

Maryhill Housing Association

People Strategy – January 2024



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People Vision

1.1. Our People Vision is linked directly to our long term strategic objectives:

- Improve customer experience
- Enable better lives
- Provide places to feel proud of
- Develop a sustainable business

1.2. To enable us to achieve our strategic objectives, we need to have a robust people strategy in place that demonstrates the actions we will take to develop a high performing culture.

1.3. We want to empower people so that they feel engaged and motivated to achieve and exceed their potential

1.4. We want our workforce to not only understand our values but live them.

1. Think customer first
2. Embrace people's differences
3. Take responsibility
4. Keep improving

1.5. The People Strategy for Maryhill Housing aligns and is cognisant of other strategic policies within the organisation. Links to strategies are in Appendix

3. These include:

- The Equality, Diversity and Inclusion strategy
- The Digital Strategy
- Staff Health & Wellbeing Plan

1.6. The people landscape has changed dramatically following recent events, particularly the effects of Brexit which has had an effect on our talent pool and Coronavirus, which has changed the way we work. Organisations have had to

respond to each of these challenges and this has resulted in employees expecting a more flexible and agile workplace in which to operate.

1.7. The outlook for 2024 according to data produced by the Office of National Statistics¹ and the CIPD² indicates that employers will have some respite as the labour market cools which should mean a downturn in staff turnover. However in order to retain staff we need to consider what employees in 2024 value as part of their employment package³. A further source of information in determining what is important to employees in the current labour market is the data gathered from the latest staff pulse survey⁴. The main themes from the survey together with data from external referenced sources indicate the key areas of focus to attract and retain a talented workforce:

- **Define Values and Mission** – a strong workplace culture creating a shared sense of purpose
- **Lead by Example** - Leaders must embody the values they promote and set the tone for the entire organization
- **Foster Inclusivity** - Encourage diverse perspectives, backgrounds, and experiences within your team.
- **Encourage Open Communications** - Create an environment where employees feel comfortable sharing their thoughts, concerns, and ideas
- **Invest in Employee Development** - Support employees' professional growth and personal well-being. Prioritise L & D alongside growth, talent retention and wellbeing.
- **Recognise and Reward** - Acknowledge and reward employees' hard work and achievements.
- **Embrace Flexibility** - The modern workplace is evolving, and flexibility is now a top priority for many employees
- **Emphasise Work-Life Balance** - Encourage employees to maintain a healthy work-life balance. This not only reduces burnout but also improves overall well-being and job satisfaction.

¹ [Labour market overview, UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk)

² [2024 could bring some respite to employers struggling to recruit as labour market slowly cools | CIPD](#)

³ [\(24\) Top 10 Things Employees Want In Their 2024 Workplace | LinkedIn](#)

⁴ Maryhill Staff Survey – Autumn 2023

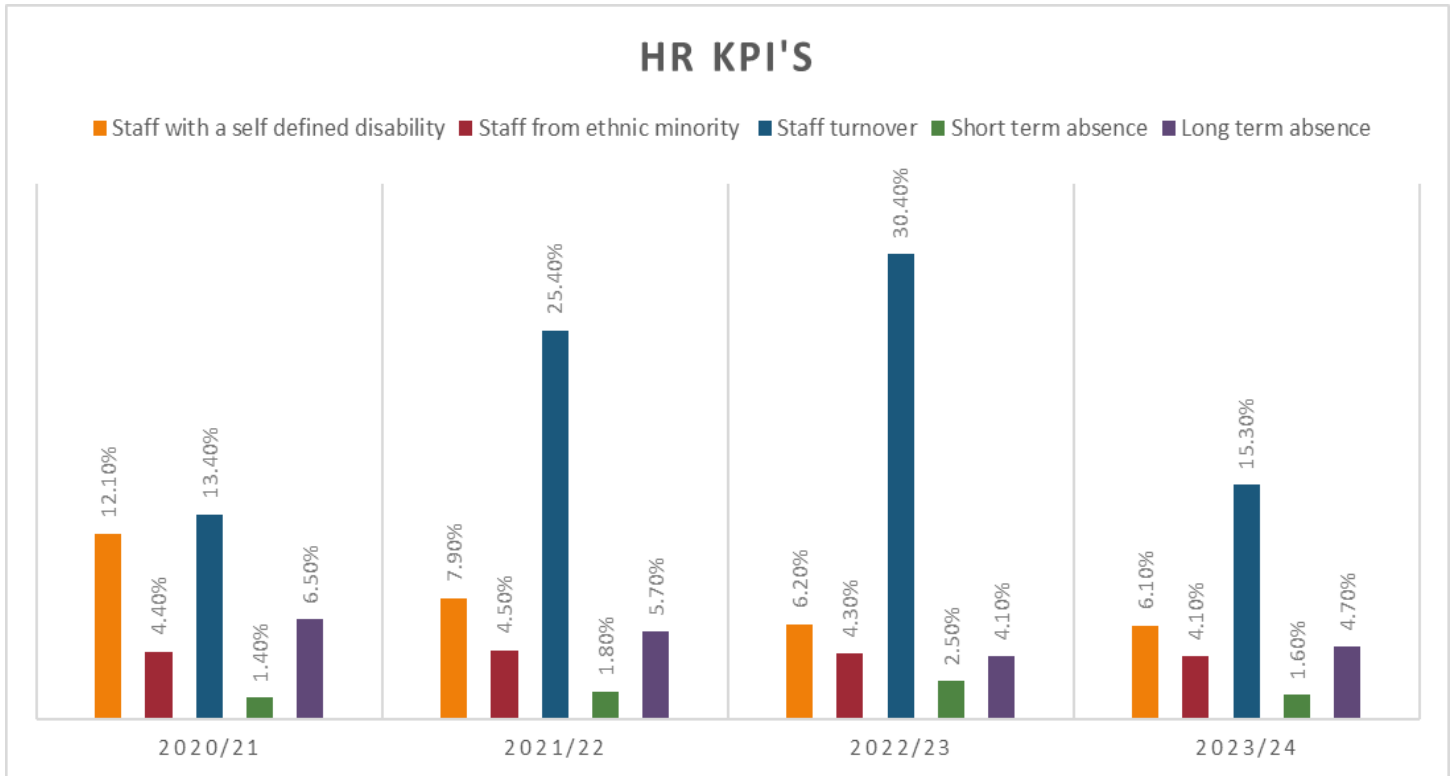
- **Continuous Improvement** - Regularly assess our culture, gather feedback, and make necessary adjustments.
- **Measure Progress** - Use metrics, data and employee surveys to track progress in improving workplace culture and the effectiveness of our strategies.

People SWOT Analysis

How can we build on our **strengths** and turn our weaknesses and threats into **opportunities**?

Strengths	Weaknesses
<ul style="list-style-type: none"> • SME/ People over process • Flexible and Remote working • Home office set up • Favourable terms and conditions of employment including <ul style="list-style-type: none"> ○ market value salary ○ competitive employer pension scheme ○ holiday entitlement ○ allowances i.e. sick pay, maternity & paternity, shared parental leave • Wide range of staff benefits • Regular 1 – 1 and good performance management processes • Regular staff surveys • Training and graduate programme opportunities 	<ul style="list-style-type: none"> • Ts and Cs dictated by EVH • Salaries fixed at EVH rates and not negotiable • Lack of clear progression routes particularly for new starters • Dip in staff engagement and morale in some areas in 22/23 • Gaps in staff team in 22/23 • Manual processes impede efficiency and work flows • We do not promote and remind staff of benefits of working at MH • What do we do to promote training and development opportunities focused on helping low earners increase their pay potential?
Threats	Opportunities
<ul style="list-style-type: none"> • More competitive salaries in non EVH housing associations for some roles • Staff leaving to access progression opportunities with competitors • Lack of consistency around application of policies and processes • Lack of confident managers skilled in managing people issues • Health and wellbeing is often flagged as a staff concern • Staff turnover creates a loss of expertise within the organisation 	<ul style="list-style-type: none"> • Develop talent management plan and career mapping • Promoting sector wide development opportunities • Really invest in internal talent and those who wish to develop and progress • Continue upskilling managers with people management training • Introduce automated systems via the digital strategy project to improve processes and workflows • Consistent application of policies and processes • Relaunch and invest in the health and wellbeing group • Employee Assistance Programme

KPI Reporting



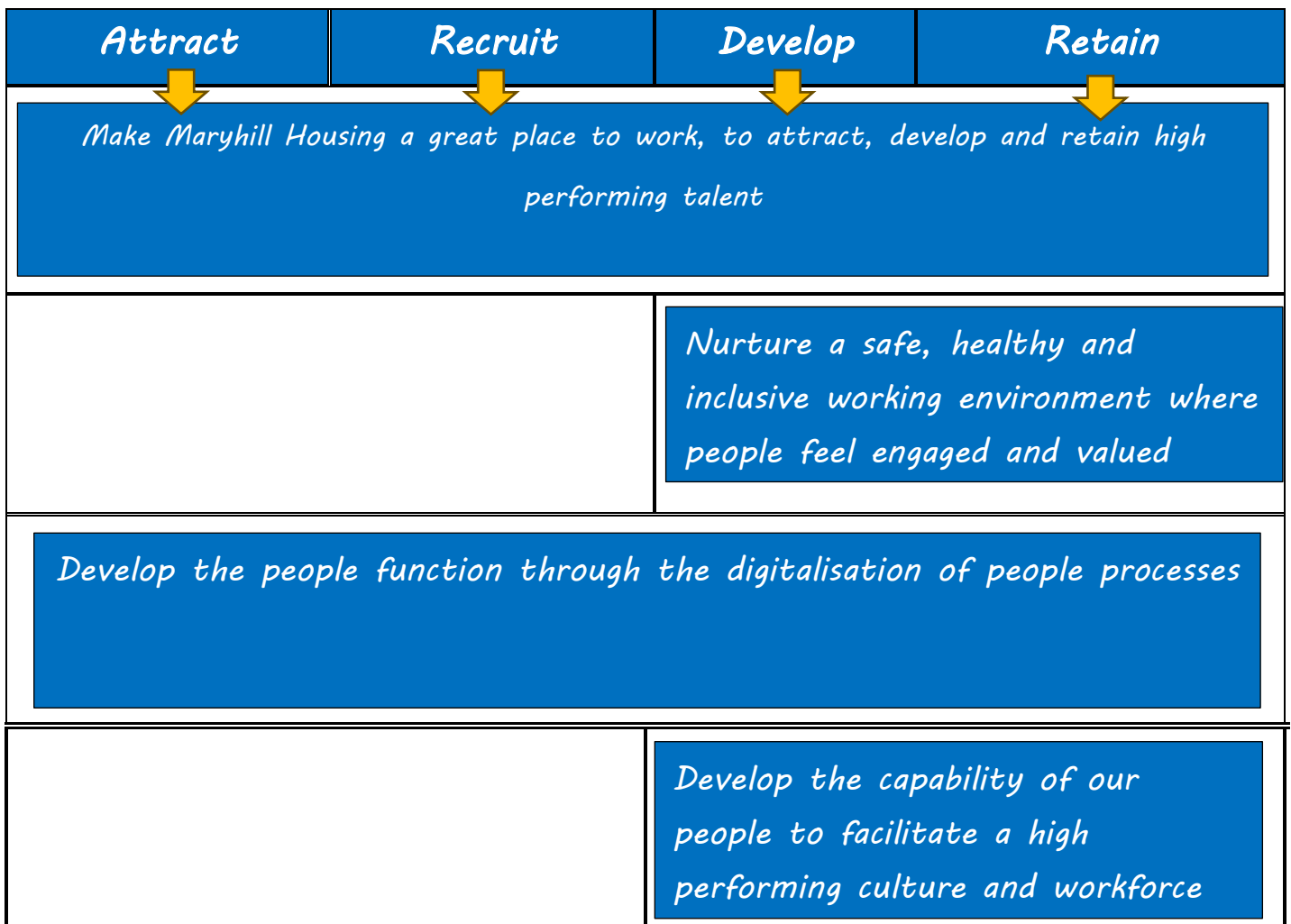
This chart shows the key People KPI's over the last 3 years. Annual staff turnover is slowly returning to pre-covid levels; however this is a reflection of the job market in general and is not confined to the Housing Sector. Para 1.7 above refers.

2. People Strategy

What will we do in the next 3 years to work towards achieving our people vision

2.1. Strategy

- 2.1.1. Make Maryhill Housing a great place to work, to attract, develop and retain high performing talent
- 2.1.2. Nurture a safe, healthy and inclusive working environment where people feel engaged and valued
- 2.1.3. Develop the people function through the digitalisation of people processes
- 2.1.4. Develop the capability of our people to facilitate a high performing culture and workforce



2.2. Objectives

2.2.1. Make Maryhill Housing a great place to work to attract, develop and retain high performing talent

Link to Strategic Objectives – Develop a sustainable business

Improve Customer Experience

Attracting and retaining high performing talent requires more than competitive compensation packages. When money is the sole motivator, employees will make frequent moves towards better take home pay. We have to ensure that we offer additional motivating factors to encourage our staff team to stay.

Recent staff pulse surveys suggest that employees see health, wellbeing and belonging, work life balance, development, growth, diversity and inclusion as their top priorities in the workplace. These need to be our areas of focus moving forward to ensure that we listen to our staff voice and together with competitive terms and conditions, we also continue to develop and promote these workforce priorities

During the next 3 years through this People Strategy we will strive to:

- Ensure that long service awards are paid at 5, 10, 15 and 20 years in accordance with our policy
- Better promote existing employee benefits through coffee and chat sessions, team away days, all staff meetings and formal and informal communications channels
- Encourage better participation and management of the onboarding process to improve the experience and retention of new starters
- Continue to offer training, coaching and support to managers to develop skills and confidence when dealing with people issues.
- Continue to work through the action plan implemented from the Gravitare HR project and ensure this is communicated to staff.

- Introduce “Stay” interviews to better understand how staff are feeling throughout the year, what keeps them at MH, if they have looked elsewhere in the last 6 months, understand why.
- Think creatively how we can introduce new ways of supporting our staff with practical help during challenging times.

2.2.2. Nurture a safe, healthy and inclusive working environment where people feel engaged and valued

***Links to Strategic Objectives – Develop a sustainable business
Enable better lives***

Good health and wellbeing can be a core enabler of employee engagement and organisational performance. Find out why [here](#)

According to the Mind research [here](#), 60% of employees say they would feel more motivated and more likely to recommend their organisation as a good place to work if their employer took action to support mental health wellbeing. One of our values is “Embracing People’s Differences and the points below demonstrate how we will uphold this value.

During the next 12 months through this People Strategy we will to:

- Relaunch the Health and Wellbeing group; encourage participation and contributions from staff.
- Actively demonstrate how we are listening to feedback from surveys and making a difference by implementing inclusive working practices.
- Further develop our practical application of the EDI strategy particularly how we attract and recruit from a more diverse pool of talent and continue to work towards our [revised] target of 10% for BAME staff and 10% for staff with a self-defined disability.
- Ensure that Equality, Diversity and Inclusion is at the heart of the employee experience throughout their life cycle of employment
- Work with outside agencies who will guide and support us with this

- Provide regular training to managers and employees on diversity, equality and inclusion
- Provide further training and guidance for managers and employees on mental health and neurodiversity to encourage openness and reduce the stigma of these topics in the workplace

2.2.3. Develop the people function through the digitalisation and accessibility of people processes.

Link to Strategic Objective – Develop a Sustainable Business

Advances in HR automation are enabling HR departments to streamline and speed up ways of working, allowing us to devote more time to people-centred tasks, including employee enablement.

We are currently in the process of sourcing and implementing an HR Management System which will allow us to streamline and improve many of our current workflows. This system will introduce a self-service element for managers and staff which will give greater visibility and functionality for all users.

In the interim, we do have some control over our manual process and we are constantly looking at ways we can reduce the time spent on manual tasks to allow us to focus our efforts on more value-add tasks.

Gen Z, the future of our workplace, rely more heavily on technology and therefore value and expect digitalisation in the workplace

During the next 12 months through this People Strategy we will:

- Identify, procure and implement the right HRMS for Maryhill Housing that supports staff and managers
- Develop and deliver a programme of training and support when the new HRMS is launched. Hold a series of workshops, online learning and drop in sessions.

- Working with IT, continue to digitalise many of the Word/Excel forms to improve our workflows especially around absence management, recruitment, onboarding and probation and performance management to give a better customer experience
- Produce a digital reference guide for managers on people management training sessions in the form of a handbook with handy tips and hints
- Work with IT to determine the best place for employees to more easily access important policies, data and other information

2.2.4. Develop the capability of our people to facilitate a high performing culture and workforce

Link to Strategic Objectives – Develop a sustainable business

Improve Customer Experience

Learning and Development is about building a culture of continuous learning throughout the organisation. Providing L&D opportunities not only helps employees to perform better in the roles they are in today, but these opportunities also create career growth opportunities that can stimulate innovation and improve employee retention

Addressing skills gaps is a key priority but a lack of learner time and engagement are seen as the main learning barriers in organisations.

During the next 24 months, through this People Strategy we will:

- Partner with higher education providers to continue with trainee, apprenticeship and graduate programmes. These are available for internal and external candidates. This will contribute to achieving our target where 7% of our workforce are within a trainee programme of some sort.
- Clarify the roles and responsibilities around learning and development within MH so that processes and responsibilities are clear at every level.
- Encourage training and development conversations at every stage of the employee lifecycle including onboarding.
- Introduce career maps to demonstrate how staff can progress within MH i.e.

- Map out all the stages from entry level to director level with example of salary range
- Produce job descriptions and person specifications for each stage of the career pathway
- Consider required competencies
- Personality profiles (senior roles)
- Training/qualifications required to progress or support progression.
- Continue to invest in the staff team by developing talent and leadership skills
 - Actively contribute to the design of the Maryhill managers training programme by hosting practical workshops to train managers in day to day people matters
 - Embed learning and share best practice
 - Equip managers with the skills to take a coaching approach
- Promote the use of digital learning platforms including IHASCO, Knowledge Academy, Sector specific opportunities and LinkedIn learning
- Encourage attendance at seminars, conferences and webinars in relation to current job role and aspiring career path within the housing sector
- Build upon departmental training needs analysis to ensure that training and development needs are continuously reviewed and addressed
- Promoting to all staff, relevant training, collaboration and networking opportunities, cultivating knowledge sharing and best practice within the sector.

3. Measures

3.1. How can our success be measured?

- Reduction in employee turnover
- Exit data – reduction in voluntary leavers and improved exit feedback on “push” and “pull” factors
- Feedback gathered from new starters at 3 month HR check in
- Improved engagement and motivation scores from Staff surveys
- Data measured against agreed KPIs

5Appendix 1 – Career and professional development benefits on offer

This graphic shows the most common career and professional development benefits provided by the employers that responded to the CIPD survey. The most frequent benefit offered is training and career development opportunities, with 78% of organisations offering this to all their employees and a further 14% to some of them (dependent on such factors as seniority, grade, location, role, and so on).

Figure 1: Career and professional development benefits on offer (%)



Base: n=253. 'Dependent' indicates a benefit offered to some staff dependent on grade, seniority, location, job, role, and so on.

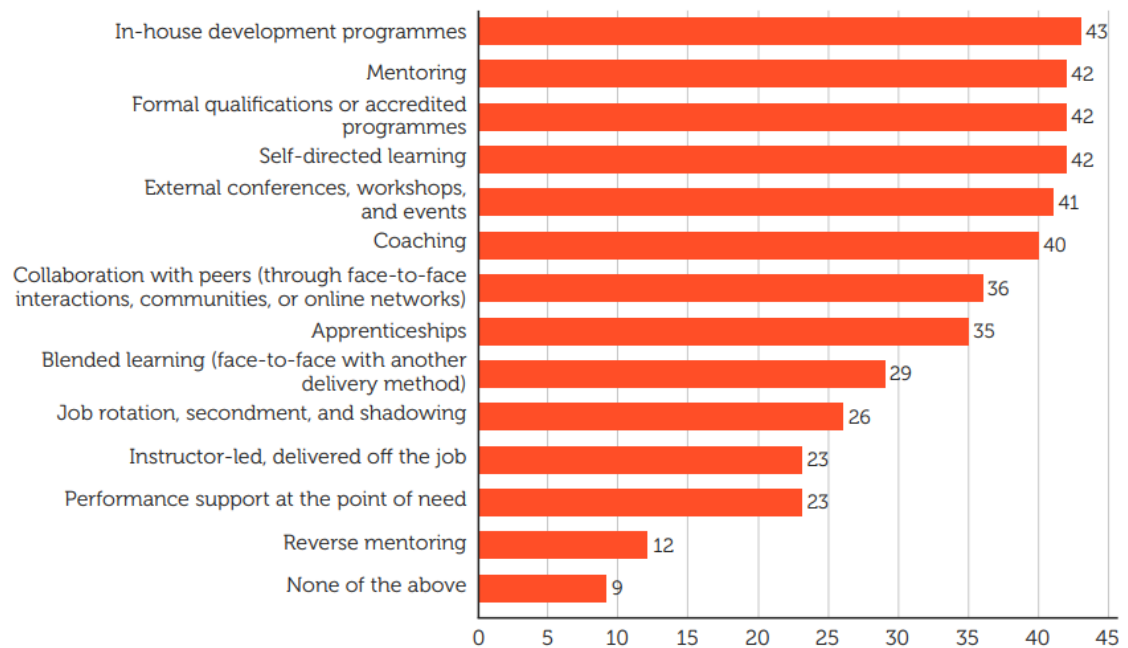
⁵ CIPD Reward Management Survey – Focus on Employee benefits April 2022

6Appendix 2 – Most common L & D methods used by employers in the past 2 years

This graphic demonstrates the move back to in house training and development programmes. In house training allows for subject specialists to share knowledge and best practice whilst upskilling peers and colleagues. Mentoring and coaching feature highly on this list and evidence from recent in house training sessions indicate that staff value the more informal learning environment as it allows for discussion and sharing experiences.

Figure 10: There has been a renewed focus in 2023 on more formal and traditional forms of learning interventions

L&D methods used in the past two years (% of respondents)



Base: n=1,108.

Appendix 3

Link to other Maryhill strategies:

[Equality, Diversity and Inclusion Strategy 2023-2026.pdf](#)

Digital Strategy – TBA

Staff Health & Wellbeing Plan - TBA