



## **PEOPLE STRATEGY**

## FULL REVIEW TRACKING

A “Full Review” refers to a point when the whole document is reconsidered by an appropriate stakeholder to establish if it is still fit for purpose and this is formally signed-off at the appropriate management level. This acts as assurance the Association’s position on key matters is up to date with legislation, regulation and good practice.

<b>Strategy Owner</b>	Director of Finance & Corporate Services
<b>Document Author(s)</b>	Corporate Services Manager
<b>Communication &amp; Training Methods</b>	Staff Briefing Team Meetings 1:1s CONNECT
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<b>Review Cycle</b>	3 years, initially 1 year
<b>Next Review Date</b>	November 2018
<b>The Strategy has a direct link to the following PoLHA strategies, policies, procedures and documents</b>	2015 – 2020 Strategic Plan Annual Business Delivery Plan Value for Money Policy 2017 – 2020 Equality & Diversity Strategy 2017 – 2020 Training & Development Strategy Recruitment & Selection Policy & Procedures Procurement Strategy Induction Policy & Procedures Pay & Performance Management Policy & Procedures Employee Learning and Development Management Policy Sickness Absence Policy and Procedures Staff Handbook Staff Charter

**Equality & Diversity Impact (EI)  
Assessment Status**

This document was EDI Assessed by (Name and Name) using the organisation's set procedure in (Month 20XX) and is considered to be free of anything which may lead to any unfair discrimination in its application.

EI Assessment records are held by the Chief Executive's Office and can be accessed on request to the Corporate Services Manager.

## 1. INTRODUCTION

- 1.1 We recognise that our people drive our business. Their knowledge, commitment, motivation and enthusiasm are key to us achieving our vision, mission and strategic goals.
- 1.2 We want to continue to create and maintain an environment that attracts and retains the best talent, involves and empowers customers in the management of their homes and maximises Board Member contribution to the success of the Association.
- 1.3 In 2015, on a scale of 1 – 10, 89.5% of staff scored 6 or above to the question “How much do you love working at PoLHA” and 82% scored 6 or above to the question “How much do you love your job?”
- 1.4 The People Strategy is closely aligned to the Association’s objectives to ensure that the right people are achieving the right things at the right time. It will play an important role in determining the skills, competencies and behaviours needed from employees now and in the future.
- 1.5 The success of our People Strategy depends on all our people playing their part and performing in their role through understanding, being committed to and taking responsibility for the actions and expectations set out in the strategy below.

## 2. OUR STRATEGY – VISION AND MISSION STATEMENTS

- 2.1 Our 2015 – 2020 Strategic Plan sets out the Association’s vision of ***“To make Leith the best place to be”***.
- 2.2 The element of our mission statement which shapes the people-related objectives for the Strategic Plan is ***“To make Port of Leith Housing Association and its service delivery great”***.

## 3. VALUES AND DEFINITIONS

- 3.1 While strategy drives our focus and direction, culture determines and measures the desire, engagement and execution of how we will deliver strategic objectives. We want to create a culture that will support our people in achieving those objectives.
- 3.2 These are our values and behaviours:
  - ***Inclusion*** means we work together and embrace everyone’s contribution.
  - ***Honesty*** means we promote trust through being open and demonstrating understanding by taking responsibility for collaborative and realistic action.

- **Respect** means we are aware that others have opinions and we will listen and challenge in an open, polite and courteous manner.
- **Valuing People** means we celebrate difference by not judging, and allowing others to express opinions and be listened to.
- **Support** means we are passionate about helping people, by being approachable, truly listening and doing what we can to help.
- **Innovation** means we discuss, embrace and challenge the status quo, to deliver change that enhances the customer's experience and promotes services wider than homes.

3.3 We want the values and behaviours we promote to be embedded in the culture of the Association so that employees can shape a culture of appreciation that truly reflects our values.

#### 4. OUR PEOPLE STRATEGY

4.1 Our People Strategy will ensure everyone working here, or joining us in the future, understands our vision, our expectations of each other and how it should feel to work here.

4.2 Our values are not just words they represent behaviour and our expectation is that our people will live our values and demonstrate the required behaviours in everything they do.

4.3 Our People Strategy can only be achieved if our people:

- Understand PolHA's vision and values
- Are led and managed well
- Have clear customer focus
- Are motivated, contribute to a positive culture and work effectively
- Accept accountability and responsibility in their roles
- Create a welcoming and inclusive environment
- Engage in driving continuous improvement in the way we work

#### 5. KEY WORKFORCE PRIORITIES

- 5.1
- Living our Values and Behaviours
  - Promote Excellent Leadership and Management
  - Attract and recruit the best people
  - Engaging with our people
  - Develop and support our staff to fulfil their potential
  - Recognise staff contribution
  - Create and maintain a healthy working environment
  - Equality & Diversity

## **6. VALUE FOR MONEY (VFM)**

- 6.1 VFM will be captured in key workforce priorities of the People Strategy. This will not simply be in terms of cutting costs but finding the balance between economy, efficiency and effectiveness.

## Living our Values and Behaviours

Our culture defines “who we are”, “what we stand for” and “what we do” and our expectation is that everyone working within the Association, or joining us, will live our values and demonstrate the required behaviours in everything they do.

<b>2015 - 2020 Goals</b>	<b>Indicator/Perceptions(s) used to measure success</b>	<b>Activities to date</b>	<b>What next</b>
<p><b>Strategic Objective: To make the PoLHA organisation and service delivery great</b></p> <p>PoLHA’s values will be at the heart of all we do and shape the way we operate at every level.</p> <p>Employees will do the right thing in accordance with our values which will not necessarily be the easiest or most convenient thing.</p> <p>Employees will hold a sense of ownership and pride in being part of PoLHA and feel comfortable challenging behaviours that are not in line with our values and people are held to account.</p>	<p>Improved ratings in:</p> <ul style="list-style-type: none"> <li>• customer satisfaction</li> <li>• employee satisfaction</li> </ul> <p>Meeting externally recognised standards:</p> <p>European Foundation for Quality Management (EFQM) accreditation at 5 star or HIGHER.</p> <p>Investors in People (IIP) recognition minimum Platinum level.</p> <p>Top 10 of “Times 100” Best Not For Profit Companies To Work For</p> <p>% of staff who report being clear about their role and standards of performance measured by staff survey</p> <p>Staff feel they were supported and kept informed through the culture change process</p>	<p>Throughout 2016/17 the Association’s employees undertook DISC (Dominance, Influence, Steadiness, Conscientiousness) behaviour profiling which provided a comprehensive overview of the way we think, act and interact.</p> <p>The PoLHA Culture Club Project supports the organisations drive to being recognised as an “excellent” organisation. At the “Culture Club” Awayday staff agreed six PoLHA values and workshops were run for staff to generate behaviours for each value.</p>	<p>We will continue to use what we have learned from DISC profiling to allow us to adapt our behaviours individually, within teams and Association wide. Emphasis will be placed on employees being encouraged to make decisions based on values rather than self interest.</p> <p>Stage 3 of the Culture Club Project aims to introduce approaches and ways of doing things within the Association which reinforces the values that people have stated they wish to see embedded in the organisation. In 2018 all staff will attend workshops that will give them an introduction to positive psychology to equip us with the tools to be the best version of ourselves, feel motivated and positive, with a can-do attitude.</p> <p>Staff will have the opportunity to attend workshops to give them the skills to challenge appropriately.</p>

<b>2015 - 2020 Goals</b>	<b>Indicator/Perceptions(s) used to measure success</b>	<b>Activities to date</b>	<b>What next</b>
		<p>360 feedback of how the values are being demonstrated by people within the organisation has been carried out and metrics from this have been documented to establish a baseline from which change can be measured in the future.</p> <p>Through 1:1s and conversations at team meetings Managers will ensure during this change process that employees are supported throughout.</p>	<p>The Culture Club will look at how behaviour will be challenged at all levels and we will be more honest about our expectation that everyone working for us will live our values and demonstrate the required behaviours. We will do this through regular feedback and recognition when desired behaviours are demonstrated well. Being clear about our expectations will allow everyone working here to make the decision of whether it is right for them or not.</p>



## **Promote excellence in leadership and management**

*To meet our strategic objective of “making PoLHA and service delivery great” requires trusted and capable leaders and managers. Effective leadership is important to ensure that a constructive environment and culture is created, that employees are motivated, inspired, skilled, focused and appreciated to give their best each day. The greatest impact on the employee experience comes from our managers who work, develop and build relationships with their teams on a daily basis. It is these managers who will realise the People Strategy and have the most significant influence on the experience our staff have at work.*

*While we have a dedicated and skilled employee team who are committed to “making PoLHA and service delivery great” this cannot be achieved without the commitment of our experienced voluntary Board of Management to provide leadership, guidance and oversight, working with the Senior Management Team to determine the future direction and monitoring the performance of the Association.*

<b>2015 – 2020 Goals</b>	<b>Indicator/Perception(s) used to measure success</b>	<b>Activities to date</b>	<b>What next</b>
<p><b>Strategic Objective: To make PoLHA and service delivery great</b></p> <p>Leaders and Managers are recognised as high performing teams and are active role models, leading by example and trusted by everyone in PoLHA.</p> <p>Management decision making will be more effective.</p> <p>Develop a culture that encourages employees to have an open mind set</p>	<p>Increase in customer satisfaction rates % customers who feel their rent is VFM</p>	<p>Provision of extensive leadership and management development programmes and coaching sessions have maximised the leadership capability of each individual member of SMT and supported the development and maintenance of the team as a whole.</p>	<p>Our leaders and managers will undertake 360 feedback based on the Leader/Manager Competency framework. This will be used as part of Performance Review discussion to help individuals identify leadership strengths and development areas.</p>
	<p>Increase in % of customers who feel we deliver the services they value</p> <p>Annual staff survey results demonstrate year on year improvement of overall satisfaction with working for PoLHA</p>	<p>Managers know what is expected of them to lead, manage and develop their team effectively.</p>	<p>Coaching plans will continue to be an ongoing development activity.</p>
	<p>% of staff who feel leaders sets a strong personal example and are trusted by people in the organisation</p> <p>% of staff who feel leaders act consistently within the Association’s</p>	<p>Supervisors have been equipped to confidently implement every aspect of people management practices effectively.</p>	<p>Roll out of the next phase of the Supervisors Development Programme and catch up programme to new supervisors.</p>

<b>2015 – 2020 Goals</b>	<b>Indicator/Perception(s) used to measure success</b>	<b>Activities to date</b>	<b>What next</b>
<p>and continually seeks to improve the effectiveness of collaboration and teamwork throughout the Association.</p> <p>Value for Money (VFM) will be embedded in our business and service planning processes.</p> <p>The governance structure will be fully fit for purpose while providing clarity of responsibility for strategic direction and operational delivery.</p>	<p>values and behaviours</p> <p>% of employees who say they are clear about their roles and responsibilities in PoLHA</p> <p>% of staff who say we are well managed and led</p>	<p>The accountabilities of SMT and OMT are under review with a view to “Passing Control” of some of the current SMT delegated authorities to OMT.</p>	<p>“Accountabilities” and Decision Making Authorities of SMT and OMT will be formally agreed and activities will need to be undertaken to embed the new approaches into PoLHA operating procedures.</p>
	<p>Increase in internal customer satisfaction rates</p> <p>Number of suggestions made</p>	<p>Discussion of HR policies and sharing of good practice is a new standing item on the OMT meeting agenda.</p>	<p>To fully empower and develop Supervisors and Team Leaders Operational Managers will look at passing “accountabilities” to this group.</p>
	<p>% of suggestions taken forward</p>		<p>Time and resources will be allocated to encourage cross disciplinary thinking and ideas through our working practices with the most promising ideas being realised within appropriate timescales.</p>
		<p>There are currently a variety of reports aimed at different stakeholders produced by PoLHA that measure performance but not specifically “value for money” and there are no documented VFM ambition or targets.</p>	<p>One consolidated VFM report will be produced for stakeholders and this will be measured through SMT and Board approval.</p>
		<p>Since the last review of the governance structure PoLHA has established two subsidiary companies. The more complex operating environment required an assessment of the governance structure to ensure in continued to be fit for purpose.</p>	<p>We will have completed the implementation of an agreed group structure which will ensure governance arrangements are fully fit for purpose while providing clarity of responsibility for strategic direction and operational delivery.</p>

## **Attract, recruit and retain the best people**

*To ensure that we are able to deliver our strategic plan and deliver excellent services to our customers now and in the future, we will attract, recruit, develop and retain the best new and existing talent for PoLHA. Our selection processes are flexible to suit departmental needs, but built on PoLHA's recruitment and selection policy that ensures individuals are selected, based on aptitude, skills and the ability to carry out the requirements of a job.*

<b>2015 – 2020 Goals</b>	<b>Indicator(s) used to measure success</b>	<b>Activities to date</b>	<b>What next</b>
<p><b>Strategic Goal: To make the PoLHA organisation and service delivery great</b></p> <p>Continue to be recognised as an employer of choice and employees say they are proud to work for the Association.</p> <p>Continue to attract Board Members who have experience and expertise in determining the future direction of the Association.</p> <p>Embed a supportive culture which is inclusive, positive and fair; where opportunities are open to all.</p> <p>All employees are aware of our common purpose with increased awareness of departmental functions and processes.</p>	<p>80% of vacancies/posts are successfully appointed via the first recruitment campaign and within 12 weeks of advertising.</p> <p>95% acceptance rates for those offered a post with PoLHA.</p> <p>0% complaints about unfair recruitment and selection practices.</p> <p>Net promoter score: On a scale of 1 – 10 how would you recommend PoLHA as an employer</p> <p>10% annual staff turnover</p> <p>Response rate from job sites monitored to see if VFM being delivered</p> <p>Line managers feedback on recruitment outcome</p> <p>New employee feedback on the recruitment process</p>	<p>PoLHA is an award winning workplace offering an effective Total Rewards Package as a recruitment tool with structured induction of employees at all levels ensuring they receive the support they need to perform their role.</p> <p>Effective recruitment and selection practices attracts and delivers high quality candidates.</p> <p>Within the existing workforce PoLHA has attracted 15 (18.75%) employees from competitor Housing Associations and this includes 2 members of staff who have left to join a competitor and then returned.</p> <p>Through an effective induction process all Board Members have the information, guidance, support and clear expectations they need to perform their role and operate within the PoLHA culture.</p>	<p>We will further develop the recruitment, selection and induction processes to integrate behavioural and value based assessment techniques which help to sustain our culture in line with our values.</p> <p>Operational Managers will promote departmental “Re-orientation Sessions” to raise awareness amongst employees of departmental functions.</p> <p>Value for Money will be a mandatory consideration in all procurements, recruitment and delivery of services.</p>

<b>2015 – 2020 Goals</b>	<b>Indicator(s) used to measure success</b>	<b>Activities to date</b>	<b>What next</b>
		<p>Through annual benchmarking pay and terms and conditions are attractive to current staff and future candidates.</p> <p>To utilise skills development and workforce flexibility we promote internal recruitment and secondment opportunities.</p>	
		<p>Currently all employee/HR information is stored on manual spreadsheets and retrieving information and HR tasks are time consuming with the potential/risk of consistency and accuracy being compromised. As a result of business growth, there is potential that the current system will not be manageable moving forward.</p>	<p>The Corporate Services Team will seek to gain buy in from internal stakeholders on the benefit on an integrated system.</p>

## Engaging with our people

We promote a culture in which we ensure engagement with colleagues at all levels is encouraged in order to build trust and commitment to PoLHA's strategic goals and values. Employees can have their say, are listened to, feel valued and feel well informed about matters affecting them. PoLHA places a significant emphasis on involving customers in all relevant functions of the Association through a range of opportunities to engage with us in the decision making processes.

2015 – 2020 Goals	Indicator(s) used to measure success	Activities to date	What next
<p><i>Strategic Objective: To make the PoLHA organisation and its service delivery great</i></p> <p>PoLHA will have a culture of appreciation where people feel that they have a voice, are listened to and respected.</p> <p>Participation, collaboration and teamwork is at the heart of PoLHA's approach to decision making.</p> <p>To encourage innovation Leaders and Managers will promote a culture which supports the generation of new ideas and new ways of thinking.</p> <p>Employees are empowered to appropriately challenge the "status quo" in delivering strategic objectives.</p>	<p>Meeting externally recognised standards:</p> <ul style="list-style-type: none"> <li>• EFQM accreditation at 5 star or HIGHER</li> <li>• IIP recognition minimum Platinum level</li> <li>• TPAS accreditation</li> </ul> <p>Conduct 2017/18 RDP event</p> <p>Pulse Survey response rate</p> <p>% of employees who feel they have opportunity to feed views up and influence decisions</p> <p>At least 2 cross organisational strategic projects delivered per year to drive efficiency and effectiveness.</p> <p>% of employees say PoLHA's corporate communication is good</p> <p>95% of employees score 8 or above to the question "How</p>	<p>All employees were involved in developing our core values and behaviours within the first year of this strategy.</p> <p>Employees have opportunity to have their say, through mechanisms such as the biennial staff engagement survey as this gives a good indication of staff engagement and provides feedback on areas of concern.</p> <p>The findings from the Spring Internal Communications Survey and the plans for CONNECT have been shared with staff.</p> <p>The JCC provides a mechanism to ensure there is regular consultation on matters affecting staff. This sits alongside well established, effective arrangements including 1:1s, weekly team meetings, business updates, CEO blog, CONNECT etc.</p> <p>Throughout this year there has been a variety of collaborative working approaches such as the Year of the Cat,</p>	<p>We will look at the remit of the JCC to ensure that is fit for the Association's current needs.</p> <p>We will roll out a regular Pulse Survey for employees to understand how they are feeling and give us a snapshot of employee engagement levels. This will help us understand what we can do to support them more effectively.</p> <p>Some employees will be invited to test the improved version of Connect before it is rolled out to all employees.</p> <p>There will be greater promotion of collaborative working opportunities to broaden employees experience, skills and knowledge while delivering strategic goals.</p> <p>All employees are encouraged to bring forward ideas that can improve VFM in their day to day work.</p>

<b>2015 – 2020 Goals</b>	<b>Indicator(s) used to measure success</b>	<b>Activities to date</b>	<b>What next</b>
<p>Involve, empower and include more customers to ensure they are able to influence the decisions we make in delivering better services and in achieving positive outcomes for all who use our services.</p>	<p>much do you love working at PoLHA 25% of employees will engage in PoLCAT activity. Improved customer satisfaction ratings</p>	<p>sharing of HR/LD Services and secondment/fixed term contracted PoLHA employees to QUAY. Employees are delegated authority as Project Managers to work on projects which are out with their usual scope of work. Employees are encouraged to take part in the Association's organised Port of Leith Community Action Team (PoLCAT) activity as this helps the organisation build strong roots in the local community, and also gives employees an invaluable opportunity to develop new skills and give something back. During 2017 15% of employees engaged in three community events. We have developed a menu of options to ensure that our customers have a range of options to engage with us at levels that suit them. The Association's Tenant Inspectors look closely at areas of service, to identify what works well and what could be done better or improved. TIS (Tenants Information Service) facilitate meetings and incorporate support and training.</p>	<p>VFM will be a mandatory consideration in all project based work Continue to ensure our customers have a range of opportunities to engage with us with differing levels of influence in the decision making process.</p>

**Develop and support our staff to fulfil their potential**

Effective Performance Management and Training and Development opportunities need to support achievement of the Association’s objectives and we want all our employees to feel they have access to suitable learning and development opportunities to do their job well. PoLHA is committed to the personal development of Board Members encouraging them to build knowledge, skills and behaviours to enable them to perform their role effectively and maximise their contribution to the success of the Association.

2015 – 2020 Goals	Indicator/Perception(s) used to measure success	Activities to date	What next
<p><b>Strategic Objective: PoLHA will have fully competent and engaged staff meeting the standards laid out in the organisation’s stated competency frameworks</b></p> <p>Our people strive for high performance at all times.</p> <p>Performance management is part of the day-to-day running of PoLHA by giving timely feedback, engaging in performance discussions, coaching and mentoring.</p> <p>Our people take ownership of their own learning and development to effectively support their own and PoLHA’s objectives.</p> <p>Continuous learning is part of the culture of the organisation.</p>	<p>84% of staff have achieved PR3 or above on average in the period 2015 to 2017</p> <p>At least 95% of staff with over 3 years’ service achieving a fully meeting all role requirements rating (PR3) for their annual performance</p> <p>Achieve recognition through appropriate independent nationally and internationally recognised Quality Standard Frameworks (Quality Scotland/EFQM, IIP).</p> <p>Cost/time savings identified by employees</p> <p>Increase in numbers of employees engaging in mentoring and coaching</p>	<p>We review the effectiveness of the Board of Management and, through this process, identify development needs of the Board as a whole and of individual members, and implement plans to address these.</p> <p>The Organisational Change and Workforce Management Policy underpins the Association’s approach to dealing with the implications of organisational change on the employment relationships with staff.</p> <p>While the Association has no documented approach to succession planning 11% of current employees in Grades 8 - 13 and 25% of employees Grades 4 – 7 are in promoted posts.</p> <p>The PoLHA Procurement Road Map has been created to improve the Association’s procurement capacity in line with the Scottish Government’s Procurement Programme.</p>	<p>We will continue to identify gaps in the skills and knowledge of all PoLHA’s staff ensuring these are filled through appropriate training and development activity.</p> <p>We will deliver all the activities set out in Staff Training and Development Plans and have delivered all the planned elements of the PoLHA Training Plan.</p> <p>During appraisals and 1:1s employees will be asked how they have supported Value for Money.</p> <p>We will communicate the value and importance of undertaking the training evaluation process using a process that evaluates not only the requirement for training but the future impact it will have on individual, team and organisational goals.</p>

<b>2015 – 2020 Goals</b>	<b>Indicator/Perception(s) used to measure success</b>	<b>Activities to date</b>	<b>What next</b>
<p>Leaders continually look to the future to identify and plan the capabilities people need to deliver success.</p> <p>To ensure we meet the Scottish Government's procurement legislation requirements employees involved in delivering PoLHA's Procurement Strategy will have the required resources and skill level requirements</p>	<p>% of internal appointments to promoted posts.</p> <p>At least 80% of employees engaging in L&amp;D activities per annum.</p> <p>% of staff achieving accredited qualifications.</p> <p>Quality check on performance management paperwork.</p> <p>% of employees who feel they have input into planning processes.</p>		<p>To ensure all employees are aware of the Performance Management and Learning and Development process the Corporate Services Team will deliver briefing sessions at Team Meetings.</p> <p>We will ensure that the Mentoring and Coaching Scheme is widely promoted to all staff across the Association.</p> <p>Performance management will be used to identify aspiring leaders and support their career development.</p> <p>To ensure the Association has a systematic approach that allows continuity of leadership and management focus will be on the development of succession and workforce planning and the introduction of an Apprenticeship Scheme to meet the challenges and opportunities ahead. SMT will look to develop a Workforce Planning and Succession Policy and this will be reviewed annually through the strategic business planning process.</p> <p>To ensure our employees have the resources and skill level requirements to deliver the Procurement Strategy we will have key outputs in place such as areas of procurement responsibility outlined in relevant job descriptions, training for procuring employees, induction and performance management paperwork.</p>



## Recognise staff contribution

The Association recognises that employees not only want good pay, benefits and working conditions, they also want to be valued and appreciated for their work. Employees will be recognised and appreciated appropriately for their excellent contribution in a way that ensures their continued engagement and commitment to the success of the Association through a range of recognition mechanisms that motivate staff to perform at the highest level.

<b>2015 – 2020 Goal</b>	<b>Indicator/Perception(s) used to measure success</b>	<b>Activities to date</b>	<b>What next</b>
<p><b>Strategic Objective: To be recognised and accredited as an excellent organisation</b></p> <p>Employees are involved in designing the approach to recognition.</p> <p>There is a culture of appreciation where people consistently feel valued recognised for their efforts and performance.</p> <p>Employees have confidence the process is fair, clear and transparent.</p>	<p>Performance Ratings audit</p> <p>Employee Survey Results</p> <p>% of employees who feel they have been appropriately recognised for contribution</p> <p>% of managers who have used the “recognition pot” for employees</p> <p>% of employees who feel high performance is recognised effectively</p>	<p>Following employee feedback from the liP Reaccreditation Project Team regarding feedback on the bonus scheme, SMT and OMT jointly agreed the future approach to performance and pay management. Based on feedback the individual bonus scheme has been discontinued with a new emphasis on organisation-wide recognition for exceptional performance and there must be greater consistency in the awarding of PR4 ratings.</p> <p>Employee feedback was that an appreciation based approach was more appropriate to the culture employees wished to be developed in the Association.</p> <p>Managers have access to a “recognition pot” and this can be used to recognise employee or team contribution throughout the year.</p> <p>Employees are encouraged to seek external recognition and awards which enhance our reputation and individual esteem amongst peers.</p>	<p>Performance meetings will continue to be operated and movement through the pay scale for members of staff not at the top of their scale will continue to be based on performance ratings.</p> <p>Line Managers will develop innovative approaches to employee recognition and will tailor this according to the level of achievement.</p> <p>Employees will know exactly why they are receiving the recognition ensuring this feedback reinforces that this is what we would like the employee to do more of.</p> <p>For the 2017 performance year Managers will hold one another accountable by undertaking an end of year “PR4 ratings audit” and agree what recognition mechanism should be applied. To conclude the audit trail this information will be sent to SMT for sign off.</p> <p>Managers will share best practice in their use of the “recognition pot” and this will ensure consistency of application.</p>

## **Create and maintain a healthy working environment**

*Our working environment reflects the type of employer we are; we are mindful of the need to achieve a fair work-life balance and support staff in maintaining a healthy lifestyle where staff are healthy, well and happy. Through health promotion workplace initiatives we encourage employees to make healthier lifestyle choices and we will continue to offer employees health checks, fruit at work, flu jags and referral to independent confidential counselling sessions.*

<b>2015 – 2020 Goal</b>	<b>Indicator/Perception(s) used to measure success</b>	<b>Activities to date</b>	<b>What next</b>
<p><b>Strategic Objective: To be recognised and accredited as an excellent organisation</b></p> <p>Leaders and Managers act as role models and create a culture of physical, psychological and social wellbeing throughout PoLHA.</p>	<p>Achieving Silver HWL accreditation.</p> <p>liP Health &amp; Wellbeing accreditation.</p> <p>Increase in staff participation in health and wellbeing interventions:</p> <ul style="list-style-type: none"> <li>• 90% return rate for 2018 Employee Wellbeing Survey</li> <li>• 35% of staff taking part in the Step Count Challenge</li> <li>• 60% of employees taking part in Life Style Checks with 75% of those taking part making a life style change</li> <li>• 30% of staff taking up flu vaccination</li> <li>• 2 employees give up smoking</li> </ul> <p>Reduction in employee assistance programme numbers and OH services utilisation rates.</p>	<p>During 2017 PoLHA achieved liP Gold re-accreditation, the liP Health and Wellbeing Award and maintained Health Working Lives Bronze Award.</p> <p>Through self referrals to HR, Occupational Health and support services and building relationships of trust between employees and Line Managers we have created a supporting and caring culture where people feel comfortable talking about personal issues affecting their work.</p>	<p>We will provide a working environment where health and wellbeing are actively promoted and employees are given reasonable time to engage in activities.</p> <p>We will introduce a new Health and Wellbeing Policy.</p> <p>We will review the HWL remit, re-brand our HWL group and develop a well being programme that looks after the mental and physical needs of our staff.</p>
		<p>There was an 80% response rate to the Employee Wellbeing Survey and our workforce said they want to learn more about the kinds of diseases that can affect an aging population.</p>	<p>We will work towards HWL Silver accreditation with focus on Mental Health and Stress Awareness.</p>
		<p>In the survey employees said they are reasonably active and this year 19% (3 teams) of employees will take part in the Step Count Challenge initiative.</p>	<p>Managers will be equipped with the skills and resources to identify and support employees with mental health and stress issues in their team.</p>

<b>2015 – 2020 Goal</b>	<b>Indicator/Perception(s) used to measure success</b>	<b>Activities to date</b>	<b>What next</b>
	<p>Less than 3% employee absence rates:</p> <ul style="list-style-type: none"> <li>• % short term</li> <li>• % long term</li> <li>• % stress related absence</li> </ul> <p>No. of managers trained to manage stress and mental health awareness.</p> <p>% of staff who say they are supported and able to cope with pressures</p>	<p>This year a total of 31 employees (40%) undertook health and wellbeing checks and 60% of those taking part said they had decided to make a change in their lifestyle as a direct result of the health checks.</p> <p>Our promotion of National No Smoking Day had an influence on one person who quit.</p> <p>20% of staff have taken up the offer of flu jag vouchers.</p>	<p>The Corporate Services Team will roll out a Stress Awareness Toolkit to employees and Line Managers.</p> <p>We will make better use of data to confirm the success of initiatives and identify potential areas of concern.</p>

## Equality and Diversity

Our values and culture foster an environment that embodies our commitment to equality and diversity, promoting a working environment where we encourage and enforce appropriate behaviour towards colleagues and everyone who works with us.

<b>2015 – 2020 Goals</b>	<b>Indicator/Perception(s) used to measure success</b>	<b>Activities to date</b>	<b>What next</b>
<p><b>Strategic Objective: To be recognised and accredited as an excellent organisation</b></p> <p>The knowledge and skills of the Association’s Board Members and staff, relating to E&amp;D issues are up to date.</p> <p>The diverse needs of the workforce will be supported by maintaining an inclusive workplace culture and environment with HR practices that provide management with the ability to make fair employment decisions and provide equitable opportunities for all.</p> <p>E&amp;D data is effectively managed and reviewed to identify any organisational issues and plans to address these are drawn up and implemented.</p> <p>Meet Scottish Government’s Equality &amp; Diversity</p>	<p>E&amp;D Awareness questionnaire</p> <p>Achieve an accredited award for Diversity in the Workplace.</p> <p>% of policies EIA assessed.</p> <p>% complaints of unfair or unjust employment practices.</p> <p>% of discriminatory complaints regarding working practices/policies</p> <p>No. of staff/Board Members undertaking diversity training.</p>	<p>The Board of Management have appointed a Working Group to look at equality and diversity matters.</p> <p>The remit of this group is to analyse in more depth data presented by management on the following issues:</p> <ul style="list-style-type: none"> <li>• Training and Development requirements</li> <li>• Data Collection and Management</li> <li>• Diversity Imbalances</li> <li>• Policy and Procedure Effectiveness (Equality Impact Assessments)</li> </ul> <p>We were re-accredited with the Job Centre Disability Confident Employer Logo. Through this process the Job Centre review our recruitment practices, advertising to ensure we do not discourage traditionally disadvantaged or under-represented groups from applying for posts.</p> <p>To meet the Scottish Government’s procurement legislation requirements potential suppliers are</p>	<p>Roll out of a programme of Equality &amp; Diversity and Cultural Awareness training workshops resulting in greater awareness and improvement in attitudes, behaviours and conduct of PoLHA, QUAY employees, Group Board Members and suppliers and contractors.</p> <p>Research into diversity imbalance with a report submitted to the Board for scrutiny.</p> <p>PoLHA will have a methodology for improving Equality, Diversity and Inclusion (EDI) practices in the workplace through the development of a D&amp;E Impact Assessment with all staff trained in its use.</p> <p>We will work towards achieving Investors in Diversity Charter Mark using a quality assurance framework that will continuously review our practices as an organisation.</p>

<p>procurement requirements</p>	<p>legislation</p>	<p>required to provide evidence of their commitment to promote equality and diversity and provide evidence of this. This is used as part of the assessment of the quality of a supplier and its sub-contractors. PoLHA gives assistance to small businesses so that they can meet our standards by asking them to meet our Equality and Diversity Management Policy and offer their staff the opportunity to join Association staff training events relating to this topic.</p>	
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