

cairn

**People Strategy
2018 - 2021**

Our values

Customer First



Our customer always comes first and we will always aim to achieve high quality outcomes for customers.

Excellence



We value excellence and quality and aim to achieve high standards in all we do. We always strive to be the best that we can be.

Accountability



We are accountable for our actions and we take responsibility and ownership for outcomes.

One Team



We work as one team and build excellent working relationships to achieve our goals.

Respect



We value high standards of fairness, treating everyone with consideration and dignity. We show this through our words and actions.

Introduction

Originally the Scottish arm of the Royal British Legion Housing Association Cairn was formed as an independent Scottish organisation in 1990. In that time our stock has grown from 990 properties to around 3,300 and we have increased from one office to three, Edinburgh, Bellshill and Inverness. Our mission is “To provide quality affordable homes and services, with our communities and partners, throughout Scotland”. This Strategy will apply to both Cairn and ANCHO subject to approvals and positive outcomes in the tenant ballot.

Cairn recognises that having a skilled and engaged workforce is critical to productivity, innovation and growth. The last three years have seen significant projects being undertaken with focus on improving and upskilling our leaders and people managers.

The next three years will focus on continuing our improvement journey, raise the bar and ensuring that our vision and values are at the heart of all we do as well as promoting equality, fairness and respect to all our employees and partners.

This Strategy identifies three key strategic themes and our vision of where we want to be at the end of this three year plan. Delivery will be through underpinning programmes of work detailed in this document.

The vision – three strategic themes

Theme 1 – Culture

To be recognised as a learning organisation with a workforce who are self-aware, adaptable and strive for continuous improvement; coaching and challenging each other for excellence and taking responsibility for solutions and living our Values.

Theme 2 - People

To recruit, retain and develop a workforce who are highly skilled, work collaboratively and are enabled and driven to deliver exceptional services.

Theme 3 – Systems and Processes

To have developed, linked and efficient systems which enable staff and support mobile and digital working and are compliant with GDPR and FOI requirements.



Strategy purpose

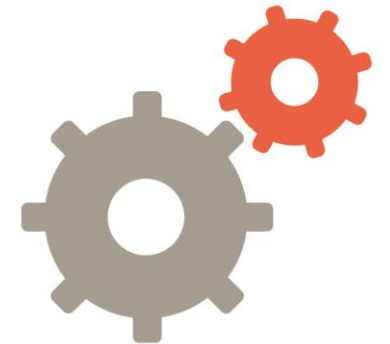
The purpose of the People Strategy is:

1. To align our people resources to deliver our strategic priorities and commitments
2. To support our ambition to become a top 10 organisation by 2025
3. To support the process of organisational change
4. To enable an engaged, effective and motivated workforce
5. To sustain an excellent HR & OD Service to the organisation, at both strategic and transactional levels
6. To support top quartile performance in our people related KPIs

Five programmes

The five programmes of work identified to achieve our goals each contain deliverable actions which will support Cairn in the delivery of its overall Business Plan. The five programmes are:

- People development
- Engagement/Employer of choice
- Future proofing
- Recruitment/Talent management
- Process/Support for business



People development

Cairn employs around 170 staff in a range of posts requiring different skills and qualifications. Over the last three years we have enabled staff to gain formal qualifications, meet mandatory training requirements and enhance their skills through the provision of a generous training budget, targeted management and leadership training and the introduction of a new performance management process and system which includes quarterly 1-2-1 meetings.

Our aim is to embed and continue to improve performance management and employee capability through enhancing our systems and processes as well as identifying and supporting organisational and employee development. We will create clear learning pathways for each job role offering transparency and support for staff to excel in their current role and to progress further where desired.

During the next three years we will introduce an accessible rolling programme of development, adopting a blended learning approach to integrate traditional methods of learning with digital learning solutions; this offers the greatest flexibility for both Cairn and our learners. This programme of development will be informed by a comprehensive training needs analysis and job role review and aligned to our business aims and learning pathways.



People development



Our outcomes & actions include:

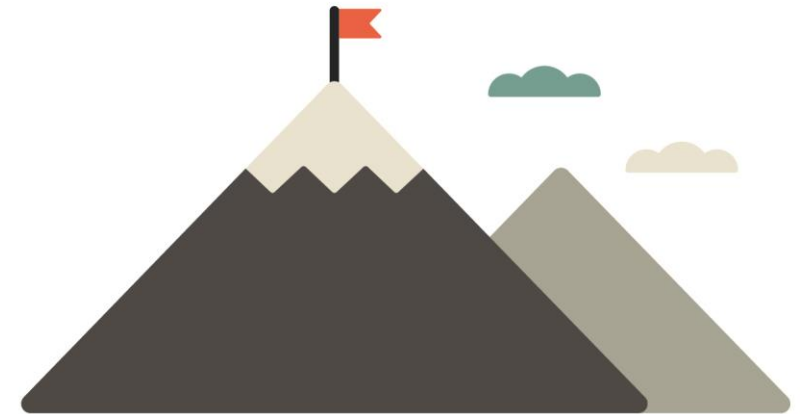
- Clear learning pathways for all job roles supported by blended learning solutions (for example, online modules, in-house workshops, external training courses, work-shadowing, coaching etc) to develop skills, knowledge and behaviours.
- Improved ownership of personal performance supported by our People and Personal Development (PPD) process and personal development plans
- Embedding a coaching culture that encourages accountability and continuous improvement
- The development of a bespoke e-learning module library informed by Subject Matter Experts throughout Cairn
- Maintained engagement and commitment to excellence and our values through our regular staff conference, team meetings and away days.

Future proofing

The move towards a more mobile and flexible workforce to support our growth and focus on increased efficiency and continuous improvement requires effective change management. We will develop a systemic approach to change management within Cairn supported by our business partner model and Leadership Team to ensure decisions are aligned across the business, informed, data driven and easily evidenced.

Some of the main change projects identified will be supported by HR & OD including our role:-

- to support ANCHO and future partnerships for the Group
- to support home and mobile working projects
- to become GDPR & FOI compliant for HR&OD
- to introduce best practice guidelines in managing change for managers



Recruitment and talent management

We will review our recruitment and on boarding policies and processes to enable us to attract the best applicants. We will ensure our recruitment platforms are appropriate to deliver our aims and offer value for money and that our on boarding process is effective and a positive experience for our people.

To contribute to our ambition of being an employer of choice, subject to affordability, we will continue to maintain our status in paying the Scottish Living Wage at minimum. We will also continue with our Sunday Times, Best Companies journey after our success of being in the Top 100 Employers in the voluntary sector for the last two years.

The following outcomes have been identified and will be delivered by projects included in our People Strategy Action Plan:

- Delivering a robust and efficient Recruitment and Induction Process
- Establishment of a Modern Apprenticeship programme
- Establishment of an effective Succession Plan
- Achievement of 2* recognition in Best Companies Awards.
- Maintain our status as an employer of choice, providing competitive working conditions and reward



Process and support for business

The last three years has seen the introduction and initial development of our HR system, Natural HR. The first part of this implementation was to replace the existing outdated HR system and enhance the information and reporting capabilities of the system. Over the next three years we will increase its functionality to streamline and improve our HR processes.

In addition to Natural HR, we have Cornerstone, our online system supporting our People and Personal Performance (PPD) process, and learnPro, our online e-learning platform.

Our aims are to:

- Provide improved reporting capability of Natural HR to support our managers and our organisational performance, for example, absence management
- Create easy to follow guidance pathways and information on HR & OD matters accessible through CHAT and learnPro
- Streamline the training booking process and integrate it with our Natural HR system
- Review our Performance Management system and process
- Update and streamline all HR information including our Staff Handbook, policies and procedures



How we will deliver

Ownership for the delivery of the People Strategy remains with all staff. The strategy is part of a wider programme of work to be an excellent organisation. Cairn is committed to The European Foundation of Quality Management (EFQM), with 'People' being one of its essential criteria, as well as achieving Recognised for Excellence status with Customer Excellence through our CSE accreditation. We have achieved success in our Best Companies journey with our last two years 1* status as a Top 100 employer in the voluntary sector.

Through excellence in leadership, strategy delivery and demonstrating results we will succeed in meeting our aims and the ambitious programme of work planned in the next three years.

By further embedding the Business Partner model and One Team approach, we will improve our skills, knowledge and capability through joint problem solving, collaborative working, coaching, training and staff development. We will provide managers with increased access to information through our HR systems and by developing improved managers support and the tools required to better manage and develop our people.

The People Strategy Action Plan details the strategic projects for the next three years; delivery of this plan will support organisational excellence.

Critical Success Factors

To have an enabled highly effective workforce who are driven to deliver exceptional services.

- To achieve 2 star accreditation through the Best Companies process.
- To increase the score on the question “I believe I can make a valuable contribution to the success of this organisation” from 6 to 6.5
- To increase the score on the question “there are limited opportunities for me to learn and grow within this organisation” from 4.3 to 5

*** Best Companies Scoring = 1 is disengaged and 7 highly engaged.**

Action plan

The People Strategy defines a set of three key strategic themes and identifies 'Positive Organisational Outcomes' and activities we are committed to achieving. We believe these initiatives will build upon those delivered between 2014-17 to successfully achieve further positive outcomes aspired to by Cairn.

The outcomes detailed in this document will be achieved through delivery of this action plan and tracked through Clearview.

Theme 1 – Culture		
To be recognised as a learning organisation with a workforce who are self-aware, adaptable and strive for continuous improvement; coaching and challenging each other for excellence and taking responsibility for solutions.		
Task	Action	Year
TNA	To carry out a full training needs analysis. This will identify the people development needs within Cairn and inform subsequent people development planning	1
Leadership and management development	Analysis will give insight into specific areas for focus, however typical programmes include strategic business planning and the development of critical thinking skills to support business improvement, inspiring and motivating teams for high performance and succession planning. Our solutions will include coaching skills development.	1
Personal development plans	Accountability and continuous improvement will be supported by PDP's for all relevant staff. These will be informed by the TNA data available from our PPD process and our learning pathways.	1 & 2
Skills, knowledge & behaviours development	Over the next two years, we will make available solutions to support our staff in developing their skills, knowledge and behaviours to be more effective in role. We will adopt a blended learning approach to offer maximum flexibility to our learners.	1, 2 & 3
Staff gathering	We will hold a staff conference to celebrate success, promote our value of One Team and maintain momentum against our aims. The next Staff Gathering will be held in 2019, post ANCHO partnership.	2

Action plan

Theme 2 – People		
To have a diverse workforce who are highly skilled, work collaboratively and are enabled and driven to deliver exceptional services.		
Task	Action	Year
ANCHO partnership	To support the integration of Cairn & ANCHO we will provide support from consultation through to harmonisation of working practices, values and systems and potential withdrawal from EVH.	1 & 2
Home and mobile working	To provide policy and guidance to all staff to support the impact of change and integration of new working practices at all levels.	1 & 2
Job evaluation review	To review the job evaluation and implement any identified changes/improvements. To benchmark/reset salary levels	1 & 2
Induction and on boarding process	To review and implement a new induction process including a corporate induction. The streamlining of our on boarding process and implementation of best practice guidelines.	1, 2 & 3
IiP	To assess benefits associated with IIP accreditation for the Group.	3
Benefits review	To undertake a benefits review and introduce any identified changes	3
Madelvic & sheltered courts	To support Cairn's strategic direction through the changes to our Care and Sheltered Courts as required.	1, 2 & 3
Office	To consult and support staff through changes as a result of offices moves.	1, 2 & 3
Corporate training	To support the rollout of Customer Service, and Health and Safety training identified in our strategic plan.	1
HR information	To review HR policies and procedures and create a user friendly staff handbook.	2 & 3

Action plan

Theme 3 – Systems and processes		
To have developed, linked and efficient systems which enable staff and support mobile and digital working and are compliant with GDPR and FOI requirements.		
Task	Action	Year
Provide a library of bespoke e-learning modules	To roll out the two stage plan of e-learning. Initially we will introduce core mandatory modules for all staff and then these will be expanded to mandatory modules that are role specific followed by modules to support development as identified through the TNA. The development of modules will be informed and supported by Subject Matter Experts throughout Cairn.	1, 2 & 3
Improved management information through our HR system	To increase the functionality of our HR system, allowing managers better access to employee information to support them in managing their team's e.g. Managing absence To create a reporting dashboard to inform business areas of management information.	1, 2 & 3
Develop HR information on CHAT	Develop our HR support and information area on CHAT to better support managers and inform staff on HR related topic and policy.	1, 2 & 3
Recruitment portal	Build and introduce a recruitment portal to deliver an excellent candidate experience from attraction through to induction.	3
Development area in Natural HR	Build and introduce a development area within our Natural HR system to enable individuals to request, authorise and record development activities.	1, 2 & 3

Key Contact

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