

HUMAN RESOURCES STRATEGY AND PEOPLE PLAN 2020 - 2025





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HR STRATEGY & PEOPLE PLAN 2020-25

Introduction

In the Fyne Homes Corporate Plan 2020-2025 the Association set out its vision, ambition and plans for 2020. The Association has identified priority objectives on which to focus to achieve and maintain its ambitions for delivering quality housing services in Argyll and Bute.

Fyne Homes operates across rural and isolated areas where tenants have come to rely on the good quality and efficient services provided. The Corporate Plan has been developed from the starting point of putting people and communities first – ‘Building Sustainable Communities’. The importance of quality, affordable housing for sustaining rural communities is at the heart of what we do and we acknowledge the important role we have in working with a range of stakeholders to redress population decline in Argyll and Bute.

Fyne Homes aims to be the landlord of Choice in Argyll and Bute. Our aim is to tailor our services to provide appropriate, reliable, accessible housing and support. We respect our customers, staff and committees and approach our business activities with openness and integrity. By engaging with our tenants and stakeholders we are able to continuously improve our services to meet local needs. Through our best value approach we aim to ensure housing costs are affordable, managing resources effectively to maintain and improve homes to the highest standard.

The Strategic Priorities

Our Vision – ‘**Building Sustainable Communities**’

Meeting Housing Need	Meeting Needs and Aspirations of Customers	Ensuring Value for Money
Invest in our properties, through our programme of capital, cyclical and reactive maintenance	Identify and respond to aspirations and needs of tenants through effective engagement	Maintain affordable pricing structure for rents which provide adequate resources to deliver quality services and housing improvements
Provides high quality new build properties in response to strategic housing priorities	Ensure tenant satisfaction and effective handling	Minimise void properties and mitigate against the negative impact of welfare reforms
Invest in energy efficiency measures in new and existing housing to address fuel poverty and reduce carbon emissions	Provide support to assist tenants to deal with the impact of Welfare Reform	Maximise efficiency to provide value for money for our tenants and stakeholders

Provide adaptations to enable tenants to remain in their homes when circumstances change	Ensure staff and committee have the skills, experience and abilities to meet the changing needs, issues and aspirations of customers	Ensure high quality and affordability through effective procurement
	Develop support for social inclusion, employability and skills development opportunities in the wider community	

Fyne Homes believes that central to achieving its ambitions are the capacity and capability of its workforce. Therefore, the plan includes an inherent commitment to develop staff, build capacity and give individuals the necessary support to deliver the Association's strategic priorities.

The Association commits to building the capacity, skills and motivation of its staff, whilst creating a rewarding and engaging place for people to work. This HR Strategy and Plan aims to bring that commitment to life.

The HR Strategy and Plan will focus on the issues that need to be addressed as part of the Corporate Plan. Over the next 5 years it will evolve and develop to take account of new priorities and developing ambitions.

The HR Strategy is designed to bring to life the commitments made in the current Corporate Plan in respect of staff development, performance and opportunities, which, in turn will support the achievement of the Association's ambitions. Specifically these include;

- Providing staff with the opportunity to develop their capacity and skills through a process of personal development planning which is both robust and effective
- Continuing to develop arrangements where expectations of staff are made clear and performance is regularly reviewed, developed and rewarded
- The attraction and retention of high calibre and motivated staff, who can respond effectively and empathetically to the needs of our customers
- Ensuring that both individually and collectively all staff seek to provide customers, and colleagues with the best possible experience when dealing with Fyne Homes
- The creation and development of an excellent staff and customer experience based on a common set of values, behaviours, accountability, responsibility, integrity and trust.

Research with the management team and feedback from staff has identified four themes which will provide the basis from where the Association's strategic objectives will be delivered. These are;

- A. Developing Individual and Collective Performance** – employees will be high performing and professional to meet the needs and aspirations of customers
- B. Attracting, Recruiting and Retaining Talent** – to employ the best people and ensuring Fyne Homes is an employer of choice in the area

C. Developing Staff Communication and Engagement – employees will be engaged and motivated and will consistently demonstrate the framework behaviours

D. Providing Excellent HR Support and Services - the working environment will be stimulating, supportive and ensure employee safety and well being

These four themes will be explored in more detail within the following pages. Each theme details the aspirations of the theme, a summary of those areas that will be focused on to realise this and a range of impact statements/key performance indicators by which success will be measured.

Equality & Diversity

Inherent within this strategy and its implementation is a commitment to ensure the highest standards of equality and diversity.

Fyne Homes believes that equality of opportunity is essential for successful and innovative development of the organisation and the community. We are committed to promoting equality of opportunity, eliminating unlawful discrimination and valuing the different experiences of our staff, committee and tenants.

A. Developing Individual and Collective Performance

To ensure that individuals have the skills and capability to work to the best of their abilities through professional personal development which will provide the Association with staff who have the talent, skills and experience to meet both its current and future ambitions. This will include the Association's goal that leadership within the organisation is a collective endeavour of shared responsibility which goes beyond that of immediate team or department to the Association as a whole.

- ✓ Use the behavioural competence framework to build strength through well-developed understanding of the behaviours, skills and qualities – constructively tackling poor behaviours and recognising and rewarding positives
- ✓ Fully embed the Performance Development system to help staff realise their full potential and develop a stronger approach to self-ownership around development
- ✓ Establish the new arrangements to be able to reward excellent contribution which is transparently linked to outcomes
- ✓ Develop succession planning arrangements such that when key roles become vacant, talented successors may be found from within as well as in the wider employment market
- ✓ Ensure clarity in the organisational structure, roles and lines of responsibility

IMPACT / KEY PERFORMANCE INDICATORS

- PP & DPs completed
- Training days/spend per employee
- Tangible evidence that employees' feel supported to achieve
- Managers provide regular, quality feedback on performance
- Organisational L&D plan delivered and implemented

- Absence figures within tolerances

B. Attracting, Recruiting and Retaining Talent

To attract, engage and retain talented people, who can support the Association's strategic aspirations, bringing with them drive, ambition and commitment.

- ✓ Develop the Fyne Homes brand as an organisation with ambition and a sound future, where people are developed, recognised and rewarded
- ✓ Identify selection techniques that will enable selection of individuals who not only have the necessary technical skill set but also the behaviours and values which reflect those of the Association
- ✓ Develop an induction experience that provides a timely and stimulating introduction to Fyne Homes, creates a sense of belonging and enables staff to contribute in their role as quickly as possible
- ✓ Ensure pay and reward arrangements are appropriate to support the Association's ambitions in this area

IMPACT / KEY PERFORMANCE INDICATORS

- Maintain low level of voluntary leavers – consistent with natural attrition rates commensurate with employee demographic
- 90% of advertised posts filled first time
- 95% of applicants offered accept post
- First month induction questionnaire response is positive
- Employees understand how their performance is recognised and rewarded
- Recognition scheme is utilised and valued by employees
- Internal promotions

C. Developing Staff Communication and Engagement

To engender a culture in which staff dialogue, collaboration and engagement can flourish in such a way as to build confidence, trust and a commitment to what Fyne Homes is striving to achieve, whilst also ensuring that individuals feel listened to, valued and well-informed about matters affecting them.

- ✓ Ensure that the aims, objectives and aspirations of the Association are effectively communicated from induction onwards
- ✓ Provide more opportunities for staff to give their feedback and suggestions on proposed developments
- ✓ Develop leadership and management competence in relation to communication and engagement
- ✓ Develop tools to assist staff with their performance reviews and stimulate dialogue and feedback

IMPACT / KEY PERFORMANCE INDICATORS

- Communication is timely and relevant, especially in respect of changes affecting employees
- Employees have access to feedback mechanisms which are responded to appropriately and timeously
- Management decisions are communicated and explained
- Regular 2 way face to face meetings are held on organisational, team and 1:1 basis
- Employees receive information through the appropriate channels rather than the grapevine
- Numbers of employee complaints / grievances
- Positive satisfaction ratings for Staff Days

D. Providing Excellent HR Support and Services

HR support and services provided will make a demonstrable impact and contribution to all who work in Fyne Homes and will be one which operates as a professional and customer orientated service in all that it does.

- ✓ Deliver excellent HR support and services through close partnerships with leaders, managers, staff and committee
- ✓ Ensure services are provided in a timely, responsive, flexible and solutions focused way
- ✓ Support managers and staff in developing a stimulating and supportive working environment
- ✓ Developing tools to streamline HR administration that gives autonomy and empowerment to staff and allows managers to take care of their team
- ✓ Ensure the working environment is safe and healthy
- ✓ Ensure that equity and fairness and transparency shape and inform our policies, practices and processes
- ✓ Encourage the highest standards of integrity, probity and professional conduct in our approach to work and the services we provide
- ✓ Act in a way that is professional, responsible, accountable and ethical

IMPACT / KEY PERFORMANCE INDICATORS

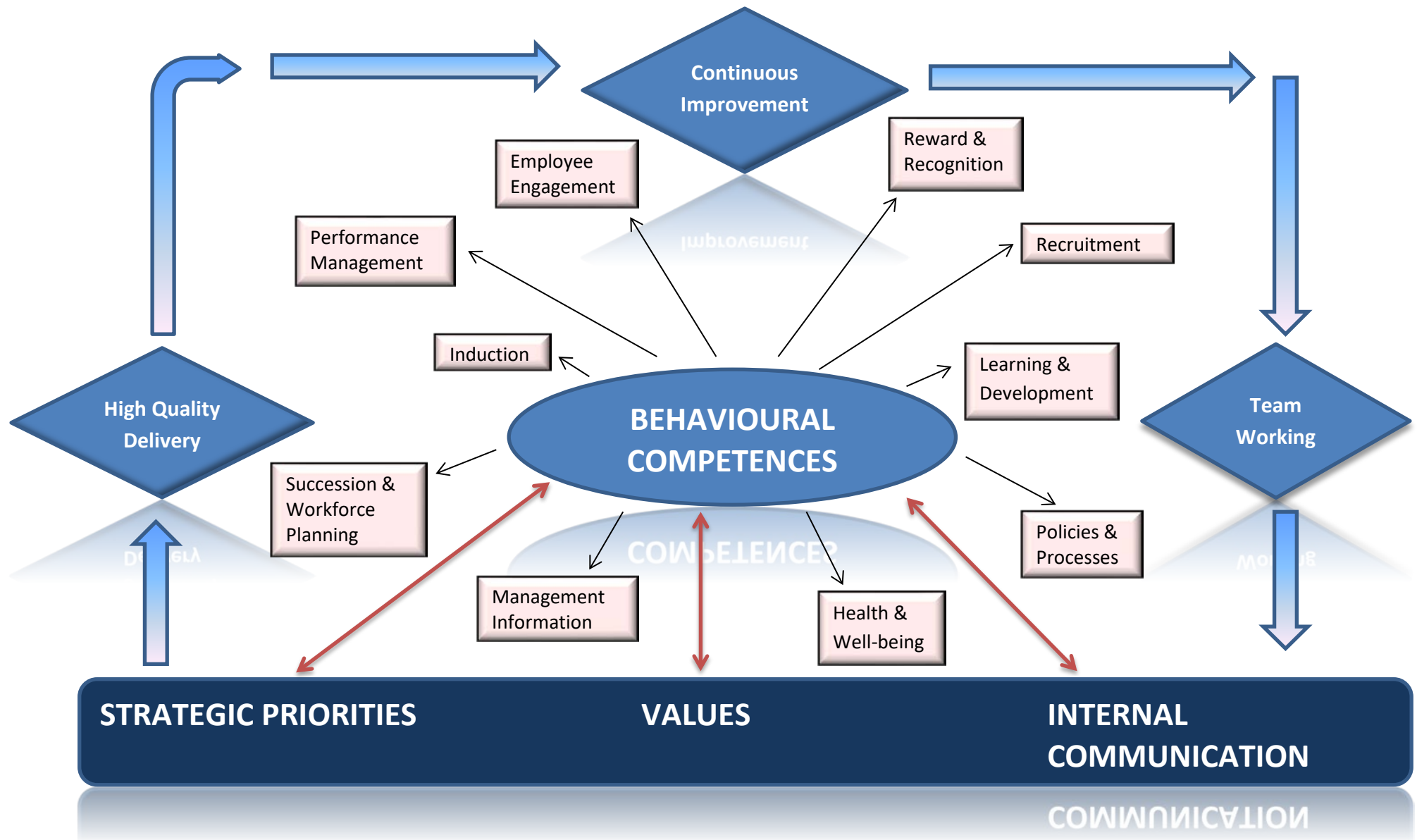
- HR is viewed as an integral part of the management team
- HR is valued as an enabler and driving force for high performance
- Employees are healthy and motivated and attend regularly
- Equality and diversity is valued and HR acts as the collective conscience for fairness and equity
- HR systems and processes are based on good practice and are accessible, user friendly and intuitive
- Accurate and timely reporting and trends analysis produced and supplied to management regularly

Delivery of the HR Strategy and People Plan

The themes and outcomes described above are creditable and achievement of them will certainly increase the capability and capacity of Fyne Homes' employees to support achievement of its ambitions.

The model at Appendix 1 illustrates how key enablers, built on the Behavioural Competences already established, will support the cultural goals of High Quality Delivery, Continuous Improvement and Team Working. The enablers and cultural goals being underpinned by solid Values, well understood Strategic Priorities and first class Internal Communications.

Detailed proposals on how these will be achieved and relevant time-scales, are contained in Appendices 3 to 11. There is also a one page summary of the HR and People Plan at Appendix 2.



FYNE HOMES HR STRATEGY & PEOPLE PLAN - KEY STRATEGIC OBJECTIVES

Appendix 2.

<u>Attracting, Recruiting and Retaining Talent</u>		<u>Developing Staff Communication and Engagement</u>		<u>Developing Individual and Collective Performance</u>		<u>Providing Excellent HR Support & Services</u>	
Attract and retain the best people and ensure the FH is an employer of choice in the area		FH employees will be engaged and motivated and will consistently demonstrate the required behaviours		FH employees will be high performing and professional to meet the needs and aspirations of customers		The working environment will be stimulating, supportive and ensure employee safety and wellbeing	
KEY ENABLERS							
Competitive salaries and benefits packages		All management levels should lead by example and engage with the FH behaviours and values		Business plans and objectives communicated to all employees with updates delivered on a regular basis		Clear organisational structure with appropriate resources in place to deliver the strategic objectives and business plan	
Comprehensive and professional recruitment process		Structured and regular two way communication strategy in place in each area - this should become a natural culture		Comprehensive employee learning and development plan in place in each area		Up to date Job Profiles, regularly reviewed with employees	
Comprehensive and specific induction training		Managers fully understand and carry out their people management responsibilities		Structured reward and recognition platform in place		Technology suitable and appropriate to support the delivery of the HR plan	
Opportunities for training, personal development and career progression		Culture of employee engagement in place		All employees fully integrated in the Performance Management and Development process and have development plans in place		Safe and healthy working environments	
Flexible working arrangements		Positive encouragement of team and cross-team collaborative working		Employee Surveys and consultation undertaken and action plans established		Talent Management process in place	
Resourcing plans for short / medium and long term in place		Organisational culture of empowerment		Workforce & Succession Plan in place and reviewed regularly		Clear accessible HR policies and procedures	
SUPPORTING HR PROCESSES & INITIATIVES							
Recruitment process to incorporate capability and competence testing		Senior team are fully trained in the behaviours required of them to demonstrate the FH values and behaviours		Performance Plans in place for all employees, supported by quality dialogue at regular performance review meetings		Workforce planning incorporated into the People Plan and reviewed quarterly	
Workforce Planning to identify options and recommendations for attraction and retention of staff where required		Management Development provided so that all managers are fully trained in their performance management responsibilities and the behaviours required by the FH behaviours and values		Resourcing and Business Planning process understood by Managers		Health, safety and well-being strategy in place	
Clear information around all elements of the reward package and authorised management flexibility		Comprehensive Policy on employee communication and engagement in place		Training needs incorporated in annual Learning & Development Plan for the organisation		Succession planning and talent management process, in particular for potential new managers.	
All recruiting managers fully trained in the process for reward and performance management		All HR Policies are up to date and incorporate the FH values		Reward and Recognition strategy in place and budgeted for		Job Profiles up to date and available in public repository (H: Drive)	
Managers guidance on flexible working arrangements		Employee survey available, with clear benchmark questions to measure engagement		Mentoring scheme for managers and potential managers developed in line with Workforce Plan		Healthy Working Lives accreditation initiative	
Structured induction checklists in place for all job levels		Effective deployment of staff and sufficient, flexible resources available		Succession Plan process			
Performance Management and Development process to include career development discussion		Establish a Staff Forum to engage and seek feedback					
KEY PERFORMANCE INDICATORS							
Employee turnover		Employee engagement survey outcomes		PP & PDP's completed		Absence figure (long & short term)	
Employee exit evaluation		Number of grievances and employee complaints		Training days/spend per head		Absence related to stress	
% new starts who leave in year 1 and 2		Number of disciplinary cases / suspensions		Employee complaints		Absence related to injuries/accidents at work	
Number of internal promotions		TOIL and Flexi hours within tolerances		Training days per person		OHS referrals	
Remuneration upper quartile benchmarked		Information through managers not grapevine		Employees satisfied with 1:1 quality		Healthy Working Lives accreditation	
% of probationary period failures		Staff Days achieve an 85%+ satisfaction rating		L&D needs are planned & followed through		Requests processed within 24 hours of receipt	
95% of offers take up post		Engagement in Staff Forum		Employee engagement survey outcomes		Employee confidence / satisfaction in support	