



Evolve
Housing
+ Support

Our People Plan

Introduction from our Chief Executive

Welcome to our first People Plan, which lets you know what we will be doing in the next year to improve the working arrangements for everyone.

Here are some important points about the plan:

- It has come directly from your feedback, both in the staff survey and the feedback meetings which were held in January and February 2018
- It addresses the areas which you raised as concerns whilst retaining all the great aspects of working here which you told us about and clearly value
- It is designed to support the corporate plan and our ambitious plans for the future
- We are proud of our values and want to continue to see them in action, and the plan is written with those in mind

Having a People Plan is the natural next step to align all of our ways of working with our stated aims and beliefs, listed opposite. These are the backbone of our organisation and came out of the rebranding work which took place in 2015.

I am delighted that we have started to identify areas for improvement together and that we can now move onto creating the solutions with your help and input. I also look forward to us being able to celebrate those changes together later on.

Jeremy Gray
Chief Executive

Our purpose:
Making a lasting difference to lives and communities

We will:
Get involved
Get the basics right
Believe in people
Embrace diversity
Be ambitious
Empower others

We are:
Honest
Creative
Optimistic
Determined
Inclusive
Passionate

Our aim:
We will inspire our team to create positive change, reach more people and sustain our future

Our People Plan purpose and aims

The purpose of our People Plan is to make our organisation a great place to work. By being a great place to work we will continue to create positive change for our customers.

The four pillars of our People Plan closely mirror those of our Support Planning Tool. We believe that these four pillars work well for everyone.

We have an aim for each pillar and twelve objectives for us to work on in 2018/19. Those objectives fit into each of the four pillars and are shown on the following pages.

Wellbeing aim:

We have roles and working practices which support wellbeing

Working aim:

The voices and opinions of our staff guide our decision making

Community aim:

Our people feel part of a community whilst working with us

Aspirations aim:

We understand and support individual aspirations



Wellbeing



Review shift patterns to achieve greater flexibility

You said that you would like more flexibility in the shift patterns to provide better work and life balance. We will work with a group of staff to review how rotas are currently managed and explore ideas to introduce changes to give you flexibility. We are committed to find creative ways of working which continue to provide great services for customers but allow our people to balance all parts of their lives.

Key date:
Options and recommendations by September 2018

- Measures:**
- A range of working patterns in all teams
 - Increased staff retention (no more than 20% turnover)
 - Posts filled on first campaign (at least 90%)

Introduce reflective practice

You said you would like more support with how you feel in relation to the emotional impact of your roles. We will introduce reflective practice at all services to support you to achieve this.

Key date:
Roll out of reflective practice by July 2018

- Measures:**
- Reflective practice active in all services and other frontline services

Establish a Health, Safety and Wellbeing Group

You said that you have some concerns about the health and safety aspects of where you are working. We currently have a wide range of health and safety activities and we will bring them together under one group to ensure that we are managing all aspects of this work as effectively as possible. This will include a regular review of all accidents, incidents and inspections. The group will also review the ways in which we support you in the challenging work which you do.

Key date:
First meeting by June 2018

- Measures:**
- Group set up and producing management information on a quarterly basis
 - Information being reviewed by CMT
 - Annual safety plan drafted and agreed by CMT

Working



Design an organisation – wide approach to managing change

You said that consultation hasn't felt meaningful in the past and that change isn't always managed well. We will work with a group of staff to agree a way of implementing changes in the future which will include the right level of information and consultation. This approach will be shared with everyone and followed each time we need to make changes.

Key date:
Agreed approach by June 2018

- Measures:**
- An agreed document which sets out the management of change approach
 - Increased staff retention (no more than 20% turnover)
 - Feedback from future engagement surveys (at least 80% engagement)

Review our pay and benefits arrangements

You said that you want to understand how pay and benefit levels are set and have regular, transparent reviews of pay. We will undertake a review of pay and benefits across all roles and include a staff group so that you can input to how this is done.

Key date:
Review completed by December 2018

- Measures:**
- A documented review of pay and benefits with an agreed approach for the next 3 years
 - Increased staff retention (no more than 20% turnover)
 - Posts filled on first campaign (at least 90%)
 - Feedback from future engagement surveys (at least 80% engagement)

Review how we recruit new staff

You said that you were affected by the turnover of staff in teams. We are aiming to reduce turnover through the initiatives in this People Plan. In addition we will also review how we recruit, to ensure that we are attracting as many great candidates to our vacancies as possible and that our recruitment process is timely and effective.

Key date:
Review completed by September 2018

- Measures:**
- Posts filled on first campaign (at least 90%)
 - Reduced numbers of new starters leaving in their first year (no more than 10%)

Community



Improve the induction experience

You said that more work is needed to make people feel part of the organisation in their induction period. We will review all the induction arrangements for new starters including the corporate induction day. We will ensure that there are adequate opportunities for new people to visit other services and meet the right people early in their employment with us.

Key date:

Policy and guidance published by October 2018

Measures:

- An induction policy and guidance
- Positive feedback from a new corporate induction day event
- Reduced numbers of new starters leaving in their first year (no more than 10%)

Establish ways to share our stories and news

You said that you would like to know more about the people and work in other services and teams. You said that you liked the core brief and the staff conferences. We will continue with those and develop the intranet to have space for sharing information across different teams. We will develop taster days so that you can work in other teams and experience what it is like.

Key date:

Throughout the year with a review in January 2019

Measures:

- Level of activity on the intranet
- Number of short biographies on the intranet (more than 60% of individuals)
- Feedback from staff conference
- Take up of taster days and feedback (at least 30% of people to have completed a taster day)

Build relationships with senior managers

You said that you would like to see senior managers at services more often to help build relationships and so that you could give feedback. We will build a culture where everyone feels listened to and trusted. We will continue with the corporate plan updates, which you said you liked, and each senior manager will attend a number of team meetings each year. We will draw up a programme of meetings and keep you updated through the intranet.

Key date:

Throughout the year with a review in January 2019

Measures:

- Number of team meetings attended (at least 12 per member of CMT)
- Feedback from future engagement surveys (at least 80% engagement)

Aspirations



Developing an internal training community and a Training Steering Group

You said that the training offered to you was good and you would like it to continue. We will build on this by having a Training Steering Group to review the training plan each year and also support all our talented internal trainers by building a community for them to exchange ideas and learn new skills. We will develop a learning culture by sharing information through lunchtime learning sessions and intranet articles.

Key date:

Groups set up by June 2018

Measures:

- Groups set up
- Positive feedback from training events (at least 85% excellent / very good)
- Number of lunchtime learning sessions and intranet knowledge sharing articles (at least 12 lunchtime learning sessions and 12 articles by the end of the year)

Focus on individual strengths and development

You said that you would like your manager to focus on your development in 1:1 meetings. We will review those meetings and annual performance reviews and follow the principles of the strengths-based model that we use with customers. We will move to regular conversations about your wellbeing and aspirations rather than an annual performance appraisal.

Key date:

Reviewed approach in place by December 2018

Measures:

- A revised approach to 1:1s and performance reviews
- All managers trained
- Feedback from future engagement surveys (at least 80% engagement)

Establish opportunities to innovate

You said that you would like to share knowledge and look for ways to innovate. We will set up innovation sessions where we will take ideas from across the services and assess their viability. We are keen to look at ways in which we can work differently and believe that these will come from our people. We will recognise innovation and celebrate it across the whole organisation.

Key date:

First innovation session held by November 2018

Measures:

- Ideas gathered from at least 75% of teams
- Two innovation sessions held
- Outcomes developed and celebrated

What happens now?

We will be working up more detailed plans for each of the actions in this plan. We will be setting up three groups so that you can get involved in delivering these changes.

Employee Forum

This forum will help us work on the review of shift patterns, design an approach to managing change and review our pay and reward arrangements.

Health, Safety and Wellbeing Steering Group

This group will meet every three months to review all aspects of health and safety including accidents, incidents and inspections. They will look for improvements to make our workplaces as safe as possible.

Training Steering Group

This group will develop the annual training plan and review feedback from training events to ensure that they are meeting your development needs.

We will keep you updated through the Core Brief, the intranet and visits to your teams.

We need you!

We really need you to get involved. Opportunities will be available to be part of the Employee Forum; Health Safety and Wellbeing Group and the Training Steering Group. If you aren't on those groups then there will be

lots of chances for you to contribute your ideas and views to those colleagues who are. We will put more information about how to join these groups on the intranet.

A one year plan

This is designed to be an ambitious one year plan so that we can get going with some of the priorities which you have identified. We know that a lot can change in a year and we need to be ready to respond

to what you tell us and, of course, external factors. Towards the end of 2018 we will work with you to review where we are and start planning for the next year.


Thank you

Finally, thank you for reading this plan and the significant contribution which you make at work.

Learn more

Visit the intranet or
talk to your manager, or HR team

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