



# **Human Resources Strategy**

**2019 - 2024**

## **Executive Summary**

This document outlines the Human Resources (HR) Strategy for West of Scotland Housing Association (WSHA) for 2019-2024. We recognise that staff are our biggest ambassadors and we must provide a healthy, safe and supportive workplace where people feel valued and committed to going further for tenants, customers and colleagues. The overall aim of the strategy is outline how as an organisation we will support, enable and facilitate all staff to embrace the values of the organisation so they can develop their potential. It demonstrates how we will grow and develop our staff and fulfil our commitment to tenants and deliver excellent customer service.

The Strategy is a five year plan that is about building capacity and momentum for the future. It is not a detailed operational plan; it seeks to provide an overarching framework that enables WSHA to be the employer it wants to be and create a positive staff culture whilst supporting the delivery of the Corporate Plan. The HR Strategy will continue to develop and evolve as directed by the Corporate Plan.

The HR Strategy will underpin the delivery of Objective 3 of the Corporate Plan:

### **Be the best we can be for our customers**

The HR vision is to be the best we can be for our staff and our customers. The strategy outlines how we will achieve this.

The strategy outlines the key objectives:

- To create a culture where our values underpin everything we do
- To support the successful delivery of the Corporate Plan and encourage continuous improvement and innovation
- To develop leadership and management across all WSHA activities
- To embed a culture of staff involvement and empowerment
- To support and encourage continuous learning and development
- To encourage, recognise and reward good performance
- To ensure our HR processes are efficient and enable us to build capacity and grow
- To support the wellbeing of our staff

## **1. Introduction**

As a progress social landlord, we want to ensure that we support, enable and develop our staff in line with our values. By valuing our staff, being adaptable and flexible and helping them grow we can create a dynamic workforce and strong sense of belonging. The HR Strategy is a tool for developing the organisation and staff to support WSHA to fulfil its commitment to our tenants and continue to flourish. The application of Human Resources (HR) Strategy is fundamental to our vision and implementation of our strategic objectives.

### **Our Vision:**

We go further to provide housing you call home

### **Our Strategic Aims**

WSHA's Strategic aims are to:

- Deliver outstanding service to customers in all our communities
- Actively manage our assets and develop new homes to meet local needs
- Be the best we can be for our customers
- Work with others to improve tenants' lives
- Be well governed and financially strong

### **Values**

To support our customers and communities by:

- Being adaptable and flexible in meeting their needs
- Empowering and providing opportunities to help them grow
- Creating a sense of belonging
- Engaging and connecting with others who can help

### **1.1 Staff Involvement**

A survey was issued to all staff asking staff about their opinion of WSHA as an employer and social landlord; how involved they feel in the delivery of the objectives and decision making and how valued they feel.

Staff were asked what three words they would use to describe WSHA and the majority of words used were positive such as honest, caring, developing and helpful. However, words also used were uncertain, unsettled and unsure. This emphasises the importance of a period of stability in relation to the staff structure and our direction.

Staff are proud to work for WSHA and main reason for this is our values and our focus on our customers. The majority of staff who answered the questionnaire are happy at their work and feel valued. The key issue raised was around teams working better together and clearer communication between teams to deliver good customer service.

The survey highlighted the need to improve the information flow to all staff particularly around decisions made but more importantly ensuring that they are involved in decision making where appropriate. There is also mixed feelings from staff in relation to whether they feel that they can openly share their views and opinions about WSHA.

The feedback from this survey has been incorporated into strategy.

## **1.2 Organisation design and structure**

One of the key reasons for staff currently feeling unsettled is due to a recent restructure. The purpose of the restructure is to ensure that the structure is fit for purpose and that we are in a position to deliver the Corporate Plan. It was identified that further resources were required for health & safety, development and support for universal credit and these have now been put in place.

## **1.3 Corporate Plan**

WSHA has developed a Corporate Plan which outlines its strategic direction. Our staff are key to the delivery of the Corporate Plan therefore it is essential that we value our staff and ensure that our values underpin our approach as an employer. The Corporate Planning process incorporates feedback from staff and customers in order to set the priorities for the next five years.

One of the key aims of this strategy is to plan and develop a workforce that will be able to ensure that these priorities are implemented. Key priorities include:

- Implementation of the Development Programme
- Delivery of the Asset Management Strategy
- Community Involvement
- Community Development
- Financial Planning and Treasury Management
- Continued improvement of customer service and satisfaction

## **2. HR Strategy Objectives**

### **2.1 To create a culture where our values underpin everything we do**

Our values outline the culture that we wish to create in relation to our customer service approach but they are equally important in relation to our staff and our approach as an employer. Therefore it is important that the values underpin both staff behaviours and WSHA's actions therefore must underpin decision making at all levels of WSHA including Board. In order to achieve this objective we will:

- Incorporate our values based competency framework into our performance management processes e.g. appraisal, one to ones
- Include assessment of values using the competency framework as part of our recruitment and selection processes
- Delivery and ongoing evaluation of the Leadership Development Programme

- Ensure that the Leadership Group and Board embed the values of the Association in all decision making and organisational strategies
- Incorporate values based training as part of our overall training plan and staff training and development sessions
- Develop and deliver an Equality, Diversity and inclusive ethos into all aspects of organisational practices

## **2.2 To support the successful delivery of the Corporate Plan and encourage continuous improvement and innovation**

- Embed the corporate plan objectives and KPIs as part of our performance management framework
- Ensure that staff receive regular feedback on the progress of the Corporate Plan and performance results
- Ensure that we recognise and celebrate the successful delivery of corporate objectives and the part that staff play in that success
- Carry out a gap analysis annually in relation to skills, experience and knowledge required to deliver the plan in order to meet any training and development requirements and to inform recruitment of new staff
- Implementation and evaluation of annual training plans

## **2.3 To develop leadership and management across all WSHA activities**

- Deliver and ongoing evaluation of the Leadership Development Programme
- Implementation and evaluation of the Line Managers' Training Programme
- Establish a policy and process for Senior Staff Succession Planning
- Regular external assessment of WSHA as an employer e.g. Investors in People to ensure continuous improvement

## **2.4 To embed a culture of staff involvement and empowerment**

- Development, implementation and evaluation of an internal communications plan
- Establish and implement a Staff Engagement Plan in line with the key milestones in the Corporate Plan or other key WSHA activities
- Consider staff involvement as part of the decision making process and measure impact of this
- Carry out annual staff satisfaction surveys
- Involvement of staff in Short Life Working Groups
- Encourage and support 'ambassadors' for specific areas of work and initiatives
- Development of coaching skills and sharing experience across the Association

## **2.5 To support and encourage continuous learning and development**

- Development, implementation and evaluation of annual training plan
- Development and roll out of e-learning packages
- Establish and implement internal trainers programme
- Review of mandatory training
- Support development of young people through partnerships e.g. Foundation Apprenticeships, Community Jobs Scotland
- Review and re-launch job shadowing initiative
- Review of induction programme for new staff
- Establish personal development plans for staff as part of the appraisal process

## **2.6 To encourage, recognise and reward good performance**

- Embed performance management framework
- Development and implement HR Training Programme for Managers
- Review and evaluate appraisal system
- Continue to actively promote our Staff Recognition Scheme
- Review Rewards and Recognition Policy and approach and measure impact
- Communicate staff successes

## **2.7 To ensure our HR processes are efficient and enable us to build capacity and grow**

- Review of Recruitment & Selection process
- Develop and implement succession planning policy
- Develop and deliver programme of policy review
- Develop and deliver programme of process review
- Procure and implement an HR and Training System
- Digitalise processes in line with our Digital Strategy e.g. online recruitment, intranet workflow systems, maximise utilisation of the Kelio Flexi System, online Disclosures

## **2.8 To support the wellbeing of our staff**

- Deliver the Healthy Working Lives Programme
- Procure and implement an Employee Assistance Programme
- Encourage and promote good work life balance through our approach to flexible working

- Development of managers knowledge and understanding in relation to staff well being issues e.g. mental health awareness, stress management, absence management

### **3 Financial Forecasts and Budget**

We have identified the financial resource required for the next year in respect of staffing costs, staff training and development and staff attendance at seminars and conferences. This has been included in the budget for 2019/20. The budget also includes a provision for the development e-learning and training internal trainers.

### **4 Legal Requirements**

We will ensure that we comply with all relevant employment legislation through our policies and practice. We will also ensure that we keep up to date with any changes in legislation and will review our policies accordingly.

### **5 EVH Membership**

WSHA is a member of EVH and therefore staff salaries and terms and conditions are determined by EVH in consultation with employers and the union.

### **6 Relevant Policies and Procedures**

This strategy is linked to the following WSHA policies and procedures:

- Staff Handbook

### **7 Monitoring and Reporting**

The Head of Corporate Services will lead on the implementation of this strategy. Progress on the objectives will be monitored by the Leadership Group.

A report against progress on the strategy will be provided to the Staffing Sub Committee on a 6-monthly basis and will be included in the Staffing Sub Committee Annual Report to the Board

A report on performance against the strategy will be delivered annually and will be issued to all staff through the Hub. We will also measure the effectiveness of the strategy by carrying out annual staff surveys.

If you require further information regarding this strategy please contact Jennifer Cairns, Head of Corporate Services on 0141 550 5625 or at [Jennifer.cairns@westscot.co.uk](mailto:Jennifer.cairns@westscot.co.uk).

### **8 Action Plan**

An annual action plan will be developed to ensure that we deliver the actions identified in relation to each objective. This will be regularly monitored and reviewed by the Leadership Group and Staffing Sub Committee.

## HR SWOT ANALYSIS

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Committed Staff Teams</li> <li>• Experienced and qualified staff</li> <li>• Strong team working</li> <li>• Excellent terms and conditions through EVH membership</li> <li>• Commitment and investment in staff training and development</li> <li>• Flexi System – encouragement of flexible working</li> <li>• Investors in People Accreditation</li> <li>• Healthy Working Lives Gold Award</li> <li>• Staff Survey Feedback – 82% are happy at their work</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Period of restructure – staff are feeling unsettled</li> <li>• Age range of 3 members of CMT and some members of SMT – concerns around changes in leadership</li> <li>• Performance in relation to values is not consistent across the Association</li> <li>• Issue re cross team working</li> <li>• Ineffective systems – drain on staff time and resource</li> <li>• HR Processes</li> <li>• Staff Survey feedback – 50% don't feel aware of decisions made by the Board and Leadership Team</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Digital Strategy – more mobile working and development of systems</li> <li>• Implementation of HMS and Finance System – more efficient use of resource</li> <li>• Organisational Growth and Development through delivery of Corporate Planning</li> <li>• Changes in CMT/SMT</li> <li>• Leadership Development Programme</li> <li>• Internal Communications Plan</li> <li>• E-learning and internal trainers</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Review of pension scheme</li> <li>• Brexit</li> <li>• Increasing budget constraints</li> <li>• Increase in regulation and legislative requirements – impact on staff workloads</li> <li>• Increased staff turnover – loss of knowledge</li> </ul>