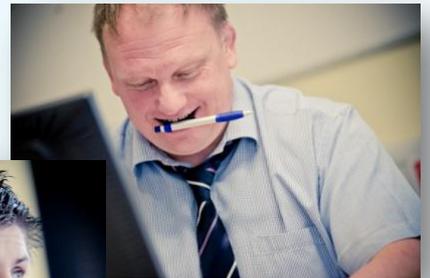




PEOPLE STRATEGY 2012-16



ABOUT SBHA

Scottish Borders Housing Association (SBHA) is a Registered Social Landlord which operates within the Scottish Borders providing homes for 5,838 people and employing 196 Staff.

To support SBHA's vision five "Strategic Objectives" were agreed and set by SBHA's Board and Senior Staff.

1. SBHA will Enhance Viability

2. SBHA will be Customer Focussed

3. SBHA will Develop its People

4. SBHA will Maintain Good Quality Homes

5. SBHA will Grow and Diversify

"The purpose of the People Strategy is to facilitate SBHA in becoming one of the top performing organisations in its field"

*David McCracken,
Human Resources Manager*

INTRODUCTION AND BACKGROUND

This People Strategy is built on the SBHA Strategic and Business Plan 2011-2016 – SBHA’s principle planning document.

The next period will be significant in terms of internal and external change for SBHA and the aims of the People Strategy are to:

1. Equip SBHA’s people to deliver the Strategic Plan commitments;
2. Support the process of organisational change;
3. Develop effective workforce planning;
4. Establish a best practice HR Service to the organisation, at both strategic and transactional levels; and
5. Achieve top quartile performance in relevant KPIs.



PRINCIPLES

The People Strategy is underpinned by the following principles:

- a) **Business Sustainability** - SBHA will organise its workforce and assets to achieve business sustainability, flexibility and maximum efficiency.
- b) **Customer Focus** - Customers are at the heart of SBHA's activities.
- c) **Investing in People** - All Staff will be equipped with the knowledge and skills to enable them to deliver the commitments in the Strategic Plan.
- d) **Effective Leadership** - Leadership and Change Management skills will be developed to ensure the effective leadership and development for all Staff within the Association.
- e) **Equal Opportunities** - SBHA is an Equal Opportunities employer and encourages diversity in the workforce and in the services delivered to customers.
- f) **Effective communication** - All Staff will have access to effective communication channels which will offer the opportunity to give and receive feedback on organisational issues at all levels.
- g) **Fair and Equitable rewards** - Pay and Terms and Conditions for all Staff will be applied fairly and equitably.
- h) **Healthy working environment** - Appropriate arrangements will be put in place to promote attendance and improve the health and wellbeing of Staff.
- i) **Employee Relations** - Continued development of a positive employee relations climate, within which business is conducted.
- j) **Create jobs** - Expansion of training and employment opportunities for young people in the Scottish Borders will be actively encouraged and developed.

DEVELOPING SBHA'S PEOPLE



SBHA traditionally has invested significantly in training and developing Staff.

SBHA employs 196 Staff across a range of occupations each requiring their own specific qualifications, training and skills set.

Since SBHA's formation in 2003, formal qualifications have been gained by 88 Staff covering a wide variety of areas.

Since 2006, 34 Staff have achieved promotions - a reflection of the 'grow our own' strategy, encouraging and supporting people to develop.

RIGHT SKILLS, RIGHT PEOPLE AND RIGHT PLACES

Succession planning strategies will be developed during 2012.

- An annual Training Needs Analysis including financial forecasting will take place commencing in 2012.
- The ultimate aim will be to develop 360° appraisals starting with the Leadership Strategy programme in 2012.
- The Appraisal system will be redesigned to ensure more effective management of, and accountability for, performance during the 2013-14 cycle.



- A Training and Development Strategy and Plan will be implemented to meet the changing skills set required starting 2012-13.
- Staff Induction training will continue after 2012 to operate across the organisation to ensure that all new Staff are appropriately integrated into SBHA.
- SBHA will, as part of the Workforce Planning process, review the Apprenticeship Programme in 2012-13 with a view to modernising the approach.
- The appropriateness of Government funded schemes for the employment of young people will be considered during 2012-13 in relation to SBHA's Workforce needs.
- Links with education providers e.g. Heriot Watt University, Napier University and Borders College will continue.
- Workforce analysis, including local labour analysis will be monitored on a six monthly basis and workforce plans drawn up commencing in 2012. This becomes increasingly important given the composition of SBHA's workforce.
- Under the Concordat Agreement with Scottish Borders Council, the Workforce Development Project will develop an integrated and cost effective people development approach for both organisations starting in 2012.

SUPPORTING ORGANISATIONAL CHANGE

The move towards the Information Centre Model and mobile working, as well as the drive to increase efficiency, will require significant organisational redesign to ensure change management processes are effective.

A best practice Organisational Change Policy will be developed which will deliver this objective in 2013.



DEVELOPING LEADERSHIP SKILLS

The People Strategy aims to strengthen the culture of SBHA, particularly Leadership, Management and excellent Customer Service.

- The Leadership Programme and Training Plan will begin in 2012 with the aim of supporting cultural change, and establishing clear organisational standards.

SUPPORTING GOVERNANCE

- An ongoing programme of development for Board Member's skills and experience will continue in 2012 and subsequent years.
- Skills Appraisals and feedback processes will be developed to ensure that Board Members feel equipped and supported in meeting the challenges ahead.
- SBHA will also continue joint learning events with Board Members, Managers, Staff and SBTO.

GOOD PRACTICE ACCREDITATION & RECOGNITION

- To reflect the emphasis SBHA places on People Accreditation for approaches to Health and Safety and people management, accreditations will be sought from Year 3 of the Strategic Plan.
- The 'Stars Awards' developed during 2012 will be promoted to support the recognition of those Staff that really make a difference in their work.



HR POLICY DEVELOPMENT

Best practice HR policies review commence in 2012 and will be communicated with Staff to ensure that all employees are treated fairly and consistently.

- The HR Policy Framework will form the basis of the SBHA corporate “Staff governance standard”.

EFFECTIVE ENGAGEMENT

SBHA will conduct a comprehensive Staff Survey during 2013-14 to measure levels of Staff motivation and satisfaction and an action plan will be drawn up to address the main issues of concern.

- Negotiations will continue during the early part of 2012 to agree the Trade Union Recognition and Time Off for Trade Union Duties Policy.
- A key aim is to create identities within teams, directorates and increase a feeling of ownership and pride in SBHA.

PROMOTING ATTENDANCE – REDUCING ABSENCE

- The 2011 Absence Management Strategy will continue to be delivered in year one and subsequent years.
- The aim is to significantly reduce absenteeism and improve the health and wellbeing of Staff through programmes such as Healthy Working Lives.
- Managers will attend absence management workshops and be made aware of their responsibilities towards controlling and reducing absence commencing 2012.

ACTION PLAN

Year	Main Actions
2012-14	<ul style="list-style-type: none"> • Develop the People Strategy • Deliver the Leadership Programme • Review and revise HR Policies and organisational design • Devise and Deliver the Board Training Plan • Introduce revised Annual Training Plans • Draw up Workforce Plans • Deliver SBC Workforce Development Project • Review Apprenticeship scheme • Redesign appraisal system • Develop Absence Management Strategy • Develop the “People Inc.” Management IT system • Deliver revised Trade Union Recognition Agreement
2014-16	<ul style="list-style-type: none"> • Accreditation for Health and Safety • Support implementation of Organisational Change • Accreditation for Investors in People • Conduct Staff Survey • Healthy Working Lives accreditation

INDICATORS FOR SUCCESS

The main indicators for the success of the SBHA People Strategy will be:

- **Training Strategy** - SBHA will have an effective training strategy which equips Staff with the necessary skills to carry out their duties;
- **Accreditations Obtained** - SBHA will move towards obtaining Investors in People (IIP) status and the Healthy Working Lives awards;
- **Turnover** - labour turnover rates will remain below 5%;
- **Attendance** - SBHA will move into the top Quartile for Housing Associations in reducing absence rates to below 3% by 2016;
- **Apprenticeships and training opportunities created** - SBHA has a modern apprentice scheme;
- **Positive employee relations climate** - SBHA will have robust consultative arrangements and a proactive Staff engagement programme;
- **Performance of Staff in delivering their targets** - effective appraisal systems are in operation which measure individual and team performance;
- **Successful delivery of organisational change** - organisational change is achieved in a fair, consistent and transparent fashion;
- **High levels of Staff motivation and satisfaction** - the Staff survey will demonstrate increasing levels of Staff motivation and satisfaction. A programme exists to address levels of concern.





Registered Office:

South Bridge House
Whinfield Road
Selkirk
TD7 5DT

Tel: 01750 724444
Fax: 01750 724445
Website: www.sbha.org.uk

Registered as a Scottish Charity – No. SC030751