



Julian House
The home of opportunity

People Strategy

2021-2024

People Strategy Vision and Themes

This People strategy has been developed to support the vision, values and mission of Julian House.

Our **Vision** for this strategy is that **Julian House will be a great place to work and volunteer**. All our people, irrespective of their role, are instrumental in achieving this goal and to ensuring organisational excellence and success.

This strategy aims to foster a culture within Julian House which is inclusive and sets high expectations for the important work we do. We will create a culture where our people's wellbeing is at the heart of our decision-making, where we work together as one team, and where everybody is supported effectively in their roles throughout their career with us.

This People Strategy sets out four strategic themes;

1. High levels of **Engagement & Communications** with our people
2. Pro-actively supporting the **Wellbeing & Resilience** of our people.
3. Investing in the **Learning & Development** of our already skilled and experienced people.
4. **Attracting & Retaining** the right people.

1. Engagement & Communication

We aim to promote a culture in which we ensure engagement with our people, at all levels, is encouraged in order to build trust and commitment to our strategic goals and values. We want our people to feel empowered to have their say, to feel appreciated, listened to, valued and feel well informed about matters affecting them.

We will;

- Ensure there is effective communication in place so that all people across Julian House feel included and informed.
- Provide opportunities for our people to have their say, through a range of feedback mechanisms.
- Encourage people's ideas and new ways of thinking to continuously improve Julian House policies and practices.
- Recognise the great work our people do and ensure people feel valued
- Ensure staff understand what is expected of them and are motivated to perform well.
- Promote participation, collaboration and teamwork in our approach to decision making.
- Empower our people to appropriately challenge the "status quo".
- Develop meaningful targets for measuring and monitoring engagement.



2. Wellbeing & Resilience

We aim to create a culture within Julian House which ensures that our people have the growth mindset which allows us to cope with, and adapt to the volatile, uncertain and complex world. This in our sector means that we have to be ready to adapt to new situations and requirements. This will require an ongoing reassessment of the processes and procedures that currently exist. We will create a people-centric organisation where our people are well supported and resilient.

We will;

- Listen our people's feedback around wellbeing and take action to continuously improve and better our working environments
- Ensure initiatives are in place to support healthy workplace practices aimed at minimising sources of workplace stress.
- Establish clear job roles and expectations at all levels to allow us to start building resilient teams
- Ensure ongoing training for managers across the organisation to ensure our teams get the right support they deserve
- Enable staff to better manage their own health and well being as appropriate, including the development of support linked to personal resilience and mindfulness.
- Explore what type of long-term support is required for our client facing teams to ensure they are mentally in a good place to support clients the best way possible.
- Champion people's physical, psychological and social wellbeing.
- Support employees who face upsetting or traumatic experiences at work, including providing external sources of staff support such as reflective practice and EAP.



3. Learning & Development

We aim to create an inclusive working environment where we develop and encourage creative thinking and respond to the evolving needs of our clients as well as the changing world. We will focus on building capability and accountability across the organisation by developing a values based competency framework which will underpin the work we will do with our leaders across the organisation.

We will;

- Develop relevant learning and development programmes that meet the needs of all our people, now and in the future.
- Ensure that everybody across the organisation has a fair and equal chance to access relevant training and development opportunities.
- Develop inclusive career pathways to enable long-term development, progression and succession planning.
- Incorporate Trauma informed care and PIE approaches to our ways of working to ensure a client-led approach is adopted across Julian House.
- Ensure everybody is supported and developed through effective, ongoing Supervisions with managers who will work with people to set SMART targets
- Utilise internal expertise to deliver training, mentoring and support to people across Julian House.
- Ensure that performance management processes are fair, effective and meaningful and robustly embedded.



4. Attracting & Retaining

Recruiting the best people is a key driver of future success for Julian House. We are focused in delivering quality support services, which transform the daily lives and futures of people experiencing social exclusion. To achieve this, we will be committed in attracting and retaining people, who demonstrate resilience, adaptability and people who live our values. We will bring together a diverse range of different skills, professional backgrounds and lived experiences.

We will;

- Ensure our recruitment processes and practices are agile, inclusive and attuned to our changing needs
- Ensure our people are aware of the progression opportunities and they understand the different career paths within Julian House
- Continuously review our position within the sector to ensure we remain competitive (re; salaries/T&Cs etc.)
- Build our reputation and work with the communities within which we operate to attract a diverse range of people.
- Develop onboarding and induction approaches to support the effective integration of new staff to Julian House and our values.
- Ensure everybody has a great experience of working with us?

