charitable, volunteering and community initiatives
- Volunteering is an important entry route into employment within Calico

**Wellbeing**

# How employees feel about stress, pressure at work and life balance

Where we want to be:

The wellbeing of individuals and teams is supported so people feel positively stretched in their work, in control and able to influence

How we will get there:

- A holistic approach to work and home-life is taken supported by a Wellbeing Policy and associated initiatives
- A team of Wellbeing Champions continues to expand the range of Wellbeing initiatives to support staff through the challenges they face
- Positive mental health is promoted through the measures outlined in the Stress Management procedure
- Managers actively review workloads,deadlines and staffing levels to support the wellbeing of their staff
- The new performance and development framework encourages a proactive approach to managing work priorities and promotes conversations around wellbeing between staff and managers

## Outcome Measures

We will use the Best Companies scores for each of the eight workplace factors to measure the progress and outcomes of the implementation of this People Strategy.

By 2020 all established companies within the Calico Group will have a 3 Star Best Companies rating

In addition HR Priority 1 KPIs will also provide a high level measure of employee engagement.

The critical success factors of the People Strategy are to:

- Communicate company values and behaviours across the Group
- Develop a new performance and development framework, ready for implementation from January 2018
- Increase the usage of QUIP and further develop functionality
- Introduce values-based recruitment techniques
- Implement the Leadership Programme framework
- Increase the number of apprentices across the Group.