



Maryhill Housing: People Strategy 2019 - 2022

Executive Summary

Established in 1977, Maryhill Housing now employs nearly 100 people across a variety of roles, providing management for nearly 3050 rented homes and factoring services for a further 700 homes, all in Maryhill and Ruchill in the north –west of Glasgow.

The organisation has grown and changed dramatically since it's early days, overcoming challenges and difficult operating conditions to become a well-regarded, high performing, forward-thinking organisation with aspirations for future development and improvement.

Our Board has developed a new mission, vision and values this year which aim to refocus the organisation around providing excellent services to customers and making a difference to their lives.

Our staff are our greatest asset and are key to improving performance and customer service delivery through effective management and development. The strategy aims to support this principle and reflects that excellent customer service, a positive culture, good leadership, effective learning and development, inclusion and diversity, good employment practice, communication, and performance management are all essential to the achievement of our goals.

This strategy aims to provide a link between people management and business strategy and ensure all HR work is carried out in line with organisational strategy and objectives

Vision

Our vision is: *Great homes in strong and thriving communities*

Mission

Our mission is: *Providing great housing and services for our customers; supporting strong, inclusive communities in North West Glasgow.*

Values

Our values are to:

- Think customer first
- Celebrate diversity
- Deliver on our promises
- Keep improving

Long term strategic objectives

Our Corporate Plan 2019/20 sets out three long term strategic objectives:

- Improve customer experience and increase customer satisfaction
- Address poverty and enable customers to make their lives better
- Provide better homes and developing neighbourhoods to feel proud of

Within these high level objectives, the relevant/specific objectives that relate to our people are :

Building and sustaining an empowered, professional staff team

Celebrating diversity and ensuring we represent and reflect our customers

Our people at Maryhill are fundamental to our future success. We need our staff to be at their best to deliver excellent services for our customers. We aim to create an environment which is forward-thinking, fosters engagement and commitment and which is best placed to be ready to respond to the changing social and political environment in which we operate.

Where are we now?

The organisation has recently completed a full review of all its teams and departments – this has been on-going since 2014. Previous challenges included high staff turnover, absence rates and high regulatory engagement primarily around performance. We are now entering a period of consolidation and stability as we work towards delivering improved customer satisfaction and excellent customer service, achieving greater value for money and increased employee engagement.

Maryhill took part in the annual Best Companies employee engagement again in 2018, achieving One to Watch accreditation for the third time. The survey results showed that employee engagement had increased from 2016 which was very positive against the backdrop of structural uncertainty across the organisation. As we move towards the 2019 survey and beyond, we want to continue our improvement journey, becoming more streamlined and agile, developing systems and processes that support our people to be the very best they can be.

Where do we want to be?

Themes

Our People Strategy is set out in the following four principles linked to the strategic objectives set out in the Corporate Plan:

Building: We will increase our attractiveness as an employer of choice, to recruit, support, develop and retain outstanding people who share our values and ambitions.

Sustaining: We will develop a flexible organisation which allows for succession planning and talent management; promoting equality, diversity, inclusion, and physical, mental and emotional wellbeing.

Empowering: We will continue to challenge and improve the way we work at Maryhill, giving our people the ability and scope to feel engaged, listened to, respected and trusted to achieve the objectives of the organisation.

Growing: We will support and develop our people to enhance their knowledge and skills for the benefit of both themselves and our customers, creating the capacity for future success through motivating our team to continually develop and be able to adapt to change.

A number of strategic actions underpinning each of the four principles have been developed.

Building: We will increase our attractiveness as an employer of choice, to recruit, support, develop and retain outstanding people who share our values and ambitions.

We will do this by:

- Establishing more widespread approaches to attracting and recruiting talented staff who are committed to our vision and values
- Continuing to offer and promote flexible working and the best possible package to attract talent to the organisation
- Promoting equality and inclusion, working towards a staff team that is representative of the community it serves.
- Exploring and delivering new models of staff development, such as modern apprenticeships, trainee programmes and work experience
- Reviewing and modernising our recruitment and selection techniques to be more competitive in the recruitment market

Sustaining: We will develop a flexible organisation which allows for succession planning and talent management; promoting equality, diversity, inclusion, and physical, mental and emotional wellbeing.

We will do this by:

- Creating a more coherent approach to wellbeing across the organisation
- Developing and improving our performance appraisal system, tailored to meet the needs of different roles
- Developing and improving our internal communications methods (such as the staff intranet)
- Promoting equality, diversity and inclusion within the workforce to ensure all staff feel valued as individuals.

Empowering: We will continue to challenge and improve the way we work at Maryhill, giving our people the ability and scope to feel engaged, listened to, respected and trusted to achieve the objectives of the organisation.

We will do this by:

- Ensuring that everyone appreciates and celebrates their contribution to achieving our strategic objectives
- Supporting a continuous improvement culture, encouraging staff to develop new ideas and new ways of working and continuing to seek feedback from our staff and acting on it
- Engaging with all staff to ensure that their voice is heard in decisions that impact on their working lives
- Continuously seeking and acting on feedback to make Maryhill a great place to work

Growing: We will support and develop our people to enhance their knowledge and skills for the benefit of both themselves and our customers, creating the capacity for future success through motivating our team to continually develop and be able to adapt to change.

We will do this by:

- Investing in learning and development to support and enhance team development and change management by consolidating an organisation-wide coaching culture
- Promoting succession planning and ongoing staff development, identifying and nurturing talent that inspires people from across the workforce
- Ensuring that our leaders and managers are able to support, engage and direct their colleagues in their work, performance and development, and that our staff team is equipped and aligned to meet the changing needs of the organisation

How will we get there?

Delivering on these objectives

The plan below sets out the specific actions we will commit to deliver over the next three years, to ensure that we deliver on these promises.

Action	2019/20	2020/21	2021/22
Reviewing the recruitment and selection policy and processes	x	x	
Promoting and embedding the new Corporate Plan amongst the staff team	x		
Continue with our commitment to employ apprentices, and graduates. Aiming for one tenth of the workforce.	x	x	x
Employ a second PATH trainee		x	x
Offer an internship through West of Scotland Regional Equality Council		x	
Produce a Wellbeing Strategy	x		
Reviewing the appraisal and 1-2-1 guidelines	x		
Work with wider Corporate team to review internal staff engagement, communications and events		x	
Develop a programme of diversity awareness-raising events	x	x	x

Exploring frameworks for staff engagement and development e.g. Investors in People (IIP)	x	x	
Reviewing the L&D policy	x		
Continued investment in management and leadership development	x	x	x
Continuing to invest in formal vocational qualifications for our staff team	x	x	x
Benchmarking and exploring options around terms and conditions		X	

How we will measure success

We will monitor our progress and measure our success by:

- Reviewing this strategy and the HR team delivery plan on an annual basis in line with the review of organisational objectives
- Continuing to assess employee engagement annually
- Analysing and acting on feedback from exit interviews
- Considering feedback success of recruitment exercise to ensure the Association is an attractive proposition
- Reporting the following key HR indicators quarterly into the strategic Assurance Board performance reporting framework:
 - Sickness absence levels - 4%
 - Turnover - 12%
 - Percentage of staff from BME background - 4%