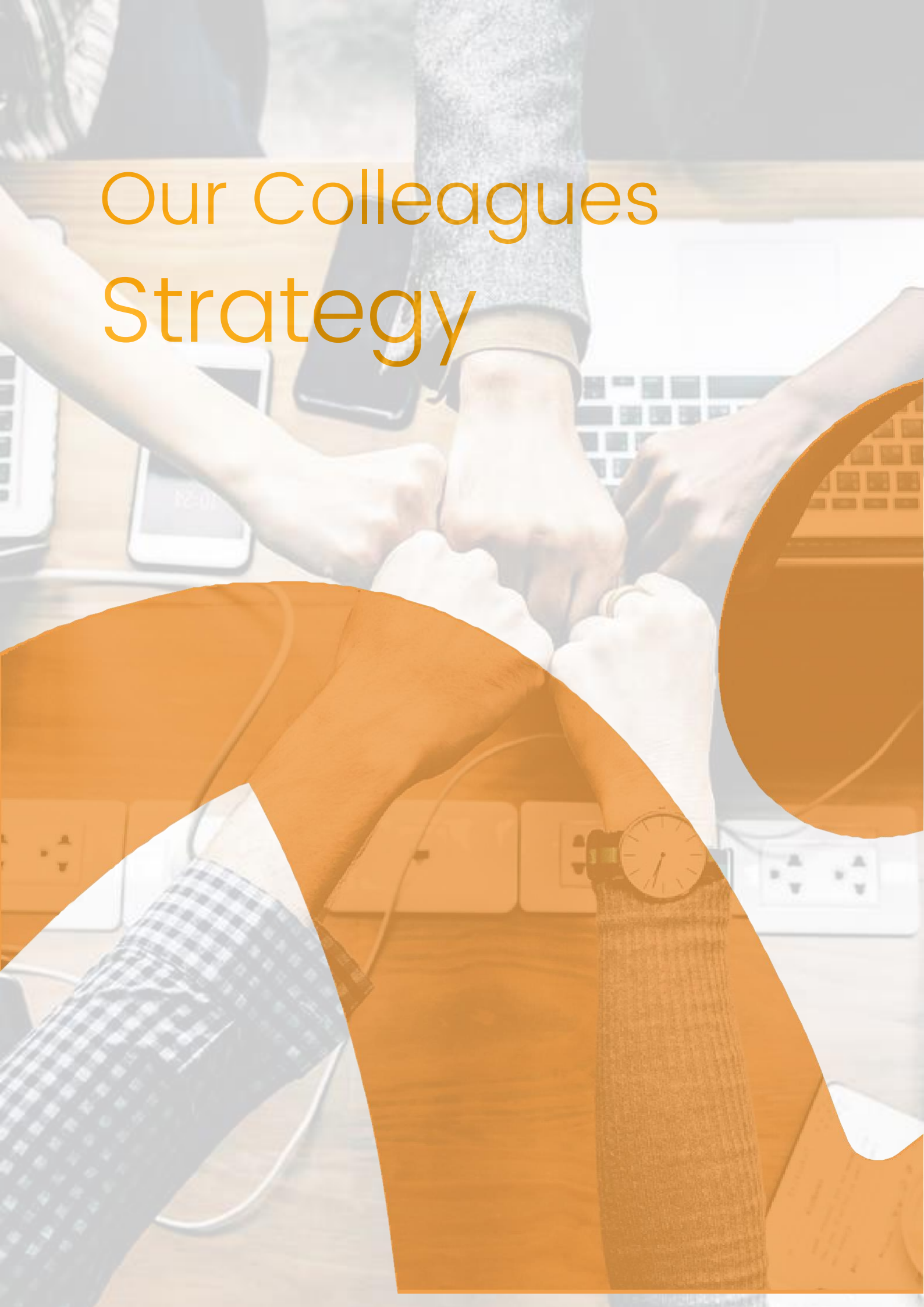


Our Colleagues Strategy



WHA Colleagues Strategy

PURPOSE

In line with our organisational vision, this strategy focuses on how we will work with our colleagues across WHA to ensure that **we are delivering on our ambition to work with and for our customers in helping make Warrington a great place to live, in which the potential of individuals and communities can be realised.**

This strategy identifies a clear mechanism for how we will measure the success of what we do and also outlines key considerations in terms of risks and regulatory requirements in respect of people.

Our Thematic Pillars

We have five Thematic Pillars around which our business will prosper. These Pillars will be used throughout our organisation to help us articulate who we are and what we want to achieve. They will help us shape our strategies and policies based on the priorities set by our Board. Going forward, they will help us demonstrate the links between the *things* that we do, the *priorities* that we set and the *outcomes* we want to achieve.



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Our Colleagues

“To be an exceptional place to work that attracts, develops and nurtures our colleagues”

OBJECTIVES

Our Colleague’s Strategy is designed to **help us to be an exceptional place to work that attracts, develops and nurtures our colleagues**. It is designed to help colleagues be the best that they can be at work and will be framed via four inter-related objectives:

- We will empower our colleagues through effective management, support, delegation and motivation.
- Our organisation will recognise and reward high performance to help us reinforce the most important outcomes that our people create for our business.
- We will have a systematic approach to organisational development focusing on performance and engagement.
- We will continue to be committed to supporting and valuing our colleagues, building a positive workplace culture and ensuring a healthy, safe and inclusive working environment.

OUR VALUES



Our commitment is that we will create the right environment to allow people to thrive. In return, we expect colleagues to demonstrate the right behaviours in support of our values, delivering on promises to each other and customers in an environment built on trust.

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RISK AND REGULATION

At WHA we take the health and safety of our colleagues very seriously and are committed to ensuring colleagues think beyond compliance in embedding a safety-first culture in all that we do. We recognise the requirement to comply with regulatory requirements, the Health and Safety at Work Act 1974, Management of Health and Safety at Work Regulations 1999 and all other associated legislation, Approved Codes of Practice and guidance. We will have relevant policies in place to ensure customers, tenants, employees and visitors remain safe in our premises both individual homes and offices. As part of this strategy we will also ensure that our colleagues have the right tools, training and guidance to do their job effectively, safely and in line with relevant legislation.

Although there are no specific regulatory requirements in respect of colleagues, the updated National Housing Federation's Code of Governance, picks up the role of the workforce under Principle 2 – Strategy and Delivery. This Strategy covers the areas expected within Section 2.5 of the Code.

MEASURING SUCCESS

This strategy has been approved by our Board, alongside the creation of a delivery plan which will be updated annually. It will be reviewed in line with legislative or organisational requirements at least every three years. The strategy will be overseen via our organisational assurance reporting processes and specific plans will be monitored as part of by our cross departmental Colleague Forum. Where appropriate, we will look to evaluate impact using a variety of methods including:

- Colleague perception and engagement surveys
- Individual & team performance monitoring, (Collabor8)
- Receipt of job applications, (increasing reach, scale, diversity and quality), internal promotions & succession planning
- Workplace wellbeing measures
- Participation in organisational initiatives
- Accreditations and awards
- Number of colleagues achieving formal advanced qualifications,

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EQUALITY AND DIVERSITY

We recognise our legal and moral responsibilities in promoting equality, diversity and inclusion, but more significantly we recognise the benefits that a diverse and inclusive workforce can bring.

Through our colleagues, we will ensure that equality and diversity is firmly embedded across the full range of services that WHA provides. We will look to attract a diverse workforce to WHA and seek to harness the skills, experience and knowledge of that workforce, to realise the benefits that equality and diversity and inclusion can bring to all that we do.

RELATED DOCUMENTS

- This Policy is linked to the current 3-year Business Plan.
- WHA Health and Safety Policy 2021
- WHA Equality, Diversity & Inclusion Policy 2021

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APPENDIX 1 ACTION PLAN 2024-2026

Our Colleagues: To be an exceptional place to work that attracts, develops and nurtures our colleagues.							
No	Objectives	Actions	SUCCESS MEASURES	VFM Resources (Colleague collaboration, IT, cost implications)	VFM	Assurance Report Targets	Risk Matrix
C1	Leadership - we will empower our colleagues through effective management support, delegation & motivation.	Implement recommendations from our latest IIP review	Fully implemented action plan	Colleague/SMT collaboration	Colleague retention, reducing costs to the business	Colleague Satisfaction / Colleague Turnover	S.P1 - Failure to maintain organisational capacity / service provision
C2		Investigate alternatives to IIP	Alternative sourced, considered & implemented	SMT collaboration	Colleague retention, reducing costs to the business	Colleague Satisfaction / Colleague Turnover	S.P1 - Failure to maintain organisational capacity / service provision
C3		Review organisational / leadership development programme, including future leaders	Alternative approach embedded and future leaders identified	SMT time, colleague collaboration, appropriate budget, external partnerships	Colleague retention, reducing costs to the business	Colleague Satisfaction / Colleague Turnover	S.P1 - Failure to maintain organisational capacity / service provision
C4		Succession planning / skills mapping for senior management	Identified future leader for programme and development plans in place	SMT collaboration	Colleague retention, reducing costs to the business	Colleague Satisfaction / Colleague Turnover	S.P1 - Failure to maintain organisational capacity / service provision
C5	We will recognise and reward high performance in order to reinforce the most important outcomes for our business	Implement recommendations from the terms & conditions review	New offer implemented and embedded	SMT collaboration	Colleague retention, reducing costs to the business	Colleague Satisfaction / Colleague Turnover	S.P1 - Failure to maintain organisational capacity / service provision

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C6	We will have a systematic approach to organisational development focussing on performance and engagement	Full review of the 3-year training plan to inform regulatory requirements on professionalisation	New training plan in place for 2025 onwards	SMT collaboration	Colleague retention, reducing costs to the business	Colleague Satisfaction / Colleague Turnover	S.P1 - Failure to maintain organisational capacity / service provision
C7		Implement new HR/OD system to streamline processes	New system in place	SMT / Colleague collaboration, appropriate budget, external partnerships	Colleague retention, reducing costs to the business	Colleague Satisfaction / Colleague Turnover	S.P1 - Failure to maintain organisational capacity / service provision
C8	We will continue to be committed to supporting and valuing our colleagues, building a positive workplace culture and ensuring a healthy, safe and inclusive working environment	Develop our approach to employee engagement, using further functionality of 365	Engaged colleagues using appropriate forums	SMT / Colleague collaboration	Better use of existing systems	Colleague Satisfaction / Colleague Turnover	S.P1 - Failure to maintain organisational capacity / service provision
C9		Embed use of colleague forum to support colleague health, safety and wellbeing	Consistent H&S messages to colleagues / improved H&S awareness	SMT / Colleague collaboration	Better use of resources	Sickness Absence Days	S.P1 - Failure to maintain organisational capacity/service provision

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