



Metanoia Institute

People and Culture Strategy 2023-2028

Metanoia Institute People and Culture Strategy

Success Through Effective Collaboration

1.0: Introduction

The growth, success and sustainability of Metanoia Institute requires a positive shift in how Metanoia positions itself to ensure its continued success in facing its internal and external challenges.

Insight into Metanoia's current operations, culture, what has supported its success to date and what needs to be addressed to ensure its future success have been obtained from:

- A) Information gathered from an independent Culture review and subsequent recommendations.
- B) A staff engagement process where sixty-five staff, including those teaching at weekends, were interviewed individually to gain insight into their experiences at Metanoia; what they like, their issues and concerns.

As a result, the following factors have been found to exist which can be divided into two perspectives:

1. People:

- There is a strong sense of pride and belief among staff in the positive impact Metanoia has as an organisation. Employees are deeply engaged with its mission, highly invested in its work, and take pride in its name and rich history.
- There is also a great deal of fellowship and solidarity. That is, support for one another, a sense of teamwork and support for your colleague.
- There is a strong belief in what Metanoia can achieve and how it can be at the forefront of mental health support for all.
- Some staff feel that that structure, purpose and focus could be better, which would improve employee engagement.
- Some reported that employee wellbeing, mental health and clear open, two-way communication are areas to develop.
- Some staff suggested management development and professionalising operations need improvement.

2. Organisational:

- There is clear pride in the quality of the service that is delivered in all areas.
- There is a very positive drive to ensure that operationally, the organisation is fit for its challenges ahead.
- A clear organisation strategy has been developed to ensure future sustainability, superior student experience and to be an employer and training provider of choice.

- However, with staff focused on their specific delivery, departments and initiatives operate in Silos, focused on their immediate department with limited connection to the organisation.
- There are lots of parts moving in different directions, with good intentions but without focusing on institutional objectives.
- The need to address the challenges raised by both the Culture report and staff engagement exercise are paramount to the success of the organisation's strategy and its four key strategic priorities of Inclusion, Innovation, Intelligence and Sustainability.

2.0: Human Resources Strategic Direction

Metanoia is a service driven industry and like any service it is driven by the quality and excellence of the product and the staff who develop, deliver, and engage with its customers. This strategy aims to capitalise on the current positive aspect of delivery and to also ensure that all staff who are employed at Metanoia fully understand and engage in what we do and why we do it. The organisations Vision and Purpose are very positive guides on how to capitalise on the direction and focus of the organisation. Embedding them further into everyday interactions within Metanoia will provide a real unified focus, staff all working together as one to achieve the organisation goals.

The People and Culture strategy will focus on an effective collaboration approach that describes, develops, and nurtures a greater and more inclusive relationship between the organisational leadership and staff, this will also consider the part time nature of staff, working collectively to achieve and create real synergies.

By adopting the organisational strategy and embedding it in the People and Culture strategy will allow us to put an even greater focus on how we do things, moving from operating in functional departmental and individual silos, to a clear strategic focus with departments working together to achieve sustainable success. Through open communication and every staff member understanding exactly what is required from them, the organisation will ensure its Vision and Purpose is capitalised on.

The effectiveness of a collaborative approach is reliant on the ability of the organisations leadership to develop mutual respect and trust, teamwork, cooperation and shared responsibility. It involves leaders collaborating closely with all team members and actively fostering a culture of transparency and knowledge exchange. The strategies, goals and objectives are designed to support the development of the leadership skills required.

To achieve success in delivering the organisational strategy of Inclusion, Innovation, Intelligence and Sustainability, the People and Culture strategy is underpinned by four key drivers that are developed from a collaborative perspective. The development and implementation of all four drivers are seen from both an organisational leadership and employee perspective, each playing their part in delivering the four key organisational strategic priorities.

The four drivers support all the recommendations raised in the independent culture review and the staff engagement exercise.

The four key drivers of change are:

2.1 Organisation Structure

This driver sets out to secure the solid foundations on which Metanoia can achieve its strategic aims. Procedures, policies, processes, and solid supportive operational excellence that will secure and underpin all four key strategic priorities. The driver also ensures that everyday HR operations of Metanoia provide the service the organisation and staff need and receive. The driver incorporates policies and procedures, contracts, job descriptions, performance management, equality, diversity and inclusion, job roles, grading compensation and benefits and talent acquisition.

2.2 Culture:

The driver of culture facilitates the achievement of the organisation's strategic objectives. It supports the organisation in developing a collective understanding of how the organisation operates and demonstrates its intentions by ensuring that every staff member understands and is engaged with the vision, values and purpose of Metanoia. It is about balancing what we do against how we do it. Results versus Values and Behaviors. The need to guide staff on what to focus on and how to work as individuals and in teams. Collaboration across all departments and to learn from others not in your field or expertise. It is about inclusiveness across the organisation, regardless of who you are or your position within the company, that all staff have a part to play, inclusive of part time staff and they are clear about how the part they do play impacts on the organisational strategy. Staff engagement, behaviors, leadership development, wellbeing, communication, collaboration, teamwork, recruiting the right people, play a key role in this driver.

2.3 Organisational Excellence:

This driver strengthens the overall prestige of an organisation both internally and externally. It achieves this by ensuring the organisation is comfortable with change, it ensures that performance is high, and that staff are developed to ensure high performance by focusing on the individual and not seeing staff as a manager's resource. Development, feedback, coaching, performance management, employee and employer brand, workforce focus, analysis and improvement, objective setting and management, statistical intelligence are key here.

2.4 Customer Service.

We are a service-driven company and everything we do is based on how our students value our service and how we promote this to all external stakeholders. It is also about internal stakeholders, and interaction between staff in relevant departments. It encourages staff to collaborate and create real synergies for innovation, problem solving and creativity. It challenges bad service, ensures consistent feedback, and encourages improvement in service to both external and internal customers.

3.0 People and Culture Mission

To support the development and creation of a collaborative dynamic between staff and organisation that will aid the success of the organisations Vision and Strategic Priorities.

4.0. Collaborative Model

The following model aims to establish an effective collaborative focus between staff and organisation, by each stakeholder, function and department working together in collaboration to add value, aided by the four key drivers that in turn support each key strategic priority.

- Organisational Structure
- Culture

- Service
- Excellence



5.0 Strategic Priority of Inclusion:

To foster a culture of Inclusion that promotes diversity, equity and belonging for all students and staff, through inclusive teaching practices, an inclusive curriculum, and an inclusive environment.

5.1 People and Culture Initiatives and Actions

Inclusion is a behavior that is built into the DNA of Metanoia where every individual who works or studies at Metanoia will know they belong. The People and Culture strategy sets out to ensure that its practices, procedures, and behaviors demonstrate the organisation's commitment to developing an inclusive institution, where equality, diversity, and inclusion becomes deeply embedded. To achieve this, we will ensure that our structures are sound and supportive, and that they are flexible. We will seek feedback from all to ensure we create an organisation that not only promotes inclusion, but it demonstrates it through its everyday actions. From a cultural perspective, Inclusion should be integral to everything in Metanoia. Staff will be held accountable, from senior level and throughout the organisation, and we will be promoting and acting on any indifference. Considering excellence, Metanoia will demonstrate its commitment and eventually its achievements. On a service level we need to collect constant feedback and create a clear feedback loop that helps guide and understand the impact of strategic priority.

5.1.1 People and Culture Goals (Institutional Strategic Aim Inclusion Objectives 1, 4 and 5)

- a) To develop and implement the procedures, policies, and behaviors that aid, support and demonstrate the organisations support of an equitable, diverse, and inclusive environment.
- b) Make ED&I the blueprint of Metanoia culture by incorporating it into every aspect of the employee experience,
- c): Develop and manage a suite of initiatives that ensure that Metanoia continuously develops and demonstrates best practice in Equality, Diversity, and Inclusion.
- d) Review how we communicate with all staff with the goal of developing and establishing an effective and accessible two-way information flow between all staff and the organisation.

6.0 Strategic Priority of Innovation

To drive Innovation across all aspects of our institution by modernising education design and delivery methods, upgrading supporting infrastructure, enhancing our brand, and marketing efforts, and leveraging digitisation.

6.1 People and Culture strategic Initiatives and Actions

Innovation is how Metanoia can develop, design, problem solve and collaborate on a range of new ideas, supporting service offerings and how we can be creative and innovative. The driver of structure will focus on the organisations ability to innovate in establishing a genuine connection between staff and organisation. The organisations vision, purpose, and values will establish a clear strategic direction and culture that is communicated to all staff. Excellence will focus on the development of staff and the driver of Service will focus on how we drive through and support greater understanding and collaboration between all staff and departments.

6.1.1 People and Culture Goals (Institutional Strategic Aim Innovation Objectives 2,3 and 4)

- e) Create and develop a knowledge-based, two-way, informative intranet system.
- f) To establish and develop an employee-engaging environment that supports a creative and innovative culture.
- g) Develop a Learning and Development provision that establishes an organisational knowledge at the point of need.
- h) Establish and develop a greater collaboration between departments and staff supported with core skills development.

7.0 Strategic Key Priority of Intelligence.

To become an Intelligence-led institution that prioritises data driven decision making, evidence-based education and practice and a student-centred approach, whilst staying ahead of emerging trends in Higher Education.

7.1 People and Culture Strategic Initiatives and Actions

To ensure decisions are made in the right way we need to move from data processing to data excellence. The need to develop an organization understanding of how AI can be capitalised on to increase efficiency. The four key drivers focus on establishing sound structural systems that give instant access to all data, create greater efficiencies and as a result become effective in providing the organisation with sound intelligence behind all

decisions. They also give all staff and managers the freedom to perform their role with greater up-to-date information accessible when they need it.

7.1.1 People and Culture Goals (Institutional Strategic Aim; Intelligence Objectives 1 and 3)

i) To establish and develop core data systems to provide the organisation with instant access to relevant and up-to-date people data.

j) Establish a set of initiatives that support the organisations' ability to implement change based on continuous data collection

k) Develop a set of initiatives that promote a collaborative approach and generates constant feedback.

l) Establish a suite of data capture functions that staff can access.

8.0 Strategic Aim of Sustainability

To ensure the long-term Sustainability by becoming an autonomous organisation, maximising growth, and income opportunities, and embedding sustainable development principles across all our plans including financial security.

8.1 People and Culture strategic Initiatives and Actions

The long-term sustainability of Metanoia requires continuous progress and development. The ability to be flexible and to adapt to change is crucial to its ongoing success. From talent acquisition to development of a succession planning process. A culture that understands behaviors and emotions especially amongst its leaders and is capable of collaborating and working together.

8.1 1 People and Culture Goals (Institutional Strategic Aim; Sustainability Objectives 3,4 and 6)

m) Develop a full set of structural initiatives that supports the acquisition and succession of talent.

n) Develop the culture, purpose and actions that evolve and develop a real staff and organisational collaborative function.

o) Develop and implement a succession plan for the organisation that ensures its continued sustainability.

p) Focus and create collaborative teams between academic and support functions to champion this capability and build greater organisation capability in delivering our first-class service

8.0 Conclusion; The four established drivers will help Metanoia in improving and sustaining excellence, delivering high-class education to a wider participative community. It is designed to allow a change in culture where we work as one group of individuals in pursuit of the organisations vision, mission, values, and strategy. It is designed to develop a new way of working that will have an impact on service and growth.

Appendix 1
Implementation Plan

People and Culture Implementation Plan

1. Strategic Priority Inclusion.

People and Culture Goal Structure	Objective	Time Scale	Lead	Strategy Link
<p>To develop and implement the procedures, policies and behaviours that aid, support and demonstrate the organisations support of an equitable, diverse and inclusive environment.</p>	<ul style="list-style-type: none"> • Incorporate ED&I into all all-metanoiias contracts of employment putting behaviour at the centre of agreements between staff and organisation. • Introduce relevant policies that aim to create clear guidance to staff on all areas of equality and diversity. • Review all documentation to ensure that all staff can engage with and understand. • Embed compliance training into staff induction programmes and track compliance engagement by staff that are reflective of ED&I issues. • To develop and introduce an intranet that staff have access to all the time by becoming a default portal on all devices creating an instant connection with the company. • Develop a recruitment policy that is focused on ED&I recruitment. • Imbed the organisations values and behaviours into staff development and performance managed procedures. • Provide bias awareness training for all staff recruitment interview panel. • Provide an ED&I section on the staff intranet portal that is informative, creates greater awareness and is always easily accessible. 	<p>End of November 24</p> <p>December 24</p> <p>December 24</p> <p>January 25 to March 25</p> <p>November 24</p> <p>May 2025</p> <p>February 25</p>	<p>CT</p>	<p>Objective 1: Equip tutors with the necessary knowledge and skills to create an inclusive teaching space by providing ongoing training and professional development opportunities on issues of diversity, equity, and inclusion.</p> <p>Objective 4: Create an inclusive environment that values and respects the experiences, perspectives, and identities of all members of the Metanoia Community, by implementing policies and practices that promote equity and belonging.</p> <p>Objective 5: Increase the diversity of the workforce by actively recruiting, retaining, and supporting individuals from underrepresented communities, ensuring representation across all staff groups.</p>

2. Strategic Priority Inclusion.

People and Culture Goal Culture	Objective	Time Scale	Lead	Strategy Link
<p>Make ED&I the blueprint of Metanoia culture by incorporating it into every aspect of the employee experience,</p>	<ul style="list-style-type: none"> • Create and develop an ED&I group that oversees, guides and develops Metanoia in all areas of Equality Diversity, Inclusion and Wellbeing. • Develop a strategic plan for equality, diversity, and inclusion. • To develop a clear purpose of the ED&I committee with a clear set of guiding principles, terms of reference and membership • To ensure that the group's membership is reviewed regularly to incorporate different voices and perspectives. • Engage with external minority charities, groups to help develop a strategy of promoting the recruitment of a diverse workforce. • To incorporate subgroups within the ED&I steering committee, when possible, that will focus on planning and implementation of agreed focused initiatives in support of the ED&I strategy, purpose and principles. • Develop lunch and learn sessions with external speakers invited to give talks on specific elements of diversity and equality. • Celebrate our diversity by encouraging and holding international days. 	<p>June 24 to Sep 24</p> <p>Sep 24 to Oct 24</p> <p>Sep 24 to Nov 24</p> <p>Nov 24 March 25</p> <p>Oct 24 to Dec 24</p> <p>Nov 2024 to July 25</p> <p>Oct 24 to July 25</p>	<p>CT</p>	<p>Strategic Objective 1: Equip tutors with the necessary knowledge and skills to create an inclusive teaching space by providing ongoing training and professional development opportunities on issues of diversity, equity, and inclusion.</p> <p>Objective 4: Create an inclusive environment that values and respects the experiences, perspectives, and identities of all members of the Metanoia Community, by implementing policies and practices that promote equity and belonging.</p> <p>Objective 5: Increase the diversity of the workforce by actively recruiting, retaining, and supporting individuals from underrepresented communities, ensuring representation across all staff groups. Social Inclusion.</p>

3. Strategic Priority Inclusion.

People and Culture Goal Excellence	Objective	Time Scale	Lead	Strategy Link
<p>Develop and manage a suite of initiatives that ensure that Metanoia continuously develops and demonstrates best practice in Equality, Diversity, and Inclusion.</p>	<ul style="list-style-type: none"> • Demonstrate Metanoia achievements by committing itself to gaining appropriate and relevant charter awards. • Consistently review the work of the ED&I group to ensure consistency and effectiveness using effective feedback. • Develop a suite of training programs that are accessible by staff with the aim to develop a complete awareness of all issue within the ED&I field. • Use our expertise to provide guidance to external organisations on areas of inclusion, wellbeing, and diversity. 	<p>March 25 to May 26</p> <p>June 25</p> <p>Dec 25</p> <p>Dec 26</p>	<p>CT</p>	<p>Objective 1:</p> <p>Objective 4:</p> <p>Objective 5: As outlined above.</p>

4. Strategic Priority Inclusion.

People and Culture Goal Service	Objective	Time Scale	Lead	Strategy Link
<p>Review how we communicate with all staff with a goal to develop and establish an effective and accessible two-way information flow between all staff and the organisation.</p>	<ul style="list-style-type: none"> • Seek out and create effective relations with relevant external bodies within the ED&I field to ensure we are consistent in our understating and delivery of ED&I within metanoia. • Examine all areas of communications that can be effective in creating open and effective two way means of information flow. • Create access portals to all departments and information system via the intranet. • Establish a one-sign-on function giving staff instant access to everything they need. • Create and design a home page with access to all service, newsletter, blog, and instant communication to the organisation. 	<p>Jan to Sep 2025</p> <p>Jan 25 to July 25</p> <p>Sep 25 to Dec 25</p> <p>Sep 25</p>	<p>CT</p>	<p>Objective 1:</p> <p>Objective 4:</p> <p>Objective 5: As outlined above.</p>

5. Strategic Priority Innovation

People and Culture Goal Structure	Objective	Time Scale	Lead	Strategy Link
<p>Adopt the idea of agile principles enabling a fundamental change within the organisation that supports how people work.</p>	<ul style="list-style-type: none"> • Move from process excellence to data excellence. • Automate HR solutions to drive efficiencies. • Create the necessary structures that supports managers ability in how to perform their role. 	<p>Jan 26 to July 26</p> <p>Jan 26</p> <p>Jan 26</p>	<p>CT</p>	<p>Objective 2 Modernise our supporting infrastructure including campus and student facilities, space, technology systems and administrative processes to improve efficiency and enable innovation.</p> <p>Objective 3 Enhance our brand and marketing efforts to attract and retain remarkable students and staff from the widest demographic and highlight our institutional strengths and accomplishments.</p> <p>Objective 4. Embrace digitisation by integrating new technologies such as virtual learning, digital library, CRM, and AI into our educational and administrative processes, to enhance efficiency and innovation.</p>

6. Strategic Priority Innovation.

People and Culture Goal Culture	Objective	Time Scale	Lead	Strategy Link
<p>To establish and develop an employee engaged environment that supports a creative and innovative culture.</p>	<ul style="list-style-type: none"> • Define how our values are practiced everyday by all. • To ensure that the organisations set of core behaviors are embedded into everyday actions. • To embed these behaviors into recruiting the right staff for Metanoia. • To develop a set of staff and organisation leadership core expectations to further support a collaborative approach. • To develop a set of core skills that all staff are trained in. • Introduce values training into handbook and new hire orientation. • Imbed them in performance management • Introduce staff recognition awards that promote staff who demonstrate Metanoia values. • Introduce a series of pulse surveys throughout the year to ensure that values are always practiced. • Establish the meaning of Metanoia's purpose to ensure all innovative initiatives are aligned with the organisations vision. • Create and maintain value promotion via the internet, handbook, and new hire orientation. 	<p>Sep 25 25</p> <p>July 25</p> <p>Sep 25</p> <p>Oct 25</p> <p>August 25</p> <p>August 25</p> <p>Sep 25 Sep 25</p> <p>Jan 25</p> <p>Sep 25</p> <p>March 25</p>	<p>CT</p>	<p>Objective 2: Objective 4: Objective 5: As outlined above.</p>

7. Strategic Priority Innovation.

People and Culture Goal Excellence	Objective	Time Scale	Lead	Strategy Link
<p>Develop a Learning and Development provision that establishes an organisational knowledge at the point of need.</p>	<ul style="list-style-type: none"> • Develop a Learning and Development strategy around the concept of learning at the point of need. • Develop a manager’s operational guide and training that is accessible to all managers when they need it. • Embed the managers operational guide into managers induction programme. • Prioritise skill development to leverage talent fully, breaking through the traditional barriers of degrees and titles. • Equip managers with leadership skills to manage conflict to enable them to deal with the complexities of the modern team dynamics. • Design and implement a team development workshop and practice. • Design and develop a suite of training programmes using blended learning techniques that are accessible to all different learning styles 	<p>Nov 24</p> <p>June 25</p> <p>June 25 June 25</p> <p>Feb 25</p> <p>June255</p> <p>Oct 25</p>	<p>CT</p>	<p>Objective 2 Objective 4: Objective 5: as outlined above.</p>

8. Strategic Priority Innovation.

People and Culture Goal Service	Objective	Time Scale	Lead	Strategy Link
<p>Establish and develop a greater collaboration between departments and staff supported with core skills development.</p>	<ul style="list-style-type: none"> • Introduce cross functional and secondments opportunities for staff to develop skills levels and create greater understating of organisation departments. • Further development and access to core organisation skills development, with listening and communication skills all forming a range of core development needs. • The design and development of key skills for each role within the organisation and key skills identified for each department. • Develop and introduce a Learning and Development policy. 	<p>Dec 25</p> <p>Mar 25 to Mar 26</p> <p>March 25 to March 26</p> <p>Nov 25</p>	<p>CT</p>	<p>Objective 2</p> <p>Objective 4:</p> <p>Objective 5: As outlined above.</p>

9. Strategic Priority Intelligence

People and Culture Goal Structure	Objective	Time Scale	Lead	Strategy Link
<p>To establish and develop core data systems to provide the organisation with instant access to relevant and up-to-date people data.</p>	<ul style="list-style-type: none"> • Create operational capabilities by developing a report structure that allows access to vital data analysis instantly, supporting leadership, and managers in executing their responsibilities. • Create a live HR dashboard with level access to managers and teams. • Create Instant organisation design capabilities. • Generate greater efficiencies through the implementation of a joint Finance and HR system. • Establish clear workflows that provide for greater efficiency and effectiveness in all People and Culture Operations. • Develop HR and Finance payroll streamline process 	<p>Dec 24</p> <p>Dec 25</p> <p>Dec 25</p> <p>Dec 25</p> <p>Dec 25</p>	<p>CT</p>	<p>Objective 1 Develop and implement a comprehensive data analytics programme that captures and analyses data from across the institution, to inform strategic decision making, improve student experience, and identify areas for continual improvement.</p> <p>Strategic Objective 3 Use intelligence to drive innovation and continuous improvement, by using data to identify areas for improvement and taking an initiative approach to addressing emerging challenges.</p>

10. Strategic Priority Intelligence

People and Culture Goal Culture	Objective	Time Scale	Lead	Strategy Link
Establish a set of initiatives that support the organisations' ability to implement change based on continuous data collection.	<ul style="list-style-type: none"> Design and implement a Performance Management and Development System to ensure the development, review of flexible continuous objective setting. 	March 25 to Sep 25	CT	Objective 1 and Strategic objective 3. As outlined above.
	<ul style="list-style-type: none"> Establish a set of training programs that develop organisational competence on data collection, understanding and how it impacts change. 	Jan 26		
	<ul style="list-style-type: none"> Establish a clear set of HR metrics that covers the full HR life cycle. 	Dec 25		
	<ul style="list-style-type: none"> Establish a procedure for developing and monitoring the organisations key performance Indicators. 	Dec 25		
	<ul style="list-style-type: none"> To review and assess how AI can support the efficiency and effectiveness of the HR function. 	Jan26		

11. Strategic Priority Intelligence.

People and Culture Goal Excellence	Objective	Time Scale	Lead	Strategy Link
Develop a set of initiatives that promotes an effective collaborative approach that generates constant feedback.	<ul style="list-style-type: none"> Implement an annual employee engagement survey. 	Jan 25	CT	Objective 1 and Strategic objective 3. As outlined above.
	<ul style="list-style-type: none"> Introduce pulse surveys to establish a feedback loop that focuses on evaluating the impact of initiatives outlined in engaged survey. 	May 25		
		Jan 25		

	<ul style="list-style-type: none"> Design and develop a set of core skills built around the establishment of effective teams that support collaborative culture. 			
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12. Strategic Priority Intelligence.

People and Culture Goal Service	Objective	Time Scale	Lead	Strategy Link
Establish a suite of data capture functions that staff can access.	<ul style="list-style-type: none"> Develop a full list of HR metrics to incorporate into monthly reports. Develop a suitable HR dashboard to present monthly updates. Support the continuous development of the Metanoia intranet function. Introduce the concept of Objectives and Key Results (OKR) 	July 25 July 25 Jan 26 Mar 26	CT	Objective 1 and Strategic objective 3. As outlined above.

13. Strategic Priority Sustainability

People and Culture Goal Structure	Objective	Time Scale	Lead	Strategy Link
Develop a full set of structural initiatives that supports the acquisition and succession of talent.	<ul style="list-style-type: none"> Engage with Glassdoor and develop and maintain full Metanoia employee brand. 	July2025	CT	Objective 3 Embed sustainable development principles across all our plans including financial security by integrating sustainability considerations into our decision-making process policies and practices. Objective 4 Create a resilient infrastructure and business continuity plan that is adaptable and able to withstand external shocks, economic downturns, and pandemics. Objective 6 Enhance our brand and reputation, promote achievements, and harness our academic strengths to become a destination for students, academics, and researchers from around the world.
	<ul style="list-style-type: none"> Develop a strategy to develop and engage with an Employee Brand. 	July 2025		
	<ul style="list-style-type: none"> Develop a Talent Acquisition Policy. 	Dec 24		
	<ul style="list-style-type: none"> To develop, implement and set in motion a clear and decisive recruitment standard operating procedure. 	Jan 25		
	<ul style="list-style-type: none"> Install our own job evaluation software with capabilities of evaluation, pay reward, pay benchmark, grading, equal pay data. 	March 254		
	<ul style="list-style-type: none"> Ensure all jobs are graded. 	June 25		
	<ul style="list-style-type: none"> Ensure that all jobs are salary benchmarked. 	June25		
	<ul style="list-style-type: none"> Develop a full grading process. 	June 25 Dec 25		
	<ul style="list-style-type: none"> Build grades into all job descriptions. 	Jan 26		
	<ul style="list-style-type: none"> Build grades into the recruitment process. Develop a succession planning process. 	March 26		

People and Culture Goal Structure	Objective	Time Scale	Lead	Strategy Link
	<ul style="list-style-type: none"> Develop an inclusive employee experience that promotes the attraction, retention, and development of all Metanoia staff. 			

14. Strategic Priority Sustainability

People and Culture Goal Culture	Objective	Time Scale	Lead	Strategy Link
Develop the culture, purpose and actions that evolve and develops a real staff and organisational leadership collaborative approach.	<ul style="list-style-type: none"> Implement a structured leadership development programme. Develop clear understanding of what collaboration is and how it operates. Align individual objectives and Key performance indicators with organisation values. Give staff access to recognition awards, benefits portal and savings benefits via Intranet portal. 	Feb 25 July 25 July 25 Jan 26	CT	Objective 3 Objective 4 Objective 6 As outlined above.

15. Strategic Priority Sustainability

People and Culture Goal Excellence	Objective	Time Scale	Lead	Strategy Link
Develop and implement a succession plan for the organisation that ensures its continued sustainability.	<ul style="list-style-type: none"> Develop coaching skills amongst all managers to ensure a performance-driven organisation and capability led. Develop a fully engaged new hire onboarding programme for Metanoia. Develop a new hire mentoring programme. 	Jan 26 April 25 Oct 25	CT	Objective 3 Objective 4 Objective 6 As outlined above.

	<ul style="list-style-type: none"> • Implement a merit-based performance process that supports pay awards and promotion. • Develop and create an organisational wide grading process that supports the remuneration and promotion function within metanoia. • Establish a clear career development process 	Sep 25 June 25 Jan 26		
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16. Strategic Priority Sustainability

People and Culture Goal Service	Objective	Time Scale	Lead	Strategy Link
Focus and create collaborative teams between academic and support functions to champion this capability and build greater organisation capability in delivering our first-class service.	<ul style="list-style-type: none"> • Develop competence in service through effective staff development initiatives promoting quality of service. 	Jan 26	CT	Objective 3 Objective 4 Objective 6 As outlined above.
	<ul style="list-style-type: none"> • Promote a team culture via reward and recognition and cross functional operations. 	Jan 26		
	<ul style="list-style-type: none"> • Develop Visa sponsorship process and management. 	Jan 26		
	<ul style="list-style-type: none"> • Create a cross functional (Academic and Support) groups building individual capability and objectives to define what excellent customer service is within Metanoia. 	Jan 26		