



Together
We Thrive

People & Culture Strategy 2023 - 2026



Leadership | Collaboration | Honesty | Creativity | Inclusiveness | Excellence

Introduction

Community360 (C360) is an independent charity that aims to improve people’s quality of life. We have a strong track record of bringing people together, developing innovative approaches and delivering improved outcomes.

We understand that our people are our greatest asset and are committed to creating a People & Culture strategy that reflects this. Our focus is to develop an engaged, diverse workforce that is empowered to achieve the C360 purpose as well as their own ambitions.

C360 has been at the heart of our local voluntary and community sector since 1968 and all our work is driven by our purpose:

Our purpose

Through partnership working we will foster resilient, thriving and inclusive environments so everyone can live their best lives.

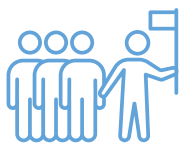


We want an equal society where everybody, whatever their background, can access the support they need. We are committed to connecting people with their community in a way that works for them, and to building capacity through collaboration.

Our People & Culture Strategy is built on a foundation of core values that guide our work. We believe that by embedding these values we can create a workplace culture that is inclusive, supportive and empowering.

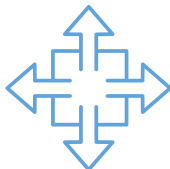
As an organisation the values we uphold are

Leadership



We strive to provide our communities with passionate, intelligent leadership

Collaboration



Working with communities through partnerships maximises our impact

Honesty



We maintain a reputation for integrity and trust

Creativity



We facilitate thriving resilient communities

Inclusiveness



We encourage and nurture everyone

Excellence



We value quality in everything we do

The objectives outlined in C360's People & Culture Strategy will help drive the positive culture required to ensure that C360 achieves its strategic goals, informing its leadership, talent management, performance, reward & recognition, personal development and portfolios.

C360 has agreed its core Strategic Plan for 2023 - 2026 as follows:



To **strengthen** the sector's voice to effect change



To **develop** successful delivery partnerships



To **support** stronger, thriving voluntary and community organisations




To be a **sustainable, responsible** organisation driven by our values



2020 - 2023



Create opportunities for placements, secondments, shadowing



2 secondment positions to address inequalities within communities (subsequently both were offered employment with C360)

MA placement opportunities

Provide valuable expertise and resource for C360; strengthening partnerships as well as enabling professional development for staff

Further our research and insight work

Provide meaningful exposure for students

Develop the skills of our workforce by using a Learning & Development approach to access appropriate training




Created a Learning & Development Coordinator position

Worked with new staff to create Learning & Development Plans and progress continuous development

Staff expanded their knowledge and learnt new skills

Launch a staff volunteering scheme



Successfully implemented a policy and scheme for staff to volunteer 3 days per year

Promote health and wellbeing whilst doing something meaningful for citizens

Establish a staff
Reward &
Recognition
Scheme



Scheme developed for staff and teams who have gone above and beyond

Recognise efforts and improve staff morale

Build dedicated
career webpages



Linked to our main website, the careers pages provide links to vacancies, videos of staff and information

Provide clear information and guidance on how to apply

Develop a Health
and Wellbeing
programme



Commenced during the Covid pandemic and continuing now restrictions have been lifted, the programme provides an array of activities for staff and volunteers to participate in

Increase health and wellbeing, provide screen breaks and promote a team ethos

Achieve the
'Employer Family
Friendly charter'



C360 signed up to the Essex County Council's Employer Family Friendly Charter

The Charter is a set of minimum principles that employers in Essex should meet to be deemed family-friendly and sets out how we can help parents and carers manage their work and caring commitments

2023 – 2026 Overview

Our aim for the next three years, which is aligned to our strategic objectives, is to deliver a **People and Culture Strategy** which supports our staff and volunteers, increases their effectiveness and flexibility and encourages creativity and innovation.

To succeed in our strategy, we need the right people with the right skills and expertise who always demonstrate our values. Building on our current strengths, we will be values-driven and people-centred in everything we do.

People Objectives

1. **Attract and Retain the Best Talent:**

- 1.1. Attract and retain the best talent, offer competitive salaries, provide opportunities for professional development and growth and create a working environment that is supportive and inclusive.
- 1.2. Implement effective recruitment & retention strategies.



2. **Foster a Culture of Learning:**

- 2.1. Encourage continuous learning and development opportunities for all employees and volunteers, creating a culture that values continuous learning and encourages people to take ownership of their professional development.
- 2.2. Provide training, mentorship, and coaching to help employees achieve their goals and grow with C360.
- 2.3. Develop a leadership programme that prepares employees and volunteers for leadership roles within the organisation.
- 2.4. Promote apprenticeships, internships and placements across multiple teams to futureproof our workforce.

3. Employee Engagement:

- 3.1. Enhance employee satisfaction, motivation, and loyalty by promoting a positive work environment; recognising and rewarding achievements and encouraging open communication.



4. Performance Management:

- 4.1. Maintain a robust performance management system to set clear goals, provide regular feedback, and evaluate employee performance objectively.
- 4.2. Create a culture where employees understand their responsibilities and are held accountable for their performance.

5. Promote Equality, Diversity and Inclusion:

- 5.1. Maintain a diverse and inclusive workplace by developing strategies that ensure equal opportunities, foster a sense of belonging, ensuring our people feel valued and respected.
- 5.2. Hold individuals and teams accountable for creating an inclusive environment in which C360 can foster a culture that values and respects diverse perspectives.
- 5.3. Maintain policies and develop practices that promote equality and equity.
- 5.4. Celebrate differences within the organisation.

Culture Objectives



6. Values and Ethics:

- 6.1. Foster a strong organisational culture based on core values and ethical principles that guide decision-making, behaviours and interactions within C360.

7. Communication and Transparency:

- 7.1. Improve effective communication channels and promote transparent information-sharing practices to build trust and engagement among employees and volunteers.
- 7.2. Demonstrate that we value the views of all our team by listening to feedback through employee and volunteer surveys and events and communicating our actions in response.

8. Adaptability and Change:

- 8.1. Facilitate a culture of adaptability and resilience to embrace change, encourage innovation and ensure the organisation can thrive in a challenging business environment.



9. Flexible and Adaptable Work Culture:

- 9.1. Prioritise the wellbeing and work-life balance of employees by implementing activities and policies that support physical health, mental wellness and a positive work environment.
- 9.2. Provide resources for staff and volunteers to manage their workload and areas of responsibility.
- 9.3. Accommodate diverse work preferences and styles, enabling employees to work flexibly in a way that suits the needs of the business as well as their own needs.
- 9.4. Foster a workplace environment that prioritises the safety, wellbeing and ethical integrity of staff and volunteers, promoting a culture of transparency and trust. Provide a secure and confidential platform for staff and volunteers to report concerns without fear of retaliation.
- 9.5. Encourage and support effective team development.

10. Collaborate with our Partners:

- 10.1. Partner with external stakeholders on roles and resources to share expertise, skills and knowledge, reduce operational costs, increase efficiencies, expand our networks and partnerships as well as reduce risks to the organisation.
- 10.2. Promote shadowing opportunities (Alliance, ICB/ICS etc) to enhance learning and knowledge.
- 10.3. Form strategic alliances with anchor organisations that align with C360's Purpose and Values that focus on mutual benefits and long-term collaboration.
- 10.4. Support the VCSE (Voluntary, Community & Social Enterprise) sector with the resources to achieve their own People & Culture objectives.

11. Regularly Monitor and Evaluate the People and Culture Strategy:

- 11.1. Ensure we are achieving the desired outcomes.
- 11.2. Make changes to the Strategy as required.

Conclusion

Our People & Culture Strategy will be critical to our success as a charity. By investing in our people and creating a culture of excellence, we can achieve our purpose and make a meaningful contribution with the services we deliver.



The People & Culture Strategy will be reviewed annually by the People and Culture Board Sub Committee before budget-setting to ensure the objectives remain relevant and that expenditure to deliver the actions has been considered.

The Action Plan will be led by the Executive Lead for Corporate Services and sponsored by the People and Culture Board Sub Committee.



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