



# People Plan 2019-22

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## 1. Introduction & purpose

This People plan is a key element in developing a **smarter approach to the way we work**, which we have identified as an important factor in achieving our mission to deliver **Great value services that make a difference**.

## 2. Strategic aims

CBH's overall ambition as set out in our Strategic Plan 2017-22 is to be the **trusted choice for local housing, property and community services**.

We plan to do this by **delivering services that are valued by our customers** and **servicing our communities**. Getting the best from our people will help us deliver the **value for money** and **customer satisfaction** which will be among our key measures of success, and will also support us in achieving **positive outcomes in the community**.

The objectives of this People plan to support our strategic aims are therefore:

- **To enable our staff to perform and do the best job possible**
- **To make CBH a great place to work.**

## 3. Our ambition by 2022

We are already a high performing organisation in terms of staff development, achieving Investors in People Gold in 2016 and Times Top 100 "Ones to Watch" in 2014. The challenge we are setting ourselves within this plan is to become a **Times Top 100 not-for-profit employer** between now and 2022.

To deliver this we will need to demonstrate that:

- **Our staff feel what they do matters and makes a difference**
- **Our staff are high- performing and take ownership of their work**
- **Our staff feel valued and supported**
- **Staff and potential employees see CBH as a great place to work.**

## 4. How we will achieve our aim

We plan to achieve our aim of becoming a top 100 employer by:

- **Creating a working culture and environment that ensures staff perform at their best**
- **Matching the skills, experience and outlook of our workforce to our vision and purpose**
- **Making our staff feel valued and supported**
- **Ensuring everyone is recognised and rewarded fairly**
- **Providing a better work-life balance for staff.**

## 5. How we will measure progress

We will monitor progress via the People Action Plan which accompanies this document.

In addition, we will track a number of indicators through regular staff surveys which will help us to monitor whether we are on track to become a top 100 employer, including:

- **% of employees who would recommend CBH as an employer**
- **% of staff who are supported by their manager to do the job to the best of their ability**
- **% of staff who feel empowered to make decisions and have ownership of their work.**

## 6. Monitoring delivery

The Head of HR & Governance will be responsible for the action plan and will report progress and actions undertaken throughout the business quarterly to DMT. Progress will be reported annually to the CBH Board

## 7. Consultation

The following were consulted during the drafting of this plan, and input incorporated:

- Governance and Remuneration Committee,
- Directors Management Team
- Senior Management Team
- Staff Forum

The following were consulted as part of the strategic plan consultation which informed this plan:

- CBH Board
- All CBH staff (via roadshows & survey)
- Colchester Borough Council – Housing Portfolio Holder & senior officers
- CBH customers (via focus group & survey)
- Mondrem UK (external consultant).

## 8. References

CBH Staff surveys 2017, 2018 and interim 2019

Times Top 100 Survey 2017

## **9. Related documents**

The CBH Strategic Plan 2017-22 gives overall direction to this plan.

The CBH Medium Term Delivery Plan 2018-22 sets out how we will deliver services on behalf of Colchester Borough Council to fulfil our management agreement obligations. The People Plan will need to ensure that our staff are able to fulfil these obligations.

CBH Customer Plan sets out how we will develop our service in line with what our customers need. The People Plan will need to ensure that staff are adequately equipped to meet customer needs.

The CBH Leadership Plan sets out how we will develop better leadership and governance, including ensuring we are accountable to our customers through our governance arrangements. The People plan will ensure that our staff are able to support the leadership of the organisation in this aim.

The CBH Community Plan sets out how we will deliver our services to make a difference in the community in line with our social purpose.

The CBH Business development plan shapes how we will generate income to protect the services we provide to customers. The People Plan will support us in ensuring we have adequate skills and resources for the future through training, recruitment and retention.

The CBH Value for Money, Technology & Investment Plan guides how we will work more efficiently and invest savings and new income for the benefit of our customers. This includes investing in our people via training.

### Document control sheet


<b>Title:</b>	People plan 2019-22
<b>Electronic File Name &amp; location:</b>	<a href="https://colchbh.sharepoint.com/sites/fnc/dmtsmt/Strategic%20Delivery%20Plans/People%20plan.docx">https://colchbh.sharepoint.com/sites/fnc/dmtsmt/Strategic Delivery Plans/People plan.docx</a>
<b>Consultation with stakeholders:</b>	<p>Summary of consultees which took place in July &amp; August 2017:</p> <ul style="list-style-type: none"> <li>• Colchester Borough Council</li> <li>• Staff, including Staff Forum</li> <li>• Resident Task Group</li> <li>• Board</li> <li>• Finance and Audit Committee (in particular the Technology aspect of the plan)</li> </ul> <p>Summary of consultees which took place in March-April 2019:</p> <ul style="list-style-type: none"> <li>- Staff Forum</li> <li>- SMT and DMT</li> <li>- Board</li> </ul>
<b>Approved:</b>	CBH Board April 2019
<b>Next Review date:</b>	April 2020
<b>Circulation method:</b>	Intranet, SharePoint
<b>Equality Impact Assessment:</b>	Full EQIA January 2018, review in April 2019

### Document amendment history

Version	Type	Date	Notes
1.0	New	February 2018	New plan approved by CBH Board
2.0	Annual review	April 2019	Annual Review of People plan approved by CBH Board. No significant changes other than to the associated action plan


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Delivering Professional Services • Providing Value for Money


## People Plan Action Plan 2019-2022


	Current	Target 19/20	Status
% of employees who would recommend CBH as an employer	82%	84%	
% of staff who are supported by their manager to do the job to the best of their ability	84%	86%	
% of staff who feel empowered to make decisions and have ownership of their work.	79%	81%	
<b>Highlights</b>	<b>Forward look</b>		
<b>Key risks &amp; issues</b>	<b>Support/resources required</b>		




Completed 

In progress/on target 

Cancelled / on hold 

Unlikely to achieve target 

Not started/behind schedule/below target 

Focus	Actions/projects/workstreams	Lead	Due Date	Success measure	Progress	Notes
Creating a working culture and environment that allows staff to perform at their best	<b>Management</b>					
	Achieve Platinum IIP accreditation	Head of HR and Governance	September 2021	Achieve Platinum		
	Take Part in Best Companies Survey (Times 100)	Head of HR and Governance	October 2020	Achieving a Top 100 ranking		To get an indicative position in the survey mid-term, to further develop initiatives for 2022 submission
	Continue to review progress against the SHEF framework	Head of HR and Governance	September 2020	All recommendations from Mock completed		

Focus	Actions/projects/workstreams	Lead	Due Date	Success measure	Progress	Notes
	Consult on and roll out the Leadership Commitment	Head of HR and Governance/ Staff Forum	March 2020	% Staff agree that Senior Managers truly live the values of CBH. % staff confidence in their manager's leadership skills		Link to Leadership Plan (DMT/SMT)
	Review the current Performance Appraisal system and agree a new approach with DMT for 2020/21.	DMT/ Head of HR	January 2020	% of staff who agree that annual appraisals are a valuable opportunity to discuss progress and development % of staff who agree that their manager holds a thorough appraisal with them		
	Address concerns and identify solutions from the 2019 staff survey results	Head of HR and Governance	June 2019	% Improvement in Staff Survey		

Focus	Actions/projects/workstreams	Lead	Due Date	Success measure	Progress	Notes
				Results (Service level)		
<b>Resourcing the Organisation</b>						
	To review the entire advertising and recruitment process across CBH. This should include greater diversity in the promotion of job opportunities thereby delivering greater equality of opportunity,	Head of HR and Governance/Managers	March 2019	Decrease in % of staff turnover Increase in % staff E&D data held on i-trent		
	To support existing apprentices and to plan for their career development within CBH,	Head of HR and Governance/Managers	March 2019	100% utilisation of Apprenticeship Levy allowance		
	To support and deliver the Senior Management restructure as directed by CEO and Board	Head of HR	September 2019	New structure in place, well-motivated management team.		

Focus	Actions/projects/workstreams	Lead	Due Date	Success measure	Progress	Notes
Making our staff feel valued and supported	<b>Staff Communication and Consultation</b>					
	Staff Forum to have full representation and to continue to play a major role in managing this action plan.	Head of HR and Governance	December 2018	100% representation across all service areas  Progress against People Plan action plan discussed at every meeting.		
	Link Staff Forum to Equality Focus Group by having 'equality of opportunity' as a standing item on the Staff Forum agenda, and by having a representative attending each group	Head of HR and Governance/ Staff Forum	May 2019	Joint representative in place and standing item on Agenda in place		
	To launch a HR Newsletter to Managers communicating new initiatives, training opportunities and the impact of forthcoming legislation	Head of HR and Governance	April 2019	Newsletter in place		

Focus	Actions/projects/workstreams	Lead	Due Date	Success measure	Progress	Notes
Matching the skills, experience and outlook of our workforce to our vision and purpose	<b>Skill Development</b>					
	To improve the I.T skills of staff and encourage a proactive approach to technology. E.G share and learn' sessions around Office 365, superusers	IT & Support Manager/ Head of HR and Governance	June 2018	% increase in staff who feel that their productivity has improved due to improved new technology		Link to VFM/Tech Plan
	To further develop the E-Learning offering available to staff including induction modules for new starters	Head of HR and Governance	November 2019	Modules in place and staff feel well inducted		
	To address the training and development needs of the tier of middle management across CBH. Ensuring that they are empowered and have the tools to develop into good leaders.	Head of HR and Governance	September 2020			Link to leadership Plan
Ensuring everyone is	<b>Reward and Recognition</b>					

Focus	Actions/projects/workstreams	Lead	Due Date	Success measure	Progress	Notes
recognised and rewarded fairly	To carry out a benchmarking exercise on market pay levels for difficult to recruit posts,	Head of HR and Governance	February 2020	% increase in staff happy with their pay and benefits		
	To review and publicise our current benefit arrangements, including arranging for a pension's seminar for staff	Head of HR and Governance	December 2019	% increase in staff happy with their pay and benefits		
Providing a better work-life balance for staff	<b>Wellbeing</b>					
	To continue to offer wellbeing initiatives to staff, working with the staff forum on developing this offering	Head of HR and Governance	December 2019	% staff happy who are happy with the balance between their work and home life		
	To offer regular volunteering opportunities for staff to ensure that take up of volunteering days increases by 15%	Staff Forum/ Head of HR and Governance	March 2020	Improvement in Giving Something back questions within the staff survey.		Link to Community Plan