



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 **serving 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, interim 2019, 2020 and 2021

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

Title:	CBH People plan 2019-22
Electronic File Name & location:	https://colchbh.sharepoint.com/sites/fnc/corpdoc/PolDevLib/CBH People plan 2019-22.docx
Consultation with stakeholders:	<p>Summary of consultees which took place in July & August 2017:</p> <ul style="list-style-type: none"> • Colchester Borough Council • Staff, including Staff Forum • Resident Task Group • Board • Finance and Audit Committee (in particular the Technology aspect of the plan) <p>Summary of consultees which took place in March-April 2019:</p> <ul style="list-style-type: none"> - Staff Forum - SMT and DMT - Board
Approved:	Operations & Performance Committee May 2021 CBH Board May 2021
Next Review date:	May 2022
Circulation method:	Intranet, SharePoint
Equality Impact Assessment:	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
3.0	Annual Review	May 2021	Annual Review of People plan approved by CBH Board. No significant changes other than to the associated action plan

People Plan Action Plan 2021/22

KPI Measurements	Current Result 2020/21	Target for 2021/22
% 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	86%	86%
% of staff who feel empowered to make decisions and have ownership of their work.	80%	81%

- Achieved/ 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 in 2021/22
Creating a working culture and environment that allows staff to perform at their best.	Management				
	Preparing and supporting the organisation for its Investors in People assessment.	Head of HR and Governance	November 2021	Achieve Platinum level accreditation	
	Take Part in Best Companies Survey (Times 100)	Head of HR and Governance	October 2022 survey (results due Spring 2023)	Achieve a Top 100 ranking	
	To consolidate the number of CBH offices and review the type of office space required and the new ways of working for the organisation post Covid. This will include staff consultation, a focus on staff wellbeing and embracing an agile working culture.	Head of HR and Governance and Project Team	June 2022	Revised office accommodation in place and working well enabling agile working. Maintain current levels of staff wellbeing.	
	Address concerns and identify solutions from the 2021 staff survey results.	Head of HR and Governance	July 2021	% Improvement in Staff Survey Results (Service level)	

Focus	Actions/projects/workstreams	Lead	Due Date	Success measure	Progress in 2021/22
	Review the onboarding process moving to a more seamless online induction process for all new starters.	Head of HR and Governance	December 2021	Online induction programme in place for all new starters	
	To review the entire advertising and recruitment process at CBH. This should include greater diversity in the promotion of job opportunities thereby delivering greater equality of opportunity	Head of HR and Governance/ Managers	February 2021	Increase in % staff E&D data held on iTrent Decrease in % of staff turnover.	
	To support the government Kickstart scheme which offers vital work experience and development opportunities to young unemployed individuals, taking on a minimum of 4 placements.	Head of HR and Governance/ Managers	February 2022	4 placements completed across CBH.	
Making our staff feel valued and supported	To further develop the employee forum and ensure that they are engaged, consulted and monitor the People Plan action plan.	Head of HR and Governance/ Chair of the Employee Forum	June 2021	Progress against People Plan action plan discussed at every meeting.	

Focus	Actions/projects/workstreams	Lead	Due Date	Success measure	Progress in 2021/22
Matching the skills, experience, and outlook of our workforce to our vision and purpose	Skill Development				
	<p>A focus on performance management training and skills for managers through a new programme 'the art of performance management'.</p> <p>Develop and deliver manager tool kit to support agile working.</p>	Head of HR and Governance	November 2021	<p>Improvement in the following staff survey statements below;</p> <p>I am supported by my manager to perform the job to the best of my ability</p> <p>My manager gives clear direction</p> <p>My manager holds thorough Review and Check-in meetings as part of 'MYContribution' with me*</p>	
	To further develop the e-learning offering available to staff.	Head of HR and Governance	March 2021	A wider variety of E-Learning modules in place for all staff and 100% completion rates for mandatory courses.	

Focus	Actions/projects/workstreams	Lead	Due Date	Success measure	Progress in 2021/22
Ensuring everyone is recognised and rewarded fairly	Reward and Recognition				
	To carry out a benchmarking exercise on market pay levels for difficult to recruit posts	Head of HR and Governance	December 2021	% increase in staff happy with their pay and benefits Decrease in the number of posts that must be re-advertised.	
	To review and publicise our current benefit arrangements.	Head of HR and Governance	December 2021	% increase in staff happy with their pay and benefits	
	Raise manager skills around emotional intelligence and encourage managers to appreciate the role they personally have in recognising and rewarding people.	Head of HR and Governance	March 2021	% increase in staff that feel that they get appropriate recognition and appreciation for the work they do	
Providing a better work-life balance for staff	Wellbeing				
	Continue the drive to promote Mental Health and Wellbeing support and initiatives at CBH.	Head of HR and Governance	December 2020	% staff who are happy with the balance between their work and home life Decrease in days lost to mental health related sickness absences.	