

HARBOUR PEOPLE PLAN

FULL REVIEW TRACKING

A “Full Review” refers to a point when the whole document is reconsidered by an appropriate stakeholder to establish if it is still fit for purpose and this is formally signed-off at the appropriate management level. This acts as assurance the Association’s position on key matters is up to date with legislation, regulation and good practice.

Owner	Director of Group Finance and Business Support
Document Author(s)	HR&OD Manager
Communication & Training Methods	Staff Briefing Team Meetings 1:1s CONNECT
Date Approved by GLT	
Date Approved by Board	
Review Cycle	3 years, initially 1 year
Next Review Date	November 2024
The Strategy has a direct link to the following Harbour strategies, policies, procedures and documents	20-2025 Strategic Plan Annual Business Delivery Plan Value for Money Policy Recruitment & Selection Policy & Procedures Procurement Strategy Pay & Performance Management Policy & Procedures

	Employee Learning and Development Management Policy Sickness Absence Policy and Procedures Staff Handbook Hybrid & Flexible Working Framework
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Equality & Diversity Impact (EI) Assessment Status	This document was EDI Assessed by Lisa Haddow and Tina Bell using the organisation's set procedure in April 2024 and is considered to be free of anything which may lead to any unfair discrimination in its application.
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1	INTRODUCTION
1.1	We recognise that our people drive our business. Their knowledge, commitment, motivation and enthusiasm are key to us achieving our vision, mission and strategic goals.
1.2	This plan seeks to create a clear definition of who Harbour aim to be as an employer and how we intend to get there.
1.3	The plan is covers the entire employee lifecycle. The people plan focuses on talent management, with a goal of providing employees with everything they need to do their best work.
1.4	Priorities include: Employee engagement Professional development Performance management Leadership development Promoting Inclusion
2	OUR STRATEGY – VISION AND MISSION STATEMENTS
2.1	Our 2020-2025 Strategic Plan sets out the organisation’s vision: “The RSL is a sustainable social housing provider recognised by customers as a great landlord and contributor to brilliant communities and a great place to work”
2.2	Mission: “To make a positive impact on people’s lives in Leith and north Edinburgh by providing affordable homes for delivering brilliant services to tenants and owners and playing a positive part in creating and maintaining brilliant communities”
3.	VALUES
3.1	While strategy drives our focus and direction, culture determines the desire, engagement and execution of how we will deliver strategic objectives. We want to create a culture that will support our people in achieving those objectives.
3.2	These are our values:

	• <i>Inclusion:</i> <i>Work together and actively welcome everyone's contribution</i> • <i>Honesty</i> : Be open, trust each other and deliver what you promise • <i>Respect</i> Value everyone's opinion, listen to each other and challenge positively • <i>Support:</i> Be approachable and do what you can to help. • <i>Innovation:</i> Share ideas about how to continue supporting our services
3.3	We want the values and behaviours we promote to be embedded in the culture of the organisation so that they underpin everything we do.
4.	OUR PEOPLE PLAN
4.1	Our People Plan will ensure everyone working here, or joining us in the future, understands our vision, our expectations and how it should feel to work here.
5	KEY WORKFORCE PRIORITIES
5.1	We want to • Create a strong leadership presence • Focus on employee engagement • Prioritise learning and development • Supply advancement opportunities • Provide an inclusive work environment – diversity, values and behaviours • Implement employee feedback methods • Develop efficient and effective Hybrid Working practices • Demonstrate health and wellbeing awareness and provide support to employees
6.	VALUE FOR MONEY (VFM)
6.1	VFM will be captured in key workforce priorities of the People Plan. This will not simply be in terms of cutting costs but finding the balance between economy, efficiency and effectiveness
7.	2020-2025 GOALS

7.1	Create a strong leadership presence
	Effectively managing talent is a crucial component in achieving success. When leaders are a source of confidence and inspiration for their teams, it will motivate employees to rise to the level of the company's expectations. Having a leader development program in place provides practical support to leaders. It gives them the opportunity to develop in the following leadership competencies: 21st Century Leadership Principles:  Activities to date All leaders have been trained in C21L concepts and have a comprehensive toolkit available. What next Next steps are about embedding the C21L concept which covers all leadership competencies identified.
7.2	Focus on Employee Engagement
	Employee engagement is a key part of our people plan to offer workforce connection to the company beyond the scope of their immediate responsibilities. Employees who see themselves as, not just a job title, but a

valued and allied part of our organisation will take more pride in the success of the business.

EMPLOYEE ENGAGEMENT PROFILES



Indicator/Perceptions(s) used to measure success:

Employee engagement is not about going through the motions of regular team get-togethers. It is also about practicing the following principles to connect employees with business outcomes:

Transparency – Keeping all colleagues informed upfront about changes, challenges, and new ventures will link them to what's behind the high-level decision making.

Recognition – Those with exceptional performance or attitude should be acknowledged and rewarded periodically. They will feel appreciated, and others will be incentivised to go above and beyond expectations. An employee recognition program doesn't have to involve monetary reward and it should be meaningful and enjoyable for recipients.

Accountability – Leaders should be clear about expectations of their team members and offer the necessary support and resources to help them achieve their objectives.

Activities to date

Anchor days, Safe Harbour meetings, GLT blogs and communications have been published before any major changes have taken place. Regular updates in relation to major projects are communicated to all employees.

Reward gateway/Inspire offers a wide range of employee benefits.

C21L encourages leaders to recognise contribution through communication as well as feedback constructively.

	Performance Management templates provide a platform to record feedback and recognition What next? Make available the full suite of Reward Gateway Introduce KPI based performance management system to promote accountability and enable recognition.
7.3	Prioritise Learning & Development
	Opportunity for training to improve skills or teach new ones provides our business with capable talent primed for internal mobility. When employees are equipped with the education and information it takes to perform their job well, they feel empowered, and productivity levels are boosted. L&D options should go beyond mandatory training and include a variety of opportunities offered in-house, online, or offsite to coach employees in technical or interpersonal skills. Another way to invest in our people is to encourage the pursuit of professional development certifications. We will make accredited resources available and subsidise or reimburse the costs, as well as grant time off for studying and taking exams. Indicator/Perceptions(s) used to measure success • We will achieve this by • Promotions • Transfers • Increased level of qualifications • Cross-team projects Activities to date Various posts (including senior roles) were filled internally in the period under review. We are part of the ARCHIE group where employees work across different organisations. We have the Digital Transformation project, which involves cross team working. We have a healthy Training budget available to all Employees. Cross team collaborative working is continuously promoted and there are solid examples of this in practice. What next? All mandatory training to be completed by Harbour colleagues

	Recruitment of Training Officer.									
	E-learning platform to reach all employees in the group									
7.4	Supply Advancement Opportunities									
	Planning for growth requires deciding not only the number of management positions needed but how to fill them with suitable leaders. A good people plan supports a strong leadership pipeline that identifies people with the potential to develop leadership skills and creates a leadership development plan together with them. Indicator/Perceptions(s) used to measure success We will assess and identify talent 1. Harbour will use a simple metrics. A 9 Box Grid measures potential (future performance capacity) vs. performance (present performance). Ideally, you should select High Potentials, Stars, and High Performers for a leadership development plan. 9 BOX GRID <table><tr><td>ENIGMAS</td><td>HIGH POTENTIALS</td><td>STARS</td></tr><tr><td>UP OR OUT DILEMMAS</td><td>CORE PLAYERS</td><td>HIGH PERFORMERS</td></tr><tr><td>BAD HIRES</td><td>UP OR OUT GRINDERS</td><td>WORKHORSES</td></tr></table> 2. Obtain buy in from key stake holders 3. Identify their leadership style using DISC profile for example 4. Determine key leadership competencies – using C21L wheel for example 5. Asses key leadership competencies 6. Design leadership development plan 7. Conduct continuous 360degree leadership assessment	ENIGMAS	HIGH POTENTIALS	STARS	UP OR OUT DILEMMAS	CORE PLAYERS	HIGH PERFORMERS	BAD HIRES	UP OR OUT GRINDERS	WORKHORSES
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	Activities to date DISC profile for all employees completed All leaders have a learning goal using the C21L wheel and have regular meetings with their Line manager to discuss 360-degree feedback What next Use the 9 grid box to formally identify the stars and high potentials.
7.5	Provide an Inclusive Environment at Work Harbour commits to promoting an inclusive culture, where everyone is respected and valued, and align our policies to this approach. We are committed to ensuring there is a consistent approach to promoting equity, diversity & inclusion throughout Harbour. Harbour promotes the FREDIE principles as follows: • Fairness for all is a reality • Respect for all is the norm • Equality of opportunity for all is embedded • Diverse employees feel that they belong • Inclusion is widely understood, where all colleagues are committed to inclusive behaviours and where leaders connect the link between an inclusive culture and business performance • Engaged - where there is a positive emotional attachment between colleagues, their work, managers and leaders Activities to date Investors in Diversity Accreditation All employee Diversity, Equality and Inclusion training has been rolled out within Harbour Homes and Harbour Lettings What next? DEI training to be put rolled out to Harbour Multi Trades via online training platform DEI training to be rolled out to all new hires as part of induction process DEI training to be made available to all employees, through online training platform, for refresher purposes IID reaccreditation assessment to take place Spring 2024
7.6	Implement Employee Feedback Methods It's important to understand our employee experience from their perspectives to obtain fresh ideas that will support our mission. We will implement methods for gathering feedback at different employee lifecycle points beyond their annual performance reviews or employee engagement surveys.

Avoid overly broad questions and hone into very specific issues, so responses won't be overarching and vague. Use formats such as pulse surveys, focus groups and exit interviews to collect feedback. In addition, managers will communicate observations and insight that come up organically in conversations or team and one-on-one meetings.

We will look for patterns in how employees feel and see themselves within Harbour. Understand what prompts their loyalty or causes them to move on. Act on our findings by reinforcing what's paying off and seeking out adjustments for areas that aren't actively supporting the business goals.

Indicator/Perceptions(s) used to measure success

We will use some of the following options to gather employee feedback

8 WAYS TO COLLECT EMPLOYEE FEEDBACK

1. New employee surveys
2. Employee engagement surveys
3. Pulse surveys
4. Stay interviews
5. Employer review sites
6. Managers
7. Employee suggestion box
8. Exit interviews

Activities to date

Most of the methods above being used

Focus groups formed for specific topics

What next

Culture Improvement Project to include cross team/entity members

Improve follow up on feedback