

HUMAN RESOURCES & HEALTH AND SAFETY STRATEGY

Introduction

The Human Resources & Health and Safety Team for South Essex Homes was formed in October 2005 to facilitate, promote and support the business and corporate objectives of South Essex Homes by maximising the commitment, skills, capabilities and morale of the staff through an effective Human Resources Strategy, policies and procedures.

The most valuable asset of South Essex Homes is its staff.

If the company is to embrace the change and challenges that it faces every member of staff needs to be involved and feel valued.

The Human Resource & Health and Safety Team strategy focus on offering all customers the best possible service. We will only meet this challenge through the use of our greatest asset, our staff, whose commitment, talent, skills and creativity will allow South Essex Homes to meet its aspirations. This includes developing middle managers to become the leaders of the future.

The purpose of the strategy is to provide a framework for applying people management practices to achieve performance outcomes by aligning the goals and successes of staff to those of the Company. This strategy will act as a compass to ensure we have and maintain the right number of people, with the right skills who are motivated, flexible, well trained supported and representative of the community we serve. It also requires us to approach change positively and not resist the opportunity and challenges ahead.

To ensure the move forward, the Human Resource and Health and Safety Strategy needs to run parallel with the Organisational Development Strategy and Corporate Plans.

Our Mission and Aims

The vision is to provide Southend with a world class housing service and our stated mission and aims are:

<p>Our Mission</p>	<p>Southessexhomes working together to:</p> <ul style="list-style-type: none"> • involve residents • invest in decent homes • improve services • and build strong, proud communities 		<p>Our Aims</p>	<ul style="list-style-type: none"> • Provide an excellent service • Involve staff and residents in designing and evaluating services • Be accountable to residents and other stakeholders • Work in partnership to create and maintain sustainable communities • Continuously improve services through learning, innovation and listening to residents • Meet the Decent Homes Standard • Support, value and develop staff • Ensure long term financial viability • Deliver Best Practice and Value for Money
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Group Delivery Plans within South Essex Homes

Each Service Area within South Essex Homes has its own delivery plan that sets out ambitions and milestones for that service.

Each group is committed to:

- Reducing unplanned absence by creating an attendance culture
- Implementing an inclusive culture for staff and customers
- Creating an environment in which Continuous Professional Development is a priority
- Recognising the need for succession planning

The Human Resources strategy promotes and supports these service areas in creating a fair policy framework which informs good practice, resulting in South Essex Homes becoming a model employer and learning organisation delivering first class customer care. We need to deliver on our promises.

The Human Resources and Health and Safety Team will support all departments and service areas within South Essex Homes through Human Resource and Health and Safety issues and be responsive to our customers needs.

To ensure we deliver on our promises we must listen. We need to engage the “hearts and minds” of employees by listening and acting on their suggestions and concerns through staff surveys, organisational development workshops and appraisals to achieve corporate results.

We will create a safe and healthy working environment where people can excel at their jobs through appropriate training of both employees and Board members to ensure they have the right skills to deliver the service.

To enhance this process the new Performance Management Appraisal process will be extended to the Board and a development training programme will be created for both Board Members and Staff.

The appraisal process will not just identify training but will ensure critical skills such as Recruitment and Selection process, competency selection model matching core competencies with core business, behavioural interviewing.

The Human Resources and Health and Safety Team will also facilitate the formulation of policies and procedures and passing on the knowledge to in-house personnel for maintenance and future development.

The Human Resources and Health and Safety Team will support all departments and service areas within South Essex Homes to ensure a consistent and professional approach to achieve the World Class Service our vision demands.

Working with South Essex Homes' management teams we were able to identify the following areas where support is considered as key.

Industrial Relations - including advice on Employment Issues and policies i.e. Grievance Disciplinaries.

Recruitment support - Job Descriptions, Person Specifications, Restructures, Induction support

Training - Personal Development planning, succession planning,

Staff Welfare - Occupational Health Support and Advice, Stress management, Sickness Monitoring and Advice

Health and safety - Support Advice, training

By listening to service providers the Human Resources and Health and Safety Team have prioritised a strategy and together with the Organisational Development Strategy and Departmental Service Plan will work towards achieving the key objectives.

Key Objectives

1. Overall strategy
2. Prospects for Improvement
3. Recruitment and retention, including Terms & Conditions
4. Staff development and performance
5. Equality and Diversity
6. Policy development
7. Value for Money
8. Health and Safety

1. Overall strategy

- Recognises that world class HR practices will enhance resident service;
- Recognises the dominance of start-up issues in the first year and the need for sound performance information to inform policy choices;

- As a new and learning organisation, the strategy for years 2 and 3 will need to evolve quickly and may be subject to change as part of the setting up process.

2. Prospects for Improvement

- Set up measurement systems for staff turnover, unplanned absence, Induction, Health and Safety, Equality and Diversity, Disability Awareness
- Target resources at areas of shortfall;
- Complete organisational set up of job grading and job documentation, equalities impact assessment, and achievement of person appraisals by November for the following business year.

3. Recruitment and retention, including Terms and Conditions

- Implement Induction Planning
- Develop good communications with staff and Trade Unions through newsletter/ regular TU meeting]
- Develop flexible work/life balance Development of a Work life balance flexible working Policy and piloting the initiative.
- Institute an Annual Staff Survey – listen to staff
- Implement a Health Policy, with Occupational Health

4. Staff development and performance

- Develop a competency framework for performance measurement
- Performance measurement included in appraisals
- Training/development linked to appraisals with a development training programme
- Continue to recognise the contributions staff make to effective service delivery by sharing and learning
- Improve management and staff development and ensure staff and key stakeholders, board members, trade unions, customers, have the skills and knowledge to carry out their role to an excellent standard.
- Encourage the investment in and development of staff skills
- To manage change effectively and ensure a high performing customer centred culture.

5. Equality and Diversity

- Create and evaluate fair employment and recruitment practices that meet the current and future challenges of service delivery.
- Embedding Equality and Diversity into the company by training, monitoring, encouraging and proactive action.

6. Policy development

- In years 2 & 3 – review, update
- Ensure Impact Assessments are completed

7. Value for Money

- Support changes in Property Services Group.
- Support transition from reliance on temporary staff
- Ensure funds are spent wisely for the benefit of our customers
- Every Training opportunity is explored and funding secured

8. Health and Safety

- Establish overall co-ordination of Health, Safety and Welfare within South Essex Homes.
- To establish effective management of Health, Safety and Welfare
- To promote Health, Safety and Welfare to support the implementation of the policy
- To establish Competent Persons to meet statutory requirements
- To establish and support Health and Safety committees/meetings
- To prepare and present Health and safety training to all members of staff
- To provide advice and guidance on Health and Safety Issues
- To monitoring, audit and evaluate performance
- Create a safe and healthy working environment where people can excel at their jobs.
- Ensure the company, including all officers non-executive Directors operate within the relevant legislative requirements.