

People Strategy

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1. Introduction

Rosebery Housing Association Limited has made a commitment to staff within its core values and competency framework to provide equality of opportunity for all, to treat everyone with respect and to recognise the importance and value of staff.

We recognise that a workforce that is valued and well resourced will be better equipped to provide excellent quality services to our customers. One of our key business objectives is to develop our people to achieve our potential and our People Strategy is designed to deliver this. One of the ways in which we will do this is to set ourselves challenging targets, compare ourselves with others and continually improve our individual skills and collective performance.

Rosebery is committed to supporting and improving the health and well-being of our people. We recognise that this has a positive impact for both individual employees and the business resulting in increased commitment, higher levels of job satisfaction, improved morale, increased staff retention, improved performance, reduced staff absence and lower costs.

Rosebery is committed to delivering excellent service to our customers. One of our key values is 'we believe in equality of opportunity, ensuring that individuals, groups and communities are valued and that differences are embraced'. This is reflected in our commitment to valuing diversity in our staff and it is our aim to have a workforce which reflects the diversity of the community in which and with which we work.

Performance management is the responsibility of all managers with support and technical advice provided by NatWest Mentor. All staff have a responsibility to make full use of the opportunities offered for development and improvement.

We are aware of the risks involved in human resources issues and we monitor them as part of the Risk Management procedures. We are particularly vulnerable to staff turnover because of the small size of our workforce. How we mitigate this is covered in Section 8.

This Strategy outlines how Rosebery operates its Human Resources (HR) function to ensure that we meet the aims and objectives of the business.

The Staff Handbook, which is available on the intranet, contains the HR policies which support this Strategy.

2. Our Vision

We are committed to making a positive difference to people's lives by providing good quality, affordable homes.

Our intention is to attract and retain motivated staff - people who share the Association's values, who are committed to our corporate vision and to achieving our objectives and who support the delivery of excellent services to our customers. Characteristics of this vision are that our staff will be:

- Motivated and committed to Rosebery's agreed future;
- Diverse, reflecting the communities in which we operate;
- Collaborative, working together to form one highly performing team;
- Informed and regularly consulted;
- Empowered to improve the quality of our services;
- Recognised and rewarded for high performance;
- Continuously learning within a culture of personal and professional development;
- Healthy and have a positive sense of well being;
- Secure, working in a safe and pleasant environment;
- Valued by colleagues and managers.

3. Recruitment

It is Rosebery's policy to operate a consistent and fair recruitment and selection process which is based on relevant job criteria and competencies to select the best applicant for the role. We follow a policy of equal opportunity in our recruitment.

We will not automatically recruit a new member of staff when a vacancy occurs. We will use such an opportunity to reassess whether the existing staff structure continues to meet the needs of the business and satisfies our Value for Money objectives. We will only recruit a replacement if this continues to be the case.

It is our policy to advertise vacancies internally where appropriate. We will use our website as our primary means of advertising vacancies, in

conjunction with advertising in relevant local and professional publications where this can be justified by the nature of the role being recruited.

4. Staff involvement and consultation

Rosebery is committed to involving staff in its decision making processes and ensuring our staff are empowered to carry out their roles effectively, by seeking ways to improve practices, continually addressing Value for Money, and committing to the delivery of Rosebery's excellence in customer service. The outcome of this process will be an improved service to our customers.

We operate regular staff briefings on key business topics, where the executive and members of staff who are involved in particular projects brief the rest of the organisation. The briefings always involve group discussions to gain feedback from staff on what is being discussed.

Each of the directorates holds team meetings on a six to eight week cycle throughout the year.

Rosebery is committed to staff involvement in all major business decisions. Where such decisions directly affect the terms and conditions or working practices of staff, we will consult with staff and take on board their input.

It is our aim to work in close partnership with staff when reaching decisions that directly affect them. There is no official staff consultative body at Rosebery but, with fewer than 50 staff, consultation is feasible on a less formal basis. This is achieved directly through one-to-ones, team meetings and staff briefings. Where appropriate, direct consultation with all members of staff is carried out.

The 'Future of Rosebery' (FOR) Group is an information sharing and consultative body that acts as a sounding board, providing an opportunity for dialogue and the exchange of views between management and staff representatives on matters of mutual concern and interest.

5. Performance management

Organisation and team performance standards are set and monitored by the Board through key performance indicators (KPIs) which are reported to the Board on a quarterly basis.

Performance management is the way that Rosebery ensures that individual, team and organisational performance deliver the objectives of the Association and how we ensure that our standards are met. Rosebery operates a competency framework and competency based approach to performance management. Each post within the organisation has a role profile which contains the following information:

- The purpose of the role;
- The key accountabilities of the role;
- The knowledge, skills and experience required, showing those which are essential and those which are desirable;
- The key objectives and measures against which performance will be judged;
- The competency requirements of the role.

There is an annual business planning cycle and appraisals are conducted between each member of staff and their line manager. This is supported throughout the year by written, formal, monthly one-to-one meetings. There is standard documentation for both the appraisal and the one-to-ones, to ensure consistency across the organisation. Objectives for appraisals are linked to the business plan. The appraisal process is used in order to:

- review performance against targets and check behaviours against competencies for the previous year;
- set targets for the coming year, which demonstrate a link to the business plan, through the service improvement and team plans;
- evaluate the benefits of any training undertaken;
- assess the need for any future training.

The one-to-one process is used to support the appraisal process by providing a basis for monthly reviews of targets and progress. In addition to performance monitoring, a number of topics are included in the one-to-one agenda, such as value for money and health and safety.

It is the responsibility of line managers to ensure that the appraisal and one-to-one process is carried out. It is the responsibility of the HR team to

monitor that the process is carried out and is documented using the correct documents. The HR team also summarises the training needs to ensure that training is co-ordinated where the need applies to several members of staff, and to ensure that identified training needs are addressed.

Line managers receive training in carrying out the appraisal process and in general staff management techniques.

Rosebery has robust policies and procedures in place for dealing with grievances, sickness and absence management and formal disciplinary actions. These are contained in the Staff Handbook which is available on the intranet to all staff.

6. Training and development

Rosebery is committed to providing the training and development which staff require to enable them to perform their roles and to ensure that we deliver excellent services which meet the needs of our customers.

Training and development needs are assessed through the performance management system at the appraisals and one-to-ones. This ensures that training is linked to business needs and that it will deliver the outcome of meeting business objectives. Training and development needs are classified as:

- 1 necessary in order to fulfil the role (or a role identified within the succession plan);
- 2 developmental to improve performance in the role;
- 3 necessary for personal development (training needs at this level could be used as part of an incentive programme).

Training is co-ordinated and managed by the HR team through the corporate training plan. Training is delivered in a number of ways which include:

- staff briefings;
- company wide training courses run in-house;
- training for groups of staff run in house;
- external training courses;
- on the job training/mentoring;
- staff conferences;
- external conferences/seminars.

A training development record is kept by the HR team. Training is evaluated in one-to-one meetings with line managers. Staff who have received training are encouraged to feed back to their colleagues on the type of training they received and how effective it has been in terms of meeting the outcomes specified when the training was agreed.

7. Reward and recognition

The level of any general increase in pay is recommended to the Board by the Remuneration Committee.

Our rates of pay are benchmarked annually and, most recently, in November 2015. Benchmarking in the past has indicated that our rates of pay are at the median rate for similar organisations in a similar geographic location within the sector. Rates of pay for new positions are benchmarked against market rates.

In addition to basic pay, Rosebery offers a number of other benefits to staff. These include:

- a defined contribution pension scheme;
- parking either at the office or in a local car park;
- subsidised gym membership;
- monthly fresh fruit delivery;
- onsite head and shoulders massage;
- health cash plan policy;
- childcare voucher scheme;
- life assurance;
- professional subscriptions;
- flexible working;
- enhanced maternity benefits/paternity payments;
- vocational training and qualification;
- excellent working conditions and the advantages of a town centre location.

Rosebery believes in rewarding good and excellent performance. We have a Star Staff Reward Scheme for all staff with the exception of Directors.

Rosebery continually reviews the remuneration and benefits offered to its staff to ensure that they are both competitive and affordable.

8. Succession planning

Rosebery recognises that due to our size we are vulnerable to the effects of staff turnover and that if not properly managed this can potentially have an adverse effect on business continuity. We currently have the following measures in place to mitigate the risks of the sudden or unexpected departure of key members of staff:

- Robust policies and procedures which document how tasks are carried out. These are reviewed regularly;
- Knowledge is shared across individual teams, procedures are produced and tested to ensure that cover is available for holidays and other absences;
- Secondments between departments are encouraged to share knowledge and increase experience;
- Training is given to staff who are, or may be required to deputise for others.

It is Rosebery's policy to encourage staff development and in some cases, due to a lack of in-house opportunities, this will inevitably result in staff leaving the organisation in order to develop their careers. However, we do strive to offer staff the opportunity to develop within Rosebery, which also enables us to retain their skills and knowledge. Therefore during any business reorganisation, for those staff whose roles are affected, every effort will be made to offer them positions that are acceptable to them within the organisation.

9. Health and well-being

Rosebery is committed to maintaining and improving the health and well-being of our people. We have several policies in place designed to support staff well-being, including: absence, annual holiday, equal opportunity, flexible and flexi working, harassment and bullying, maternity/paternity and adoption, parental and dependents' leave and sick pay. These are all set out in detail in the staff handbook.

Rosebery will provide a safe and healthy working environment that promotes staff well-being. We have a comprehensive Health and Safety Policy and staff health and safety handbook that includes, among other things, the arrangements for reasonable adjustment, first aid, homeworking, lone working, new and expectant mothers, manual handling and stress management.

We encourage and support staff to develop and maintain a healthy lifestyle, including access to SimplyHealth cash plan, flu vaccinations, counselling and support and occupational health services.

We encourage and support the well-being of staff by encouraging people to maintain a healthy work-life balance, including promoting and resourcing opportunities for social interaction such as Christmas parties, family rounders and barbeque and by supporting flexible working.

Line managers receive training to equip them with the skills to understand and address the issues that impact on the health and well-being of individuals in their teams.

10. Volunteering

Rosebery recognises the benefits and value of volunteering to the organisation, the individual and the community; we recognise in particular that it offers a personal and professional development opportunity for staff. Volunteering can promote team bonding, develop personal confidence, boost morale and help people develop skills and interests. We also acknowledge that there can be many health and well-being benefits arising from volunteering. It raises the profile of Rosebery in the local community and can give staff the opportunity to connect with existing and potential customers in different ways.

Staff will be allowed up to three hours paid leave to participate in voluntary activities during working hours within any 12-month period. Time off must be agreed by line management and should be matched by an equal commitment of the individual's own time. Approvals will be considered on their individual merits, taking into account the business needs. Volunteering activities that address Rosebery's corporate priorities will be given priority. Volunteering on behalf of political groups will not be supported.

Rosebery will seek opportunities for corporate volunteering activities that benefit the local community in which we operate. We will allow one working day (in addition to the three hours) above for each staff member to participate in such activities. (Approximately one day per year.)

11. Conclusion

Rosebery is committed to having a well trained, healthy and motivated workforce. We believe that this Strategy puts in place the necessary measures to achieve this goal.

In 2013 we achieved Gold Investors in People accreditation (IIP) accreditation. This is an external validation of good practice in planning, managing and reviewing performance both of staff and of the business as a whole. . In accordance with our commitment to continuous improvement we will again be seeking to achieve Investors in People Gold Standard, in 2016, as well as the IIP Health and Well Being award.