



Evolve
Housing
+ Support

Our People Plan

2019/2020

Introduction from our Chief Executive

Welcome to our People Plan for 2019/20, designed by the Employee Forum members to continue to improve our working arrangements.

Before we set out the details of the plan for 2019/20, a quick review of just some of the changes made as a result of last year's People Plan.

- We changed the annual leave arrangements so that everyone gets more days holiday if they stay with us longer
- We have increased pay from April 2019
- 1:1s and annual reviews will be more focused on your wellbeing, community and aspirations
- We have introduced reflective practice for support staff
- Groups have been set up to help us make decisions and plan for the future
- We have explored part time working options for service delivery roles

Thank you to everyone who was part of the Employee Forum, Wellbeing Health & Safety Group, Training Steering Group and Internal Training Community. Also thank you to the people who helped with the recruitment review and the induction review. Your contribution to those groups was essential to the improvements which we have made.

Turning to this year's plan, we will continue to use the four pillars of wellbeing, working, community and aspirations and have set 12 objectives across those pillars.

I really want Evolve Housing + Support to be a great place to work and that this plan helps you to continue to deliver great outcomes with our customers. I am excited about this year's People Plan and I look forward to working with the Leadership Team and you to deliver it.

Jeremy Gray
Chief Executive

Evolve is a leading homelessness charity in London, providing housing and support to over 2,000 people each year.

Our aim:
to help children, young people and adults who are homeless or at risk of homelessness to become independent and resilient

Our behaviours:
Get involved
Get the basics right
Believe in people
Embrace diversity
Be ambitious
Empower others

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.



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



Establish resources to promote staff mental health including a Mental Health First Aider scheme

Our Wellbeing, Health and Safety Group and our Employee Forum identified that we could do more to support the mental health of individual members of staff. We will introduce training for a number of internal mental health first aiders. We will also pull together a comprehensive range of resources for staff to use.

Key date: Scheme in place by December 2019

Measures:

- > Mental health first aiders in place
- > Resources for staff available on CLICK

Debriefing standards in place after serious incidents

We know that incidents happen in our services and we have a great track record of responding with effective debriefing and options for support. We want to establish a minimum standard for those debriefing arrangements and identify where and when support will be provided.

Key date:

Standards established and published by July 2019

Measures:

- > Wellbeing, Health and Safety Group to review and agree proposed standards
- > Assistant Director of Operations to review practice against standards on a quarterly basis

Introduce recognition practice within teams

Some teams already have recognition schemes in place e.g. employee of the month. We will encourage all our managers to think about how they can introduce some element of recognition on a regular basis. This may be different for each team and it is important that the recognition feels genuine, fair and motivating.

Key date:

Roll out of recognition schemes by October 2019

Measures:

- > Recognition schemes are in place in every team and best practice is shared through CLICK

Working



Solution focused workshops for all teams

We want your experience of working here to be positive. We can't change everything but where we can we would like to work with you to make improvements to working practices. We will hold regular workshops within teams to apply a solution focused approach to making improvements.

Key date:

Workshop formats agreed and rolled out by October 2019

Measures:

- > Two workshops held in each team
- > Feedback from future engagement surveys (at least 80% engagement)

Establish opportunities to innovate

We will set up innovation sessions to 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 July 2019

Measures:

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

Carry out a salary benchmarking review

Our Employee Forum identified salary benchmarking as a priority. They will oversee the approach to benchmarking and ensure that the appropriate external data is considered. The benchmarking exercise will be done by the HR team. Recommendations for changes to salary levels will be considered and, where possible, included in the 2020/21 budget.

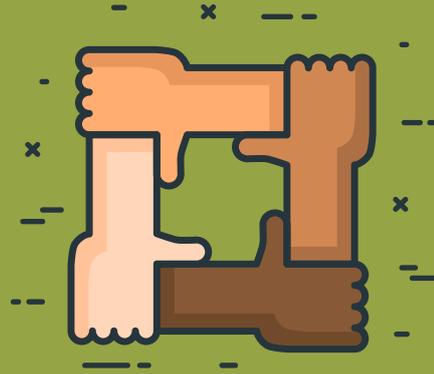
Key date:

Review completed by December 2019

Measures:

- > Approach agreed by the Employee Forum
- > A documented review undertaken

Community



Employee communication events to be co-created with staff

We recognise that we have an excellent approach to co-creation with our customers and we want to introduce the same principles to our internal communications events. By involving our staff in the design of events we can ensure that they meet the needs of their audiences.

Key date:

Map of employee communications events put together by Leadership with details of how they will be co-created by May 2019

Measures:

- > Feedback from events to be 80% positive

Build relationships between staff working in services and those in support roles

We all have roles which are valuable to the organisation and it is important for everyone to understand the work which we, as an organisation, are here to do. We will encourage anyone who works in a role not directly with customers to shadow a front line shift at least once or twice this year.

Key date:

Throughout the year with a review in January 2020

Measures:

- > Number of staff covering shifts (at least 75% of staff who have non-customer facing roles)

Develop an internal volunteering scheme

The Employee Forum are keen to see opportunities for our staff to be given some time to devote to volunteer activities, for example; fundraising collections, help with gardening or sharing skills with customers. We will explore ways to make this possible.

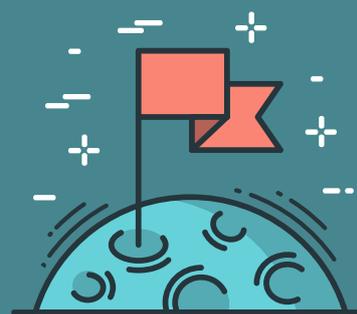
Key date:

Internal volunteer scheme set up by September 2019

Measures:

- > 50% of staff to do at least half to one day internal volunteering between October 2019 – March 2020

Aspirations



Support for staff who want to move into management

We have a great track record of staff being successfully promoted into management roles and we want to do more to help this happen in the future. We will provide internal training, coaching and support as well as opportunities to line manage one or two people. This will help those people to get experience and assist them if they wish to apply for management roles.

Key date:

First cohort to be set up by May 2019

Measures:

- > Two cohorts of a minimum of 5 people each to run throughout the year
- > 30% of staff who are on the cohort to be promoted to a management role within 12 months

Develop apprenticeship scheme

We want to access the government's apprenticeship levy to provide opportunities for people to work and learn in a small number of apprenticeship roles.

Key date:

Apprenticeship roles identified by September 2019

Measures:

- > Levy contribution fully used
- > Review the impact of apprenticeships in the organisation

Identify opportunities for advanced training in specialist skills

We have a comprehensive training programme for all our staff. When you have been in your role for a while you may have attended all of the training on offer. Over the course of the year our Training Steering Group will develop opportunities for advanced level training for some specialist skills.

Key date:

Advanced options to be identified by September 2019

Measures:

- > At least 6 advanced courses identified
- > Feedback from courses at least 75% positive
- > Learning shared within teams for 80% of the courses attended

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