

The PCH Way

Valuing our People Strategy

2022-2025



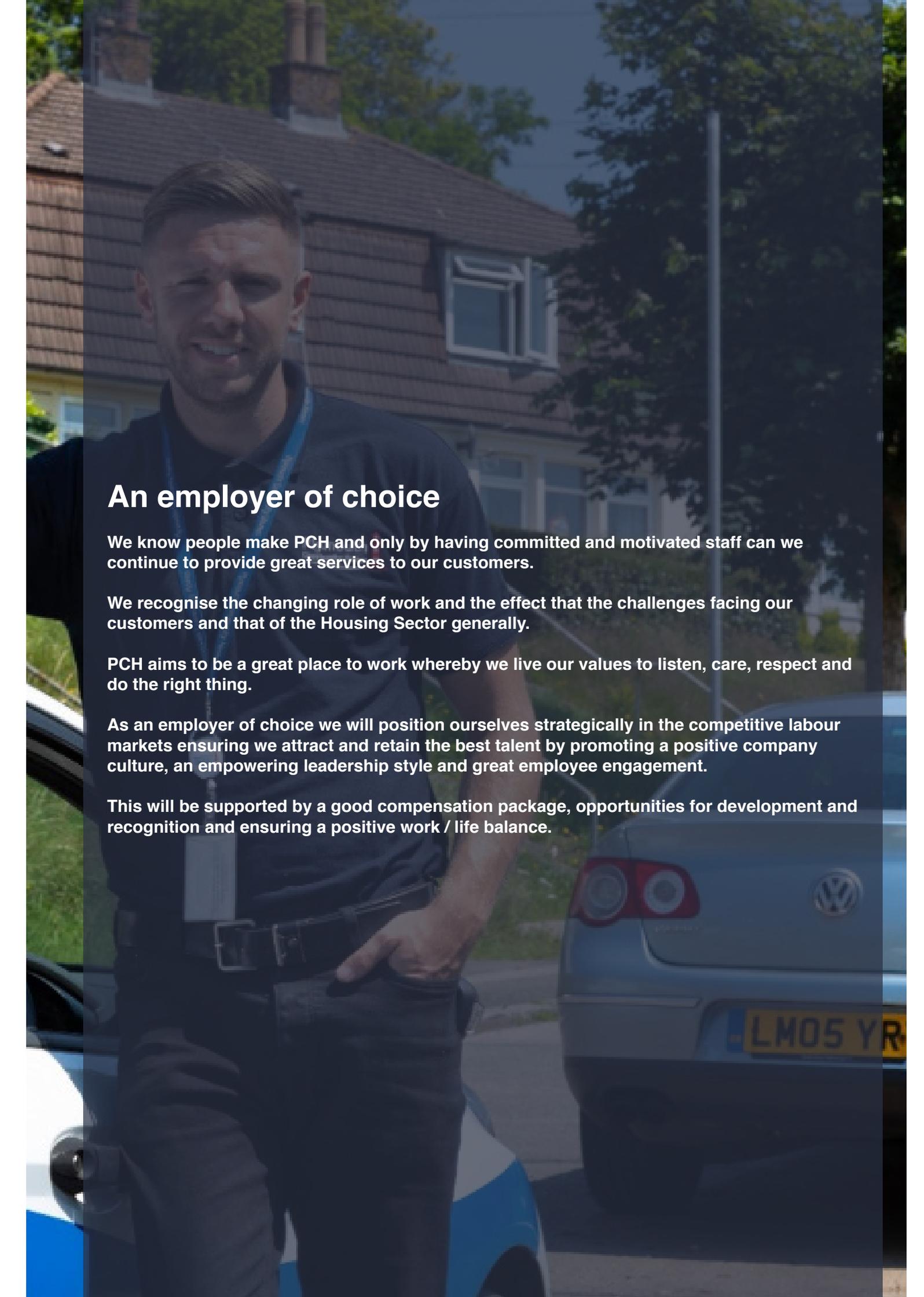
The PCH Story

We are Plymouth Community Homes, and we improve lives by providing affordable homes, great services and supporting communities.

Our 2020 Strategic Plan sets out a vision to continue with our success as a high-performing provider of social housing by improving lives and communities, looking after our homes, building new homes in Plymouth and beyond and growing our business.

For any organisation to be successful, its people must be at the centre of everything it does and we are no different. Our people are important to us as we seek to continue delivering top quality housing services, maintain our homes in the most cost effective way, expand outside of the Plymouth area and grow our business in a way that provides a healthy financial and social return. In achieving all of this, we want to be an employer of choice where people aspire to be employed by Plymouth Community Homes and are respected and developed from day one. This strategy sets out our ambitions and the key deliverables for achieving our goals.



A man with short brown hair, wearing a dark blue polo shirt and dark trousers, stands in front of a house with a brown tiled roof and a blue car. He is smiling slightly and has his hands in his pockets. The background is slightly blurred, showing greenery and a clear sky.

An employer of choice

We know people make PCH and only by having committed and motivated staff can we continue to provide great services to our customers.

We recognise the changing role of work and the effect that the challenges facing our customers and that of the Housing Sector generally.

PCH aims to be a great place to work whereby we live our values to listen, care, respect and do the right thing.

As an employer of choice we will position ourselves strategically in the competitive labour markets ensuring we attract and retain the best talent by promoting a positive company culture, an empowering leadership style and great employee engagement.

This will be supported by a good compensation package, opportunities for development and recognition and ensuring a positive work / life balance.

Our PCH values





Our aim is all about creating a vibrant organisation where people share our values and do their best, by doing a really great job for our residents and other customers, and know that their contribution is important and valued so they choose to stay with us.

We intend to build on our achievements so far and adapt to meet today's challenges for PCH and the housing sector. We can only do that if we retain high performing and motivated employees, who understand what is expected of them and rise to those challenges.

We are committed to ensuring our staff are skilled and dedicated, because they have a huge effect on how well we perform as an organisation. They are the key to providing excellent customer service and to meeting our objectives. We also encourage innovation because we recognise we need to meet our customer expectations.

We recognise that satisfied employees are likely to be advocates for PCH – and will recommend it as a good place to work. They act in more positive ways with a motivation to perform well and make a difference to people's lives. Overall, we aim to be recognised as one of the best employers in Plymouth.

Our People strategy links with other strategies across the organisation, led primarily by the Strategic Business Plan and closely connected with the Communications and Digital and IT Strategies to encourage a positive culture of committed and motivated staff.

Our People Strategy is also supported by key policies included in our Remuneration Strategy, the PCH Way suite of policies and handbook and our learning and development offer.

What we have achieved

The last 2 years (2020 and 2021) has been a challenging period adjusting to and meeting the needs of the business and staff in response to the Covid-19 pandemic and the subsequent periods of lockdown and working to government guidance.

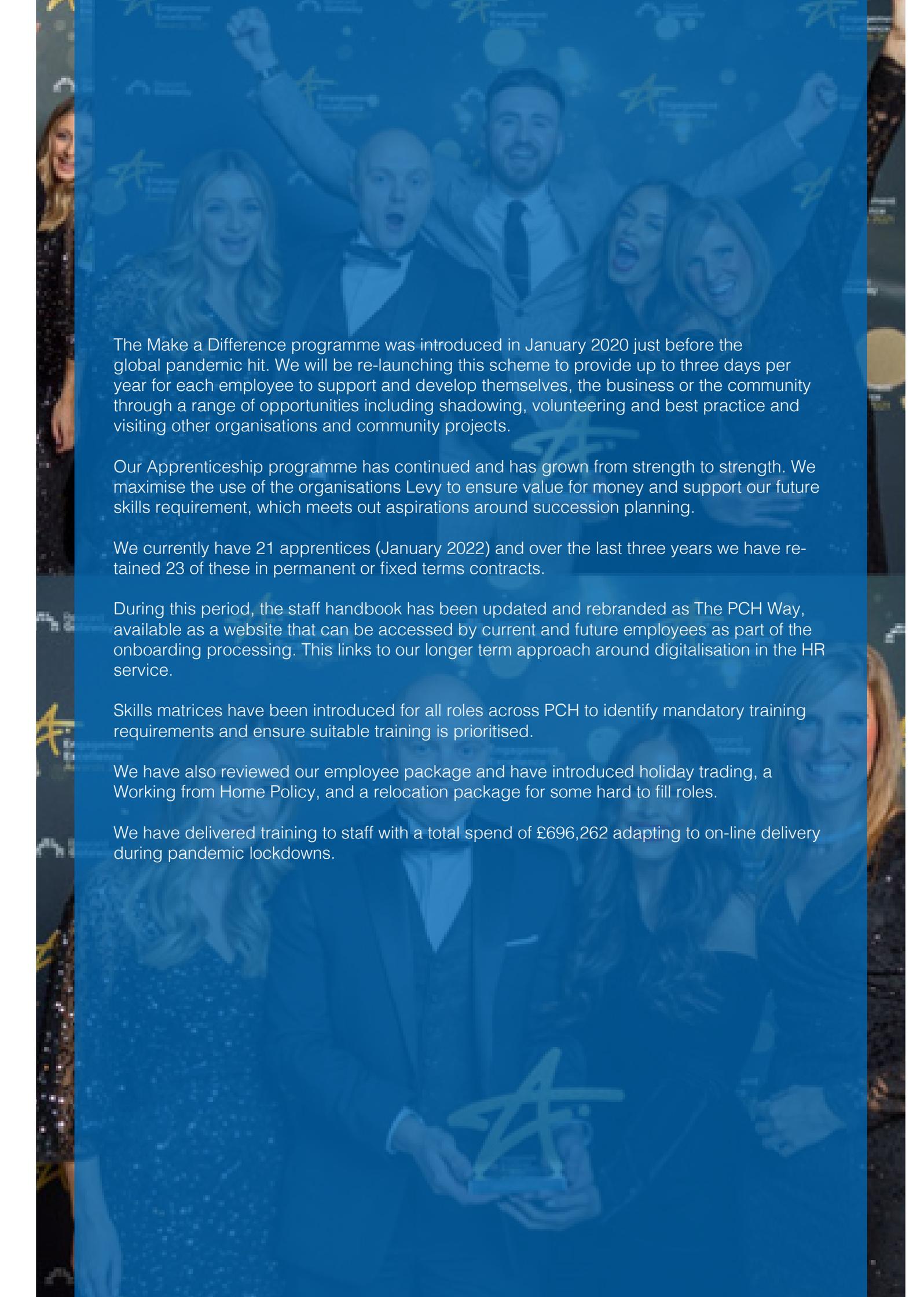
This affected delivery of the People Strategy. We quickly adapted our focus to provide a wide range of support to our staff and managers, helping them to keep working, delivering excellent services, and maintain progress at a challenging time. We collaborated with Communications to ensure that all staff were aware of the most up to date advice and guidance, whilst delivering the HR service in an innovative way. Importantly, our mantra has been that we keep our residents and staff safe, and live our values throughout.

As the government encouraged employees to return to the office, a bounce-back plan along with a working from home policy was launched in July 2021 for a period of 12 months, to trial a hybrid way of working, with office based employees working from the office at least two days per week. This also supported our aim to provide a positive work life balance.

Whilst we have responded well to the pandemic, we have also made some significant progress in the following areas;

Investors in People – in April 2021, PCH were re-assessed for Investors In People against the new standards. We were re-awarded the Gold standard against a much higher assessment criteria. The assessor particularly recognised that ‘people act in line with the organisation’s values at all times. They have the courage and support to challenge inconsistent practice’. They also acknowledged that ‘PCH has a focus on the future and is responsive to change. Leaders have a clear understanding of the external environment and the impact this has on the organisation’.

The Jannet communication platform was introduced in December 2019. It was fortuitous timing and has been invaluable in reaching out to staff and maintaining employee engagement. This was recognised at the national Engagement Excellence Awards where PCH won three awards; most impactful business transformation to support their work force and most creative employee engagement platform branding as well as the being the overall winner of The Grand Prix. That means PCH received the highest scoring award submission of any company that entered – placing us 1st out of 205 entries! some of the companies in the running were: Nationwide, Shell Energy, Babcock, Dunelm, Burton’s Biscuits, Royal Mail, Travis Perkins and Missguided, to name but a few.



The Make a Difference programme was introduced in January 2020 just before the global pandemic hit. We will be re-launching this scheme to provide up to three days per year for each employee to support and develop themselves, the business or the community through a range of opportunities including shadowing, volunteering and best practice and visiting other organisations and community projects.

Our Apprenticeship programme has continued and has grown from strength to strength. We maximise the use of the organisations Levy to ensure value for money and support our future skills requirement, which meets our aspirations around succession planning.

We currently have 21 apprentices (January 2022) and over the last three years we have retained 23 of these in permanent or fixed terms contracts.

During this period, the staff handbook has been updated and rebranded as The PCH Way, available as a website that can be accessed by current and future employees as part of the onboarding process. This links to our longer term approach around digitalisation in the HR service.

Skills matrices have been introduced for all roles across PCH to identify mandatory training requirements and ensure suitable training is prioritised.

We have also reviewed our employee package and have introduced holiday trading, a Working from Home Policy, and a relocation package for some hard to fill roles.

We have delivered training to staff with a total spend of £696,262 adapting to on-line delivery during pandemic lockdowns.

Being part of PCH means...

As a member of staff in the PCH family there is a clear commitment to:



Live the PCH values; to listen, care, respect and do the right thing.



Listen, value and respect individual differences and treat each other fairly.



Share information and best practice to work collaboratively with others.



Listen to customers, do the right thing and do what they say they will do.



Take pride in work and services and support and contribute to change.



Lead by example and be an ambassador for PCH.

What we will deliver

We recognise that great work is always delivered together so therefore the HR Team will work collaboratively with Managers, staff and external agencies to deliver this People Strategy. In the next three years we will focus on:

Change Management and Culture

- Work collaboratively with Senior Managers to respond to organisational change, diversification to deliver people related actions from directorate service plans.
- Work across the organisation to embed our values.

Pay and Reward

- Explore ways to enhance our hybrid working approach in order to attract and retain employees and improve services to our customers.
- Explore ways to enhance flexible working.
- Relaunch the Making a Difference Programme.
- Enhance our wellbeing and mental health offer to staff
- Continually review our pay and benefits package to ensure it is competitive and attracts and retains talent.
- Recognise and celebrate staff achievements through Jannet and other communication platforms.

Digitalisation

- Introducing a new integrated HR system to fully support agile working and remove paper processes.
- Responding to the changing digital environment and building the digital skills and confidence of our staff, working with our Digital and IT colleagues to respond to our aim of 'Digital by Default, Access by Choice'.

Learning and Talent Management

- Introduce our new behavioural framework and use this across recruitment and selection and a performance management system which supports the culture and values of the organisation.
- Develop a succession plan that meets future workforce needs, using our skills matrices to grow our own talent.
- Creation of a new management development program to continue to grow strong managers and leaders and support emerging talent.
- Equip managers to effectively manage performance confidently from improved 121's and appraisals and embed the values into these processes.
- Align our Learning and Development plan to achieve the objectives from our strategic business plan ensuring that we capture changing environmental standards and it provides value for money.
- Grow our apprenticeship and graduate offer to attract new talent and cover hard to fill roles.
- Enhance further a fair and transparent recruitment process free from bias and tailored to departmental needs.
- Be creative on our Learning and Development offer for our lower paid staff to develop and enable them to meet their aspirations.

Engagement

- Work collaboratively across the organisation and with partners to raise aspirations for our residents and future generations.
- Support the Communication Strategy and the way we communicate with staff to ensure maximum engagement and opportunity for feedback.
- Support the delivery of the Equality, Diversity and Inclusion Strategy.
- Support our Domestic Abuse Housing Alliance approach to ensure relevant policies and employee support.
- Deliver the action plan linked to the Investors In People feedback covering the themes of leading, supporting and improving.

Celebrating Success

- Introduce recognition activities to celebrate individual and organisational success bringing everyone together as one PCH.
- Work collaboratively to introduce opportunities for the whole organisation to celebrate success and share good practices.

Making It Happen and Checking Progress

The Valuing Our People Strategy will be implemented, delivered and progress checked by:

- A detailed 3 year action plan with clear timescales and owners.
- HR quarterly reports to Executive Management Team and Senior Management Team.
- Reporting progress to the PCH Board annually, with reports for any issues that arise as and when needed or requested.
- Carrying out staff surveys, periodic temperature checking surveys, independent review of peer providers and benchmarking against people management standards.
- Use of benchmark services – Housemark
- Actively engage with external providers and partners to ensure continuous improvement and peer reviews through our Personnel And Training Officer Group community.
- Monitoring performance using Key Performance Indicators (KPIs) which are used by managers to identify trends and opportunities for improvement.
- Continue to seek accreditation with our Investors In People review three yearly.
- Regular internal audit reviews externally commissioned to check progress and identify best practice from peers.
- Collaborative working with the Senior Management Team on future plans to ensure people related actions within service plans are delivered.
- Address poor performance.
- Celebrate success.
- Monitor complaints / compliments.





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