

PEOPLE  
STRATEGY  
2021 - 2024



cairn

ancho

cairn  
LIVING



cairn  
HOUSING GROUP

# OUR VALUES

## CUSTOMER FIRST



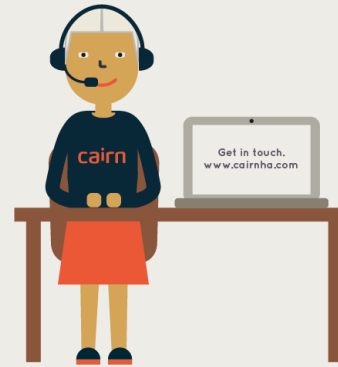
Our customer always comes first and we will always aim to achieve high quality outcomes for customers.

## 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

The Cairn Housing Group recognises that developing 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. We will continue to support and set expectations on staff, managers and leaders throughout the organisation.

The next three years will focus on continuous improvement, developing supportive HR and OD solutions for staff and continuing to ensure that our Vision and Values and staff wellbeing are at the heart of all we do.

This Strategy is aimed at supporting the achievement of our strategic goals and delivery of the Business Plan. This identifies three key strategic themes and also our vision for where we want to be at the end of this three year plan. Delivery will be through five underpinning people programmes of work detailed with timelines in the three Year Action Plan.



# LINKS TO OUR BUSINESS PLAN

## Great Homes

1

We have high quality homes

2

We have thriving neighbourhoods

## Great Services

3

We have customer focused services

4

We are efficient and provide value for money

## Great People

5

We have skilled and engaged people

6

We have sound governance

Our HR/OD strategy is in place to support the achievement of the Business Plan. The aim of the strategy is to provide development opportunities for all staff to maintain and enhance skills so customer focussed services can be delivered. We also aim to provide a pay and reward framework to support the recruitment of quality staff and retain employees through high staff engagement and cultural integration.

# OUR VISION

## Theme 1 - Culture

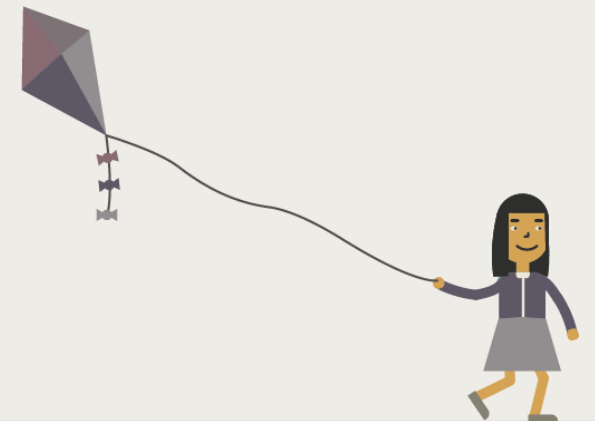
To be recognised as a learning organisation with a workforce who are skilled, adaptable and strive for continuous improvement, coaching and challenging each other for excellence and taking responsibility for solutions and self development.

## Theme 2 - People

A diverse workforce who are highly skilled, work collaboratively and are enabled and driven to deliver exceptional services.

## Theme 3 - Systems & Processes

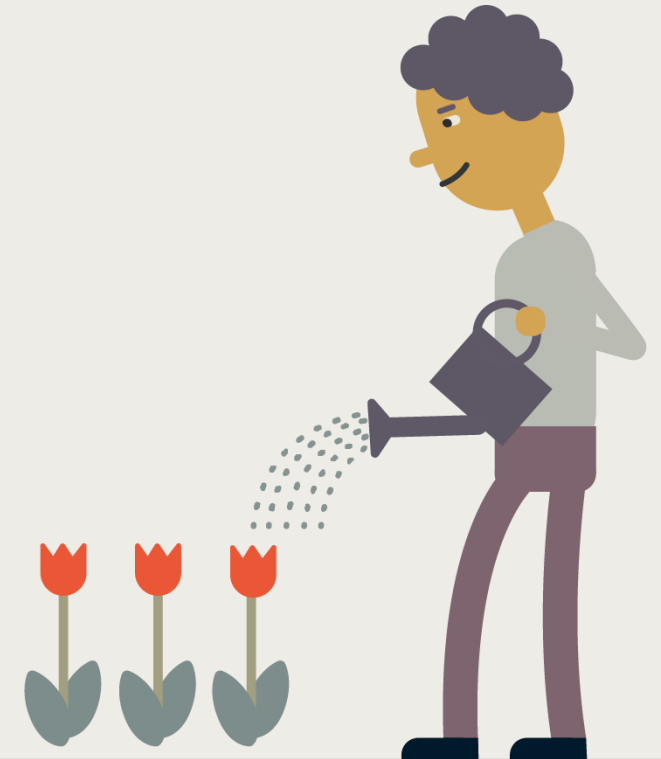
Further develop our systems and processes to support mobile working and digital integration. We will provide useful management data and analysis to inform decision making at all levels.



# STRATEGY PURPOSE

## The purpose of the People Strategy is:

1. To support the process of organisational change and improvement and deliver the Business Plan and strategic priorities
2. To support other teams to provide the development opportunities required for success
3. To achieve top quartile performance in our KPI's
4. To value staff feedback and encourage staff recognition
5. To maintain a excellent proactive HR & OD Service to the organisation, at both strategic and transactional areas through a Business Partnering approach
6. To support delivery of key Organisational projects through an effective OD approach
7. To develop our management teams with leadership and behavioural skills
8. To review KPI's and organisational results aligned to our HR/OD critical success factors and adapt the plan if required.



# FIVE PEOPLE PROGRAMMES

The five key programmes of HR/OD work designed to achieve our goals each contain deliverable actions which will support Cairn in the delivery of its overall business plan:

People Development

Engagement / Employer  
of Choice

Future Proofing  
HR / OD

Recruitment / Talent  
Management

Processes / Business  
Support



# PEOPLE DEVELOPMENT

The Cairn Housing Group employs around 190 staff working in a diverse variety of posts requiring different skill sets and qualifications. Over the previous three years, employees have been supported with training opportunities to gain qualifications and develop core skills. Managers have also been developed through a management development and leadership program and a performance management tool is now embedded to provide goals setting for employees.

Our aim is to now support further, and to provide enhanced development for teams through targeted training needs analysis. This aim will be achieved through an organisation wide learning approach, developing a learning culture, using a 70:20:10 approach to training delivery and using the training budget effectively, efficiently and fairly.

Every business has changed during Covid-19 and staff requirements, ways of working and skill sets have also changed, including the requirement for IT skills and the use of interactive communication systems and social media use. During the next three years we will work collaboratively with all departments to provide meaningful and developmental training to support the business through change.

We will also embrace equalities and succession planning and develop these areas to be an all inclusive employer and provide career pathways in teams to retain talent.

Finally, we will provide developmental opportunities to our mid and senior management teams to develop behavioural and leadership skills on an ongoing basis to deliver the required results and KPIs.

# PEOPLE DEVELOPMENT



Our outcomes and actions include:

- Providing a quality, targeted blended training and development program that enhances key skills
- Listen to staff, using feedback from staff surveys to understand opinions, ideas and gaps in personal development or management skills to inform the training program
- Embed a coaching culture that encourages a learning approach and continuous improvement, including leadership at all levels throughout the organisation
- Develop management in the effective use of our performance management system to provide SMART goals and targets
- Substantially increase our e-learning training offer to include IT, H&S, HR, Finance and Housing modules that can increase knowledge and decrease support services pressures
- Maintain high engagement through staff engagement surveys, staff conferences, team building, recognition and effective communications in team meetings
- Provide a supportive wellbeing approach to staff through our corporate programs and line management skills

# FUTURE PROOFING

- A staff rewards and benefits project will take place in 2021 to provide a full analysis of compensation and deliver a harmonised and effective pay and reward package
- Provide a thorough and supportive induction programme for the new starts and support the integration of Pentland staff
- Ongoing review of home and flexible Working to embrace new ways of working and become a market leader in providing flexible working solutions
- To produce user friendly policies, procedures, templates and manager guides that can be easily understood and implemented through kiosk style access
- Embrace and develop our equalities approach through an effective partnership with Age Scotland to review our age demographics, succession planning, recruitment and procedures
- Review of our HR/ OD systems to provide the most effective systems for use
- Continue to provide and build on the wellbeing approach to staff management



# RECRUITMENT AND TALENT MANAGEMENT

We will continue to develop our recruitment and induction processes to enable us to attract, develop and retain staff. We will ensure our recruitment platforms are appropriate to deliver our aim of being an employer of choice and offer value for money and that our induction process is a quality approach that fully supports new employees and one that we are all proud of delivering.

- To provide a corporate induction program that is welcoming, informative and engaging
- To fully review the interview and selection process to embed quality, using a structured STAR approach and embrace equalities in our selection process
- To encourage meaningful conversations with staff to understand career goals and their skills gaps to support a succession planning model
- Reduce turnover in senior management roles by developing skills and supporting wellbeing
- Establishing an academy style training and development offer for mid management employees to enhance skills and support succession planning
- To develop ambitious, key performers in teams that can be encouraged, supported and developed for future opportunities
- Provide a framework for competence that can be aligned to people development

# PROCESSES AND BUSINESS SUPPORT

Our HR/OD systems are effective, supportive and accessible to our staff at all levels. However we will further develop the understanding of quality in the use of these systems to improve effectiveness and output. This will be achieved through further training, quality assurance and auditing. Our aims are to:

- Review our core systems and analyse alternative solutions which may provide improved quality with data, reporting and performance information
- Provide an effective training needs analysis tool so training can be provided that is required, is fully effective and removes skills gaps
- Provide a training booking and recording system so each employee has a training history and training opportunities as and when required
- Provide effective user friendly policies, procedures and management user guides
- Develop management HR/ OD skills through coaching and training courses
- Review of exit interviews to understand opportunities for future change and development

# HOW WE WILL DELIVER

The People Strategy is only effective if we engage and collaborate with managers and staff to gain information, feedback and provide effective solutions that will enhance the business. The People Strategy will support the overall business aims, which can be achieved through engaged, trained, motivated and empowered employees.

We will listen to staff opinion through our engagement systems to provide an effective employee voice. We will also develop employees by gaining accurate information on training and development gaps through training needs analysis to deliver a training program that is meaningful, collaborative and quality driven.

We will also support a performance management approach to develop abilities at all levels to encourage meaningful one: one conversations, SMART target setting and recognise goal achievements.

We will also provide useful information to managers through a scorecard approach to key HR/ OD KPI's. The People Strategy action plan details the strategic projects and changes anticipated for the next three years; delivery of this plan will support organisational excellence.



# CRITICAL SUCCESS FACTORS

The critical success factors in achieving our aims are:

- Achieve KPI's and check quality assurance through audits and reviews of data
- Staff survey feedback on key indicators of self development, management, reward and recognition
- Coaching and developing managers to support employees ongoing development and wellbeing
- Feedback on self development through Cornerstone reviews and training evaluations
- Analysis of internal promotions, succession planning and retention statistics
- Feedback on equalities initiatives and processes to ensure Cairn are an inclusive employer
- External accreditations and awards nominations as an when required
- An embedded reward and benefits framework that is fair, transparent and future proof
- Implement the HR/ OD scorecard for each team to define success using training, recruitment, retention, staff engagement and appraisal KPIs.



# KEY STRATEGIC PRIORITIES – HUMAN RESOURCES

| Key priority   | Action   | Plan                     |                     |         |
|--|--|--------------------------|---------------------|---------|
|  |  | 2021/22                  | 2022/23             | 2023/24 |
| Communication  | <ul style="list-style-type: none"> <li>Develop HR area of intranet with supportive information for staff in a kiosk format</li> <li>HR roadshows to provide information and development</li> </ul>   |                          | Q1 – Q4<br>Q3       | Q3      |
| Pentland integration   | <ul style="list-style-type: none"> <li>Consultation, contracts and systems</li> <li>Induction, systems, staff gathering, training and welcome</li> </ul>   | Q3 – Q4<br>Q3 – Q4       | Q1 – Q2<br>Q1 – Q2  |         |
| Recognition and reward of our people / employee benefits programme | <ul style="list-style-type: none"> <li>Pay and reward review project, benchmarking and reviewing the overall benefit package</li> <li>Review and monitoring of the impact of our benefits package and uptake</li> <li>Review of the recognition and reward policy and procedure linking this to the organisational values</li> </ul> | Q1 – Q4<br>Q2 – Q4       | Q1                  | Q1      |
| Wellbeing  | <ul style="list-style-type: none"> <li>Wellbeing review for Wellbeing Audit in September</li> <li>Wellbeing Policy / guidance information implementation</li> <li>Wellbeing benefits review as fit for purpose</li> </ul>  | Q1 – Q3<br>Q3 – Q4<br>Q4 | Q2                  |         |
| Return to office   | <ul style="list-style-type: none"> <li>Review of work practices, processes, including review of hybrid working and use of offices</li> <li>Implementation of any related changes</li> </ul>  | Q1 – Q3<br>Q2 – Q4       |                     |         |
| HR data and systems  | <ul style="list-style-type: none"> <li>Review of files and folders in line with GDPR</li> <li>Review of HR systems performance and alternatives</li> <li>New systems implementation and integration programme</li> </ul>   | Q3 – Q4<br>Q4            | Q1<br>Q1<br>Q3 – Q4 | Q1 – Q3 |



| Key priority   | Action   | Plan          |                    |                          |
|--|--|---------------|--------------------|--------------------------|
|  |  | 2021/22       | 2022/23            | 2023/24                  |
| Recruitment and retention of staff                   | <ul style="list-style-type: none"> <li>Equalities and diversity review of processes</li> <li>Implementation of new equalities processes</li> <li>Assessment Centre Model – implement for each level in organisation</li> </ul>   | Q3<br>Q4      | Q1                 | Q1 – Q4                  |
| Internal KPIs  | <ul style="list-style-type: none"> <li>Scorecard implementation of internal HR/OD measures for departments leaders based on recruitment, retention, training, engagement and appraisal KPIS.</li> </ul>  |               |                    | Q1                       |
| Policies and procedure review                        | <ul style="list-style-type: none"> <li>Cyclical policies and procedures and legislation changes – policy review documents / timescales and outcomes, for example, training</li> </ul>  | Q2 – Q4       | Q1 – Q4            | Q1                       |
| Equalities, diversity and inclusion                  | <ul style="list-style-type: none"> <li>Establish presences on EDI group</li> <li>Implementation of the AIM project in partnership with Age Scotland</li> <li>Review of policies to incorporate EDI changes</li> <li>Review of EDI activity and implement actions</li> </ul>                  | Q1<br>Q1 – Q4 | Q3 – Q4            | Q1 – Q4                  |
| Undertake line management training                   | <ul style="list-style-type: none"> <li>Undertake updated training as new policies are developed, or refreshers needed</li> <li>Monitor new and newly promoted managers to ensure that training is delivered</li> </ul>   | Q4            | Q1 - Q4<br>Ongoing | Q1 – Q4<br>Ongoing       |
| Gender pay gap reporting and develop recommendations | <ul style="list-style-type: none"> <li>Undertake government reporting analysis</li> <li>Analysis report and actions group</li> <li>Provide report to the Board</li> </ul>  | Q4            | Q2 0 Q4            | Q1                       |
| Audit recommendation                                 | <ul style="list-style-type: none"> <li>Review and implement any recommendations from audit and internal reviews</li> </ul>   | Ongoing       | Ongoing            | Ongoing                  |
| Succession planning                                  | <ul style="list-style-type: none"> <li>Review of skills analysis, ambition and feedback into succession charts</li> <li>Integration into Cornerstone discussions and end of year reviews</li> <li>Job shadowing, cross training, vacancy reviews, succession organisational chart</li> </ul> |               | Q3 – Q4            | Q1 – Q3<br>Q1<br>Q1 – Q4 |

# KEY STRATEGIC PRIORITIES – ORGANISATIONAL DEVELOPMENT

| Key priority                       | Action  | Plan               |                          |                          |
|------------------------------------|---|--------------------|--------------------------|--------------------------|
|                                    |   | 2021/22            | 2022/23                  | 2023/24                  |
| Communication                      | <ul style="list-style-type: none"> <li>Develop intranet with OD information and staff support</li> <li>OD updates – CHAT</li> <li>Staff gathering support</li> </ul>                  | Q1 – Q4<br>Q3      | Q1 – Q4<br>Q1 – Q4<br>Q3 | Q1 – Q4<br>Q1 – Q4<br>Q3 |
| Pentland integration               | <ul style="list-style-type: none"> <li>Induction, systems, TNA and training</li> </ul>  | Q3 – Q4            | Q1 – Q2                  |                          |
| Wellbeing                          | <ul style="list-style-type: none"> <li>Wellbeing audit analysis</li> <li>Wellbeing Policy implementation</li> <li>Wellbeing accreditation</li> </ul>                                  | Q3<br>Q3           |                          | Q1 – Q3                  |
| Return to office                   | <ul style="list-style-type: none"> <li>Review of work practices</li> <li>Review of hybrid working and use of offices and support any changes that take place</li> </ul>               | Q1 – Q3<br>Q2 – Q4 |                          |                          |
| Staff training                     | <ul style="list-style-type: none"> <li>Core programmes of training on learn Pro and other methods (IT, property and tenancy)</li> </ul>   | Q1 – Q4            | Q1 – Q4                  | Q1 – Q4                  |
| Management development             | <ul style="list-style-type: none"> <li>Learning and development programme in partnership with Edinburgh College. Leadership program to be put in place in 2022.</li> </ul>            | Q2 – Q4            | Q2 – Q4                  | Q1 – Q4                  |
| Recruitment and retention of staff | <ul style="list-style-type: none"> <li>Assessment Centre Model – implement for each level in organisation (presentations, DISC, consistent interviews and group exercises)</li> </ul> |                    | Q2 – Q4                  |                          |
| Internal KPIs                      | <ul style="list-style-type: none"> <li>Scorecard implementation of internal measures for OD</li> </ul>  |                    |                          | Q1                       |

| Key priority                                | Action  | Plan    |          |                          |
|---|---|---------|----------|--------------------------|
|   |   | 2021/22 | 2022/23  | 2023/24                  |
| Policies and procedure review               | <ul style="list-style-type: none"> <li>Learning and development policy and qualification procedure update</li> </ul>  |         | Q1       |                          |
| Equalities, diversity and inclusion         | <ul style="list-style-type: none"> <li>AIM project support and positive outcomes</li> </ul>   | Q1 – Q4 |          |                          |
| Implement audit improvement recommendations | <ul style="list-style-type: none"> <li>Review and implement any recommendations from audit and internal reviews</li> </ul>  | Ongoing | Ongoing  | Ongoing                  |
| Succession planning                         | <ul style="list-style-type: none"> <li>Review of skills analysis, ambition and feedback into succession charts</li> <li>Integration into Cornerstone discussions and end of year reviews</li> <li>Implementation of structured job shadowing, cross training, vacancy reviews, succession organisational charts, etc</li> </ul> |         | Q3 – Q4  | Q1 – Q3<br>Q1<br>Q1 – Q4 |
| Updated processes                           | <ul style="list-style-type: none"> <li>Feedback forms, training logging, booking system</li> <li>TNA development for all positions</li> <li>Implementation of OD Cornerstone model and link to competencies / business planning</li> </ul>  | Q1 – Q4 | Q3<br>Q1 | Q1                       |
| Feedback embedding                          | <ul style="list-style-type: none"> <li>Feedback culture – Cornerstone and informal</li> <li>360 feedback for mid management</li> </ul>  |         | Q1       | Q2                       |
| Induction review                            | <ul style="list-style-type: none"> <li>Induction process, materials, cross departmental, sign off checklists review. Establish an induction we are all proud of</li> </ul>  |         | Q1 – Q3  |                          |
| CIH standards                               | <ul style="list-style-type: none"> <li>Scorecard implementation of internal HR/OD measures, for departments</li> </ul>  |         | Q1 – Q4  |                          |



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