

# Our People Strategy

Delivering on our Ambition



**Our People**

Warrington Housing Association

# WHA People 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 help 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

Our Board recently reaffirmed our commitment to our current vision and objectives alongside reviewing our strategic architecture. We now 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.



To achieve sector leading performance across all key indicators.



To deliver and demonstrate Social Value across our whole range of activities.



To create a culture which empowers our people to realise their potential.



To prioritise the needs of people and put the creation of sustainable communities at the heart of our work.



To remain a significant local provider of housing and housing solutions in Warrington.

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## Our People

“To support a culture which empowers colleagues to realise their potential.”

### OBJECTIVES

Our People Strategy is designed to **help us to support a culture which empowers colleagues to realise their potential**. It is designed to help colleagues be the best that they can be at work and will be framed via four inter-related objectives:-

- Relationships – We will ensure we create a culture which builds on successful relationships with colleagues based on values and behaviours and, crucially built on trust.
- Reward and recognition – Our organisation will recognise and reward high performance to help us reinforce the most important outcomes that our people create for our business.
- Tools to deliver – We will ensure that WHA provides colleagues with a 21<sup>st</sup> century working environment and the right tools to do their job effectively, supporting the creation of one team and maximising the benefits of technology to support agile working;
- Safety first – We will continue to think beyond compliance in embedding a safety-first culture in all that we do.

### OUR VALUES



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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.

## 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.

## 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 People Champions Group. Where appropriate, we will look to evaluate impact using a variety of methods including:

- Colleague perception and engagement surveys
- Performance monitoring, (Collabor8)
- Receipt of Job applications, (increasing reach, scale, diversity and quality).
- Workplace wellbeing measures
- Participation in organisational initiatives
- PDR processes/reward and recognition
- Accreditations and awards
- Number of colleagues achieving formal advanced qualifications,

## EQUALITY AND DIVERSITY

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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 2018
- WHA Diversity Policy (TBC)

This Version: Version 3

Next Review: 2022

Author: David Cummins

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APPENDIX 1 ACTION PLAN 2019–2021

Objective	Actions	Success Measure
<p>Relationships – we will ensure we create a culture which builds on successful relationships with colleagues based on values and behaviours and, crucially built on trust.</p>	<ul style="list-style-type: none"> <li>○ Directors and Managers to lead by example and, where applicable, develop their people management skills.</li> <li>○ All staff to review Competency Framework.</li> <li>○ Competency Framework to be implemented and incorporated into communications with staff.</li> <li>○ DISC profiling to be rolled out initially amongst SMT</li> <li>○ A profiling mechanism to be identified and rolled out across all WHA.</li> </ul>	
<p>Reward and recognition – Our organisation will recognise and reward high performance to help us reinforce the most important outcomes that our people create for our business.</p>	<ul style="list-style-type: none"> <li>○ Review Terms and Conditions of Employment</li> <li>○ Review salary scales and bandings to ensure they are clear and transparent.</li> <li>○ Job Descriptions and Person Specifications to be reviewed in line with new role profile to ensure capture of job content and responsibilities.</li> <li>○ Roles Market tested every 3 years to ensure the salary remain competitive.</li> </ul>	

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	<ul style="list-style-type: none"> <li>o Providing personalised total reward statements on an annual basis.</li> <li>o Review current PRP criteria to ensure it measures Business Plan Objectives and promotes positive behaviours.</li> <li>o Review and reward colleagues in recognition of their achievements.</li> </ul>	
<p>Tools to deliver - We will ensure that WHA provides colleagues with a 21<sup>st</sup> century working environment and the right tools to do their job effectively, supporting the creation of one team and maximising the benefits of technology to support agile working.</p>	<ul style="list-style-type: none"> <li>o Review our recruitment process in order to improve our potential as an employer of choice, recruiting and retaining outstanding people who share our values and ambitions</li> <li>o Complete the office refurbishment</li> <li>o Create collaborative relationships with other teams that will help better deliver our services.</li> <li>o Introduce Guidance on “New ways of working” – aligned to move to Open Plan working environment.</li> <li>o Develop 2019/20 Lean Business project to improve processes, efficiency and colleague satisfaction.</li> <li>o Develop new internal communications plan.</li> <li>o Promote the use of our People champions group (IIP GROUP) in monitoring and supporting the delivery of our People Strategy.</li> </ul>	

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	<ul style="list-style-type: none"> <li>o Produce an E &amp; D policy aligned to our People Strategy</li> </ul>	
<p>Safety first – We will continue to think beyond compliance in embedding a safety-first culture in all that we do.</p>	<ul style="list-style-type: none"> <li>o Engage a Health and Safety Consultant to review current practices and correct any recommendations identified.</li> <li>o Undertake H &amp; S audit</li> <li>o Identify more staff to become First Aid trained and Incorporate Mental Health training.</li> <li>o Ensure staff are fully trained in a safety first approach.</li> <li>o Include on-line health and safety training at induction.</li> <li>o Review Collabor8 re: cost of absence management and low absenteeism.</li> <li>o Create a continuous development and training environment to help staff grow and develop.</li> <li>o Enable leaders and managers to pro-actively assess and manage staff wellbeing and safety within their teams.</li> </ul>	

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