nugent
support

PEOPLE & DEVELOPMENT STRATEGY

2017-2020

together we are
nugent

1.Introduction

In 2014, Nugent produced its first Human Resources Strategy, to support the 2013-16 Strategic Plan. In 2016, we reviewed our Strategic Plan, revisiting our Vision, Purpose and Mission, and setting out the Strategic Business Objectives that we aim to achieve by 2020. We also defined the Values, Beliefs and Behaviours that describe the way we work as an organisation and as individuals, and which govern the way we interact with service users and each other.

This People and Development Strategy summarises the People Objectives set out in the Strategic Plan, and shows how Nugent will achieve its Business Objectives by 2020 through the management, organisation and development of its People resources.

2. Strategic Business Plan Objectives 2016-20

Our vision as an organisation is to be entirely dignified and outstanding by 2020.

Our threefold mission is:

- To care, protect and inspire those in need
- To be an employer of choice
- To be an advocate: A voice for the voiceless

Our overall objectives are that by 2020 we will achieve:

- Outstanding service user satisfaction
- £30m turnover
- 6-8 months of reserves
- Financial diversification
- A highly recognised profile
- Outstanding Regulator ratings
- Outstanding staff engagement
- Recognition as an Employer of Choice
- Recognition as a Provider of Choice

In order to define the organisational elements that need to be in place to deliver our objectives and to monitor progress towards this, we have adopted the European Foundation for Quality Management (EFQM) framework. This is shown in Appendix1.

The aspects of an organisation that are key to the achievement of its objectives are described in the EFQM framework as Enablers. They are Leadership, People, Strategy, Partnerships & Resources, and Products, Processes & Services. The Strategic Objectives for 2016-2020 have been developed under those headings so that we can be clear about which Enablers contribute to the achievement of the objectives. The Strategic Objectives grouped under each Enabler are shown in Appendix 2.

This People & Development Strategy in particular supports the Leadership and People Enablers.

3. Leadership Objectives

3.1 Communication

The refreshed Vision, Purpose and Mission, and the 2016-2020 Strategic Objectives were developed through consultation with staff, Trade Unions and other key stakeholders. This exemplifies the approach we will take to involving and communicating with stakeholders on matters that affect them. This will include:

- Understanding people's communication needs and using different mediums to engage with, listen to, and respond to them.
- Leaders communicating personally the values, purpose, strategies and targets of the organisation.
- Sharing information, knowledge and outcomes freely with each other, celebrating our successes and learning how to improve.
- Introducing measurement of the effectiveness of our communications.
- Continuing to monitor and improve communication through the EFQM model.

3.2 iACCORD

The consultation over our Vision, Purpose, Mission and Strategy led to the introduction of our iACCORD acronym, which sums up the Values and Beliefs that we choose to incorporate into all of our dealings with service users, other stakeholders and with each other. This is described in more detail in Appendix 3. The implications of iACCORD for leadership are:

- We do what we say we are going to do.
- We ensure our decisions are underpinned by our values.
- We are open and provide constructive feedback.
- We give praise where it is due, and challenge where we need to.
- We manage our finances diligently.
- We focus on the balance between important business issues for the charity and care provision.
- We ensure our care is evidence and outcome based.
- We clarify our expectations with each other and promote change.

3.3 A Culture of Excellence

In order to become entirely outstanding by 2020, we must develop a Culture of Excellence which drives us to improve our services constantly. This is the purpose of the EFQM model. In order to develop a Culture of Excellence, Leaders will;

- Create and reinforce a culture of excellence with staff
- Encourage empowerment, ownership and involvement, inspiring people to be creative and outstanding in all that they do.

- Create a culture of teamwork and cross-fertilisation of experiences between Support Services and Operations, and between Adults' and Children's services.
- Help each other to make things better by courageously asking hard questions to identify where improvements can be made.

3.4 Managing Change

Our plans to increase our turnover by 50%, to diversify and to seek new partnerships mean that that the organisation will change over the current strategic planning period. The implementation of these changes and the management of their effect on staff and service users must be seen to be congruent with our iACCORD values. Our approach to change management will include:

- Responding quickly to external changes which affect us, so that we ensure sustainable success.
- Developing change plans through structured project management.
- Communicating the reasons for change and listening to people's views.
- Inspiring trust in times of change, supporting everyone during periods of transition.

4. People Objectives

These are divided into objectives for developing people management, and objectives for Learning & Development.

4.1 People Development

4.1.1 Health & Wellbeing

Research[1] has demonstrated a major link between the health and mental wellbeing of staff and the success of the organisation. Our iACCORD values and our Mission to become an Employer of Choice require us to treat our staff with care and due regard for their wellbeing. We undertake to:

- Actively promote the health and wellbeing of our workforce.
- Treat people in a fair and caring way, and make them feel valued.
- Pay people fairly and give them terms of employment commensurate with those across the sector.
- Work towards a workplace that is fair, diverse and free from harassment.

---

[1] "Building the Case for Wellness" – Price Waterhouse Cooper 2008

4.1.2 Relationships & Engagement

Our staff are integral to the achievement of our Strategic Objectives, and their engagement with and support for the organisation is vital. We will work continuously to involve staff in the development, delivery and review of services, to create a sense of ownership and empowerment. We will:

- Set individual and team objectives that support organisational objectives
- Give people the information, resource, and empowerment they need to maximise their contribution.
- Encourage people to become involved in improving our services.
- Ask people for their views through staff surveys, and act on the results.
- Acknowledge and celebrate the successes of individuals and teams through reward and recognition.

4.1.3 Workforce Planning

In order to fulfil our aim of developing our services and increasing our turnover, we must identify the skills, abilities and numbers of people needed, and plan effectively to attract, recruit and retain them. Of particular importance is the ability to flex staff numbers to match workload whilst reducing our reliance on agency staff. We will:

- Have people plans in place which reflect the overall strategy.
- Manage recruitment, promotion, mobility and succession planning fairly and equitably.
- Offer terms and conditions of employment and staff benefits which are as attractive as possible.
- Investigate and make use of new and innovative ways of working.
- Ensure that our staff have the right values and skills for their role, and be able to assure our Regulators of this.

4.1.4 Organisational Development

Nugent operates in a care sector which has changed significantly in the last 18 months, in financial, political, legislative and cultural terms. Our future success depends on our ability to develop systems and processes as an organisation which will enable us to provide better, more cost effective and relevant services within an increasingly competitive social care and education market. We will align our people plans with our strategy and rapidly adapt the organisational structure to achieve our plans.

- We will identify how we measure the effectiveness of our people plans and practices, and use surveys and other forms of feedback to improve how we manage people.
- We will use the EFQM model to underpin our business planning process.

- Through a revised Balanced Scorecard, we will evidence our progress against targets and devise improvement plans.
- We will obtain Platinum level Investors in People recognition.

The way in which we integrate EFQM, iACCORD, Business Planning, Quality Assurance Performance Management and Learning & Development is shown in Appendix 4.

4.2 Learning & Development Objectives

The purpose of our Learning & Development (L&D) Department is to support excellence in service delivery, and to ensure that managers and staff have the skills to provide new or different services.

Nugent is accredited as a Registered Training Organisation by the Skills Funding Agency, which gives us access to significant resources to provide vocational training. We also aim to use our status as an RQF Assessment Centre to offer vocational qualifications on a commercial basis. The national Apprenticeship Levy and funding arrangements commencing in 2017 will allow us to develop apprenticeship programmes which provide employment opportunities for local people.

Developing Leadership and Management skills is also a high priority, as we aim to empower managers to take more responsibility for people management decisions.

In order to ensure that we maintain an appropriately skilled workforce, we will:

- Identify learning needs through a Supervision and Appraisal process based on care standards and EFQM principles.
- Provide Leadership Development programmes.
- Review learning methodologies to deliver training in the most accessible and cost-effective way.
- Ensure that the L&D Department is effective and responsive.
- Ensure that L&D activities are outcome–focused and competency–based.
- Evaluate the effectiveness of L&D through assessment of increased competency in the workplace.
- Provide fundamental IT training to increase digital competence in the workplace.
- Explore opportunities to raise Nugent's profile as a provider of training and assessment within the city-region.
- Develop mutually beneficial links with Universities and other academic institutions.

5. Implementing the Strategy

5.1 Business Plans

The Human Resources Department and the Learning & Development Department will produce annual Business Plans setting out their objectives to be achieved in that year. These will be taken from the full list contained in the Strategic Business Plan Objectives. In some cases, an objective may span more than one year.

5.2 Measurements and Outcomes

Each Business Plan will include details of how progress towards meeting objectives will be measured. This will be aligned to the Results areas of the EFQM model shown in Appendix 1. ie. People Results, Business Results, Customer Results and Society Results. This approach ensures that the contributions of the HR and L&D Departments are measured in the same context as those of the rest of the organisation. These results will be incorporated into the Balanced Scorecard.

5.3 Service Level Agreements (SLAs)

In common with the other Support Departments, HR and L&D will produce SLAs which confirm the nature and level of service that will be provided to operational services. The SLA includes a description of the responsibilities and requirements of each party to the agreement.

6. Partnership Working

6.1 Trade Unions

Nugent has a formal Recognition Agreement with Unison, covering all non-teaching staff apart from SLT/ELT/EMT members. This provides for negotiation and consultation through a joint Group constituted for that purpose. We use this forum to develop our employment arrangements and assist with change management. We also have good working relationships with the Trade Unions who represent our teaching staff.

6.2 800 Group

The 800 Group consists of care sector charities operating in the city-region who liaise closely on matters of common interest, particularly relating to business development. We will continue to work collaboratively with 800 Group partners with the aim of sharing resources and expertise relating to workforce development.

March 2017

Appendix 1. European Foundation for Quality Management Framework

The Enablers describe the organisational inputs necessary for an organisation to function. Leadership, People, Strategy, Partnerships & Resources and Processes, Products and Services are all interdependent.

The success of the organisation is measured by the Results, segmented into People, Customer, Society and Key (or Business) Results.

If the Results leave room for improvement, the organisation reviews the effectiveness of the Enablers through Learning, Creativity and Innovation.
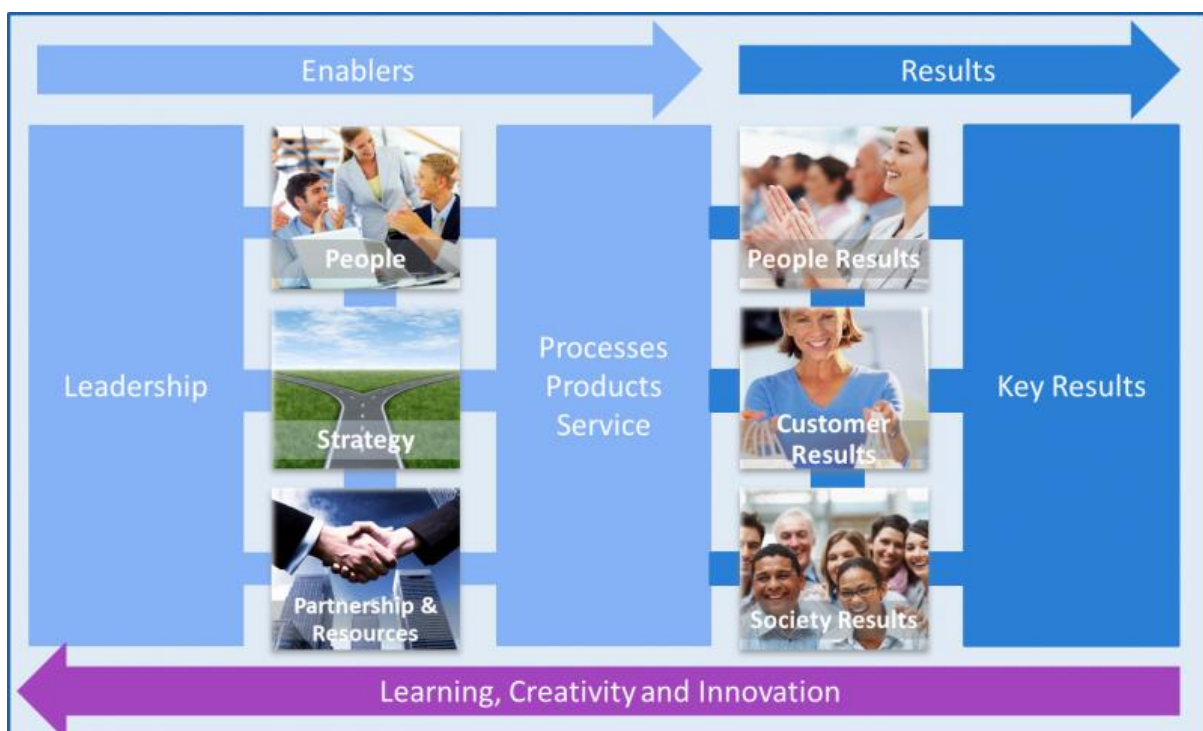
Appendix 2.   Headline Strategic Objectives 2016 - 2020

EFQM Framework	Strategic Objective
Leadership	1. Communication 2. Values 3. A Culture of Excellence 4. Managing Change 5. Engagement
People	6. People Development 7. The Voice of the Service User 8. Learning and Development (L&D)
Strategy	9. Raising the Profile of the Organisation 10. Quality Assurance 11. Ethical Fundraising 12. Market Position 13. Business Plans
Partnerships and Resources	14. Improving our Environment 15. CRM System 16. Finances 17. ICT 18. CareSys 19. Information and Knowledge 20. Expanding Partnerships
Products, Processes and Services	21. New Business Development 22. Quality Processes 23. New Product Development 24. Customer Relationships

Appendix 3. STATEMENT OF OUR VALUES, BELIEFS AND COMMITMENTS - iACCORD

	Values	Beliefs	Our Commitments	Management Commitments
	These are the founding principles for our beliefs and behaviours.	*These are the beliefs that we have as an organization based on our values.*	*These are the behaviours to which all staff and managers should make a personal commitment, and can expect from others, given our shared values and beliefs.*	*In addition, managers at all levels should commit to these behaviours in their work.*
i	Integrity	We are strong. The way we work is open, honest and transparent. This helps us to create a fairer and more equal society for everyone.	We are consistent, open and fair. We are inquisitive and open to ideas. We share knowledge and information with each other. We confront ethical and legal dilemmas immediately. We use resources entrusted to us responsibly.	We do what we say we are going to do. We ensure our decisions are underpinned by our values. We are open and provide constructive feedback.
A	Ambition	We are ambitious for the people we work with and for, because they are amazing. We can do more by working with other people and organisations that share our ambition.	We are collaborative. We constantly strive to be outstanding. We make a positive difference. We ensure we deliver high quality care. We work as a team to ensure our success.	We manage our finances diligently. We focus on the balance between important business issues for the charity and care provision. We continue to ensure we maintain a skilled, emotionally intelligent and diverse workforce. We ensure that we are seen as a provider of choice and quality services by our regulators.
C	Courage	We are brave. We encourage the people we work with and for to be brave. We are the voice of the voiceless.	We keep people safe. We bravely travel new roads and build up or challenge accepted wisdom and practice. We are brave enough to have difficult conversations. We take on difficult times in the best interest of the service user. We are accountable and take responsibility. We learn from our	We clarify our expectations with each other and promote change. We advocate and are the voice of the voiceless.

			mistakes.	
C	Compassion	We care. We have always cared. Our caring is limitless and helps us reach as many people as possible.	We ensure that our decisions are made with the best interest of our service users in mind. We treat others as we wish to be treated. We show that we care by being kind. We are comforting.	We continue to make our services available to people who are most in need of them. We ensure our care is evidence and outcome based.
O	Optimism	We believe in hope. We have faith that by working together, we can create better lives for the people who need us.	We believe we will succeed. We are solution focused. We celebrate our successes. We are eager for innovation.	We use appreciative enquiry to identify achievements and clarify our understanding of them.
R	Respect	We respect people because of their humanity. By respecting people and their individual needs, we build better services that create positive change.	We show consideration for one another. We respect each other's views and listen. We care for the environment.	We give praise where it is due, and challenge where we need to. We respect the spirit of our Collective Agreement. We continue to involve service users in the planning and development of services.
D	Dignity	We embrace equality and diversity. We treat people with dignity – helping them to grow and thrive.	We value and respect equality and diversity. We treat people well knowing they are valuable and important. We respect individuals' privacy. We provide a service that we would be happy to receive ourselves.	We strive to provide dignity at work. We are supportive of the Living Wage and equal pay for equal work.

The iACCORD acronym was derived from the views of staff on what our Values, Beliefs and Behaviours should be. This statement is issued to all staff to guide their everyday behaviours, and to ensure that, collectively, we are supporting our Mission and Purpose.

Appendix 4. **Organisational approach to Planning, Quality and Performance Management**

This diagram shows how our organisational systems and processes link together to ensure that at organisational, service and individual level, our efforts are aligned to our Strategic Objectives.

The Objectives are incorporated into Service/Departmental Business Plans, which are monitored through the Balanced Scorecard process. Organisational performance is improved through the EFQM Framework.

The Business Plans inform individual contributions or objectives, which are monitored through the supervision and appraisal process, based on CQC care standards. Individual performance is improved through learning and development.

Organisational performance over the Strategic Planning cycle will inform the next iteration of Strategic Objectives.

The annual Business Planning process will take into account improvements in staff capabilities and contributions.

iACCORD values and behaviours wrap around the whole organisational development process.