

ALMOND HOUSING ASSOCIATION

PEOPLE STRATEGY



Our approach

Our People Strategy is focussed on developing a culture which aligns fully with our values and which provides a flexible, supported and trusted environment in which colleagues can grow and develop. Through this approach we will drive high performance across the entire organisation, supporting colleagues to deliver the very best services to our customers.

The Strategy sets out our aims and ambitions for our colleagues and the key steps in achieving these; it details the expectations we have of our people and the support they will have to succeed as part of the Almond Team.

Our objectives

- 1** Engagement - to create a workplace which is inspiring, innovative and fulfilling, encouraging all colleagues to engage as One Team.
- 2** Development - to provide learning experiences which support the development of high performing individuals and teams.
- 3** Wellbeing - to ensure our colleagues are resilient and have the tools and support they need to meet the challenges of their roles.



To ensure we meet our objectives, we'll be putting in place a range of metrics to monitor and measure our progress throughout the life of this strategy. Additionally, we'll seek feedback from colleagues at key points, making sure that no one is left behind and that we progress together, as One Team.

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ENGAGEMENT



Engagement

We believe that the very best way to support our people to contribute to the success of our business is to ensure they feel a part of it. That's why in 2021 we embarked on a major transformation project, looking at our vision as a company, our values, and our behaviours.



We'll continue with this journey throughout the life of this strategy, supporting everyone to pull in the same direction, assessing and reassessing our position and ensuring that our behaviours truly reflect our values and that these are evidenced in all of our activities.

We believe that an engaged team is one that is clear about the overall aims of the organisation, is clear about their roles and responsibilities, and is one where everyone is committed to success.

We know that our people are committed to our organisation, but we recognise that there are challenges present now and in the future. Having a truly engaged team of colleagues will help us meet those challenges by ensuring that our people approach their work with positivity, respect for all, and a creative approach to problem solving. We want everyone to be accountable for their results, and we'll ensure that the workplace we provide makes that possible.

We'll use the results and feedback we get to begin to consider the key elements and themes to include in a review of our People Offer in our strategy for 2025 onwards.

Our engagement activities:

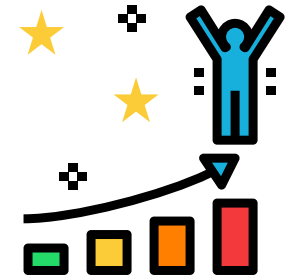
- Roll out of full appraisal programme annually
- Implementation of goal setting activities to support annual appraisals
- Feedback and review of appraisal programme
- Identification and implementation of new Human Resource Information System/colleague portal
- Accreditation of People initiatives via nationally recognised body (Investors in People, Best Companies, etc)



Our measures of success:

- Happier colleagues who understand their role within Almond and their contribution to achieving personal and organisational objectives evidenced through 80%+ customer satisfaction in key service delivery areas.
- Regular, key discussions around expectations and objectives with managers and colleagues evidenced through completion of annual appraisal and goal setting discussions, and minimum of 4 1:1's annually
- Identification of potential challenges at early stages, with relevant support to address these evidenced through the discussion of these areas during regular 1:1's
- Self-service HR portal for colleagues to book annual leave, request training, access payslips, access and check HR information 24/7.
- Recognition for the Almond team on People activities evidenced through successful implementation of accreditation programme

ALMOND HOUSING ASSOCIATION DEVELOPMENT



Development

Achieving a culture focussed on high performance relies on the strength and contribution of all of our colleagues, but we have to make sure that the right people are in the right place with the right tools to carry out their roles.

Developing talent within the Association, and giving colleagues the chance to grow, is key to our success. Providing the right opportunities for colleagues to develop will enhance employee performance and improve the services we offer to our customers.

The Development element of our People Strategy sets out the ways we will enable our people both to increase their contribution within Almond HA, as well as growing as professionals within the social housing sector. All colleagues will be encouraged to take ownership of their development, participating in regular appraisals and goal setting discussions with their line manager, and taking up new learning experiences.

Our managers will be supported to make employee development a key priority; firstly by participating in their own set of learning experiences to provide them with the tools to recognise and develop talent within their teams; and secondly by supporting colleagues to access learning experiences and development opportunities. It also means devoting time to key people practices such as 1:1's, appraisals, and goal setting activities, ensuring colleagues are getting the right opportunities at the right time.

We want to ensure that our development opportunities provide access to the skills and tools everyone needs to do the very best in their current role, whether it be learning new skills or enhancing existing ones.

Our development activities:

- Promotion of training activities available via Culture Amp platform
- Identification of key activities annually to form the learning and development plan
- Delivery of key learning experiences annually



Our measures of success:

- Colleagues well equipped for the roles and tasks they undertake evidenced by reduction in numbers of complaints received, and complaints upheld
- Opportunities for personal growth and career development evidenced by the number of learning experiences undertaken, expected to be 3.5 days per colleague annually
- Improved service delivery resulting in 80%+ customer satisfaction in key service delivery areas
- Development of a learning culture focussed on continuous improvement evidenced through number of learning experiences requested by colleagues, expected to be 1 per colleague annually initially



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WELLBEING



Wellbeing

The third, and equally important, aspect of our People Strategy is wellbeing.

We know that providing a workplace which is values-led, and which truly listens and responds to colleagues will support the development of an engaged workforce, and that this leads to strong business performance.

We know that providing a range of learning experiences and supporting managers and colleagues to access these will ensure that colleagues have the tools to deliver services to the best of their ability.

But we also know that everyone, no matter what role or what sector, will experience challenges throughout their lives. We want to make sure that every one of our colleagues has the resilience to meet these challenges and that support mechanisms are in place to help whenever these may be needed.

As part of our wellbeing focus, we'll be promoting a variety of wellbeing initiatives throughout the life of this strategy, providing advice and information, signposting to other agencies, ensuring that there are as many options as possible for colleagues seeking support. But mostly we'll be working to ensure that wellbeing means that there's a safe space to discuss issues and seek support for those who need it.

Our wellbeing activities:

- Assessment of current wellbeing initiatives offered
- Development and delivery of total programme of wellbeing initiatives



Our measures of success:

- Development of a workplace which is regarded as a safe space with genuine opportunities and encouragement to thrive evidenced through increased number of learning experiences offered, expected to be 3.5 days per colleague annually. Also evidenced by number of wellbeing initiatives offered, expected to be 3 per colleague annually in the initial stages of the plan.
- Reduction in sickness absence to an annual figure of 3.5%

