

People Strategy

Customer
Focus

Respect

Communication

Integrity



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Cloch Housing Association

People Strategy

1. Introduction

The People Strategy offers the association a framework that promotes the staff in the organisation, linking them to the business plan and outlines learning and development opportunities. It can offer a consistency of approach across all aspects of the recruiting, managing, training, promoting and leadership of the association and ensure that staff feel engaged with the work of the Association and empowered in their jobs. This should lead to higher levels of job satisfaction and clear avenues to improvement and change management.

In the Strategy we offer an overarching vision followed by the key themes for the next 3 years. These themes are then broken down to show what we are currently doing and what we plan to do.

2. Our current position

Currently, Cloch provides a very good environment for staff to thrive and get the most of their time while working at Cloch. We provide excellent Terms & Conditions negotiated through EVH and the Unite Union. We offer a Pension Scheme. Staff Training and development is promoted to staff through staff appraisals, internal training and through individual requests.

We have a suite of good Policies dealing with Human Resources issues and these are backed up by standards of performance are set out in our Business Plans, Service Delivery Plans, KPI's, Staff Appraisal Goals and Customer Service Standards. These provide a clear direction for performance management along with our robust policies around Disciplinary and Grievance, Dignity at Work, Equalities and so on.

Staff welfare is a priority. We have signed up to the EVH Health & Safety Manual. Our maintenance staff ensure compliance with the CDM regulations. The Westfield Health Plan provides staff with a free counselling service and GP Helpline along with contributions to dental work, physiotherapy, alternative therapies and more. The staff are working towards Healthy Working Lives accreditation and this offers staff an opportunity for group interaction at work through lunches and activities and training.

The working environment for staff is bright and modern and comfortable. Three kitchens are provided along with a staff room, allowing staff to mingle in an informal atmosphere and encourages social interaction.

The Association encourages engagement with staff and involves staff at every level of the organisation in working groups. This includes the FACE project, Document Management and Events Groups.

3. Our Plans for the next three years

The People Strategy allows us to plan for the future and to develop a culture of excellence in everything our staff does and will do. This plan focusses on the next three years and will be updated every three years by the Senior Management Team. Some of the action points have been pulled out from the Business Plan 2017/2020 and some are in addition.

Included in the plan is the development of a Communications Strategy and a Corporate Responsibility Strategy which will bring volunteering opportunities to the workplace. We want to provide a Management Development Programme for the senior staff and mentoring programme for all the staff.

We will be reviewing our Recruitment & Selection Policy and constantly improving our Induction Process for new recruits.

We will continue our use of Staff Satisfaction Surveys and work towards the Gold Standard in Healthy Working Lives.

Using our benchmarking groups, we will try to improve our benchmarking by focusing on peers who most closely match our own association.

4. Our Vision of the People Strategy

“To provide a culture that promotes a highly motivated, well trained and effective staff who feel valued and who value the work and services of the Association.”

5. The Key Themes

- Theme 1: To provide direction to all staff to move forward with our vision and values and to ensure that we manage and support the change to our customer services and staff structure.
- Theme 2: Ensure that staff have the skills and learning opportunity to develop and grow in the organisation and offer succession planning opportunities to ensure the growth of the organisation.
- Theme 3: Provide an environment where staff feel valued and motivated to give the best of themselves and where they know their health & wellbeing are valued.
- Theme 4: Provide good recruitment and retention policies and practices which embrace equality and which follow a member of staff through their employment tenure at Cloch.

Theme 5: Develop a performance management culture that works with people to ensure they understand the standards that are required and works with them to ensure that these standards are achieved.

6. Budgets

Budgets annually for training and development and any extra ordinary expenditure such as away days.

Budgets 2018/2019

Training & Development	20,000
Team Building Day	2,000
Leadership Programme	10,000
Board Appraisals	3,000
Customer Excellence Award	2,800

7. Monitoring the Strategy

On a day to day basis, the Strategy will be actioned and monitored by the Corporate Services Manager and Director. The Finance & Corporate Services Sub-Committee will ensure the actions are achieved and will receive an update on an annual basis. This Strategy fulfills the Business Plan Service Delivery Plan requirement "A" (1,2,3, & 4) for Corporate Services Delivery Plan.

8. Action Plan

The Action Plan is based around the Themes and highlights what we are currently doing followed by the actions we plan to take over the next three years.

Theme 1: To provide direction to all staff to move forward with our vision and values and to ensure that we manage and support change.

Currently we offer:

- A strong, motivated Senior Management Team and senior staff
- Well governed, knowledgeable and trained Board of Management
- Robust and Internally Audited Business Plan which sets out the vision and values of the Association
- Strong relationship to our parent company, Oaktree
- Collaborative and inclusive FACE Project
- Service Delivery Plans for each Department

Action	Target Date	Link to Business Plan
Set up a leadership programme for all senior staff	June 2018	
Set up a governance review & action plan	July 2018	Corporate Services SDP, Item G.3
Adopt a mentoring service to which all staff can apply and where some staff may wish to be trained as mentors.	tba	
Develop a communication strategy which will include a section on internal communications in the workplace	March 2018	Director SDP, Item 4

Theme 2: Ensure that staff have the skills and learning opportunity to develop and grow in the organisation and offer succession planning opportunities to ensure the growth of the organisation.

Currently we:

- Assess training needs at staff appraisal
- Set out a training plan & budget for the following year
- Offer internal & external training courses as required
- Offer professional training courses
- Run a modern apprenticeship programme
- Secondment Opportunities
- Working Group Involvement eg. Document Mangement, FACE, FIG

Actions	Target Dates	Link to Business Plan
In line with mentoring in Theme 1, set up job shadowing opportunities for staff to see other jobs at their grade and potentially job shadow people above their grade	August 2018	
Modern Apprenticeships to be offered in a variety of different disciplines, not just CIH Level 2 eg, IT, Maintenance Finance	April 2018	

Theme 3: Provide an environment where staff feel valued and motivated to give the best of themselves and where they know their health & wellbeing are valued.

Currently we have:

- A modern bright working environment
- Staff Room and open air area to socialise
- Up to date IT and other equipment
- Staff Team Building Day (Biennial)
- Westfield Health Plan
- Health Working Lives activities
- Flexible Working Policy and Flexi/TOIL Policy
- Health & Safety Policies and Practices
- Stress Risk Assessments
- Staff Satisfaction Surveys

	Target Dates	Link to Business Plan
Staff Satisfaction Survey – every 2 years	April 2018/ April 2020	
HWL Accreditation - achieve gold standard	August 2019	Corporate Services Delivery Plan, Item H.1
Organise Team Building Days every 2 years	May 2018/May 2020	Corporate Services Delivery Plan A.6
Continue to improve the look/environment at 19 Bogle Street & externally in garden court yard	On going	Corporate Services Delivery Plan, Item B.1
Continue with IT improvements in mobile working, CRM etc and consider improvements to hardware such as thin clients.	On going	IT Service Delivery Plan - all

Theme 4: Provide good recruitment and retention policies and practices with embrace equality and which follow a member of staff through their whole time at Cloch.

Currently, we have:

- Excellent EVH Terms & Conditions
- Recruitment & Selection Policy
- Induction Plan
- Good Benefits including Westfield Health Care
- Incremental Salary Structure
- Pension Plan
- Good range of HR Policies

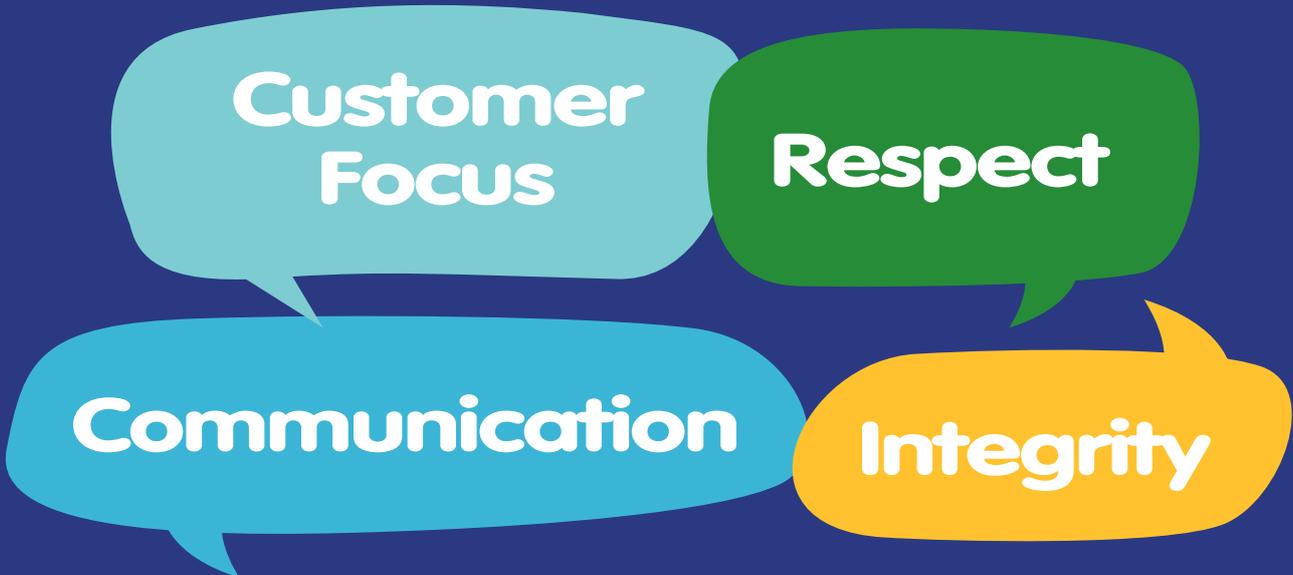
Actions	Target Dates	Links to Business Plan
Review of Recruitment & Selection Policy in light of the pilot work done in recruiting our IT Project Manager	May 2018	
Develop a Corporate Social Responsibility Policy & promote volunteering	March 2018	Directors Delivery Plan, Item 5
Improve induction process	On going	
Investigate IIP (now known as Remarkable) to see if we	Investigation to finish in June 2018	Corporate Services Delivery Plan, Item A.7
Achieve the Customer Excellence Award	October 2018	Directors Delivery Plan, Item 13

Theme 5: Develop a performance management culture that works with people to ensure they understand the standards that are required and works with them to ensure that these standards are achieved.

Currently we have:

- Goals set at Staff Appraisals
- Robust Disciplinary & Grievance policies and practices
- Performance Reviews (when needed)
- One to one and Team Meetings
- SMT meetings and objectives
- Department Service Delivery Plans
- Department KPI's
- Benchmarking with local housing associations and QEF
- Customer Service Standards

Actions	Target Dates	Link to Business Plan
Open up the 360 degree appraisal to SMT then to Senior Team then potentially to all staff	June 2018 – SMT June 2019 – senior staff June 2020 – all staff	
Continue to develop the Customer Services Standards by providing quality training and support to staff	Ongoing	



CLOCH HOUSING ASSOCIATION LTD	
Policy Name	People Strategy
Policy Category	HR
Policy Number	095
Date Adopted	20/02/2018
This Review	N/A
Next Review	February 2021
Equalities Impact Assessment Required	
Link to other policies	
Consultation	
Need for Procedure	