



Cloch Housing Association

People Strategy

Policy Name	People Strategy
Policy Category	HR
Policy Number	095
Date Adopted	20/02/2018
Last Review	24/02/2022
This Review	24/02/2022
Next Review	Feb 2025
Equalities Impact Assessment Required	Yes
Link to other policies	All HR Policies
Consultation	No
Need for Procedure	No

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 provides a consistency of approach across all aspects of the recruiting, managing, training, promoting and leadership of the association and ensures 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.

The Strategy is linked to the following Strategic Objectives contained in our Business Plan: Strategic Objective 4: Promote Innovation and Collaboration

Strategic Objective 5: To Grow a Forward Looking Culture

Strategic Objective 6: To make the best use of our resources and strengthen our organisational resilience and capacity.

2. Our Statement of Intent

“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.”

3. 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 effective policy and procedures dealing with Human Resource issues and these are backed up by standards of performance are set out in our Business Plans, Organisational Action Plans, KPI's, Staff Appraisal Goals and Customer Service Standards.

Staff welfare is a priority. As members of EVH we have adopted the EVH Health & Safety Manual. Our maintenance staff ensure compliance with all elements of health and safety for our tenants and to assist us with this we use the ACS Landlord Safety Manual.

Alongside our Lone Working Policy, we issue safety fobs to affected staff to provide them with comfort and backup. The Westfield Health Plan provides staff with a free counselling service and GP Helpline along with contributions to dental work, physiotherapy, complementary therapies and more. Employee Engagement Surveys are carried out every 3 years.

The working environment for staff is bright and although in an older building is relatively 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.

We have developed a Corporate Responsibility Strategy and Volunteering Strategy, both designed to encourage staff to do voluntary work in the Community.

In 2021, we introduced a Mentoring Programme following training by Scottish Mentoring Network and we after a delay in rolling it out in 2021, in 2022, staff will begin to mentor and be offered mentoring.

4. Budgets

An annual budget is set every year for training and professional development. This includes money for a Graduate Apprentice in Accountancy and a Modern Apprentice.

5. Monitoring the Strategy

On a day to day basis, the Strategy will be actioned and monitored by the Head of Corporate Services and the Director. The Finance & Corporate Services Sub-Committee will ensure the actions are achieved and will receive an update on an annual basis. The Action Plan for the Strategy will be held in the Global Action Plan.

6. Action Plan

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

Action	Due date	Person responsible
Employee Engagement Survey every 3 years	March 2022 and March 2025	Director
Replace the Healthy Working Lives Scheme with a scheme to promote healthy eating, healthy activities and campaigns.	July 2022	Head of Corporate Services (HofCS)
Redesign the Staff Appraisal form and Process	March 2022	HofCS and Director
Equalities Training	Ongoing – first tranche by Summer 2022 (see Equalities Strategy)	HofCS
Launch Staff Intranet (Phase 1)	1 st April 2022	HofCS, IT manager
Asset Management Plan for Premises to be devised and implemented	Initial Fire Safety Audit and Energy Audit to be completed by June 2022	HofPS, HofCS
Staff Away Days every 2 nd Year	2022, 2024	Director
Pension Review	2022/23	Director/Board
Modern Apprenticeship Recruitment	2022/2024	HoCS
Consider alternatives to EVH Membership	2022/23	Director/HoCS

Appendix 1

Working with Young People.

As part of our commitment to our people, Cloch has set itself a goal of maximising its ability to work with Young People across a variety of platforms, separate from employing young people in the normal way through recruitment.

a. Modern Apprenticeships

We are committed to having at least one Modern Apprentice employed with Cloch at anyone time. This is in addition to our Graduate Apprentice. To fulfil this commitment we will:

- have a job description for each post;
- offer a 2 year contract;
- use the MA frameworks to choose the right qualification for the job;
- assign a supervisor from the department to monitor work;
- assign a mentor from outwith the Department to help the young person in career and personal development;
- provide a log book setting out key milestones;
- provide internal induction and training including shadowing of staff.

b. Graduate Apprenticeship


We have a Graduate Apprenticeship in Accountancy who will be with us until 2027. To fulfil our commitment to them, we will provide:

- a contract the same length of the degree or longer, if we take the GA before the start of the degree;
- an Assigned supervisor in the department and a Mentor from outwith the department;
- a budget for books, exams, out of pocket expenses for the course;
- an appraisal that allows the job to develop as the course develops.

c. Working with schools

As part of our commitment to developing young people, Cloch works with Schools in a variety of methods, promoting social housing as a career and helping them to develop work-based skills. Currently, we offer a commitment to engage with schools offering:

- Workplacements
- Shadowing opportunities
- Career workshops



We are open to any project that we consider relevant and intend to participate in Inverclyde Council's The Recruit programme, if it is restarted.

d. Investors in Young People

We will continue to develop our working practices with the aim of achieving Gold IIYP in 2024.

e. Young Clochie Club

This club has been set up to support our youngest residents aged 0 to 5 and to provide Cloch a platform to engage with the parents/guardians and carers.

The club has its own budget and provides gift bags when joining, entry in to the Dolly Parton Imagination Library and other extras.

