



**Making a Difference Every Day**

OSPREY GROUP  
PEOPLE PLAN 2019-22



## People Plan 2019-2023

# Osprey People Plan

## 1. Introduction and Background

Osprey Housing Group are Registered Social Landlords operating within the north east of Scotland providing 1,700 properties in ownership and management. The Group has properties in many communities, large and small including all the major towns and cities of the area as well as a number in remote areas including the Cairngorm National Park. We currently employ 36 Staff at our offices in Westhill and Lossiemouth.

To support the Group's vision, four Strategic Objectives have been agreed by the Group's Governing Bodies and Senior Staff. They are to:

- make our customers the focus of everything we do
- build more and better homes
- become a stronger organisation
- be a great place to work

The purpose of this People Plan is twofold; to quantify our achievements over the last two years and also to facilitate the Osprey Group in delivering all of the above objectives but specifically in becoming 'a great place to work'. It provides a detailed narrative explaining the workforce planning assumptions included in our business planning process.

This People Plan is built on the OH and OHM Strategic Business Plan 2019-2023; the Osprey Group's principle planning document.

The next period will be significant in terms of internal and external change for the Osprey Group and the aims of the People Plan, as well as quantifying our achievements so far, are to:

- Equip the Group's people, both Governing Body members and Staff, to deliver the Strategic Plan commitments;
- Support the process of organisational change;
- Develop effective succession planning;
- Deliver a best practice HR Service to the organisation, at both strategic and transactional levels;



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- Set out an action plan for achieving the strategic objective of 'becoming a great place to work' by focusing on the following:
  - People matter;
  - People feel heard;
  - People can grow;
  - Leaders matter;
  - People feel appreciated.

## 2. People Matter

### 2.1 Achievements

We provide a safe and comfortable working environment.

In 2018 in partnership with all our Governing Body members and our Staff we reviewed and improved our Terms and Conditions of Employment.

Bimonthly circulation of the e-based internal magazine Newsfeed has helped to communicate issues with all our Staff and our Governing Body members.

### 2.2 Ambitions

A key aim is to create identities within teams, departments and the organisation as a whole. This will increase a feeling of ownership and pride in the Osprey Group. However, we will aim to ensure we avoid silo working and include all our people equally.

We will create a pool of talented people who are willing and excited to be our employer brand ambassadors – our Care, Connect, Complete Champions.

The Group will conduct a comprehensive Staff Survey every twelve months to measure levels of staff motivation and satisfaction and an action plan will be drawn up to address the main issues of concern.

We will seek to understand better what motivates our Staff and strengthen our rewards policy to reward high performance.

We will also develop opportunities to improve the link between Staff and Governing Body members.



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### 3. People Feel Heard

#### 3.1 Achievements

The following accreditations have been attained in 2017 to 2018:

- Scottish Housing Regulator low risk organisation;
- Silver accreditation for IIP;
- Living Wage employer status.

Following the restructuring which took place on the appointment of our latest Chief Executive, we have completed a job evaluation process into which all Staff had an input so that every role in the organisation was evaluated to ensure fairness and consistency of grading. These changes were implemented by April 2019.

#### 3.2 Ambitions

The Colleague Council will strengthen in order to lead and contribute to organisational initiatives in a positive way.

The Group places an emphasis on recognition for excellent people management, accreditations will be sought from:

- Investors in People Gold standard;
- Healthy Working Lives;
- Customer Service Excellence accreditation;
- Best Company Lists.

The move towards being paperless and mobile working, as well as the drive to increase efficiency, will require significant organisational redesign and changes to individual roles, to ensure change management processes are effective our Staff must have a voice in this process.

Continue to encourage and support people to come up with actionable ideas and also how to develop options for the delivery of the suggested improvements or developments.

### 4. People Can Grow

#### 4.1 Achievements

Osprey Group has invested significantly in training and developing our Governing Body members and Staff. We employ 36 Staff across a range of occupations each requiring their own specific qualifications, training and skills set.



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A Training Needs Analysis including financial forecasting took place during the budget setting round of 2019.

The Training and Development policy was reviewed during 2018 to meet the challenges of an ever-changing skills set. Staff Induction training was reviewed and continues to operate across the organisation to ensure that all new Staff are appropriately integrated into the Group.

For the first time in our history in 2018 Osprey Group took on two apprentices as part of our future proofing process. This investing in the talent of the future becomes increasingly important given the current composition of the Group's aging workforce.

### 4.2 Ambitions

The Performance Management process including will be reviewed to ensure more effective management of, and accountability for, performance during the 2019-20 cycle. Osprey, through robust talent management, seeks to attract, identify, develop, engage, retain and deploy individual Governing Body and Staff members to the fulfillment of their potential. By managing talent strategically, we intend to continue to build a high performance workplace, develop into a learning organisation, add value to our reputation, contribute to diversity management and achieve our strategic objective to be a truly great place to work. A robust system of succession planning for both Staff and the Governing Bodies will help us to achieve this.

We will support all our people to fulfil their potential - we have an obligation to enable our Staff to achieve the best in their careers that they can and to support our Governing Body members in any way we can. This is a conscious decision on Osprey's part to nurture and facilitate the continuous development of all our people.

Succession planning strategies are being developed for both the Governing Body Members and Staff.

## 5. Leaders Matter

### 5.1 Achievements

The working relationships between Board members and the Management team were evaluated as being constructive and robust.

A number of sessions have been held with the Senior Management team to ensure good team working and consistency of approach.



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Skills Appraisals and feedback processes continued to ensure that Board Members feel equipped and supported in meeting the challenges ahead.

We implemented a Governing Body self-assessment process which resulted in the development of a compliance spreadsheet detailing all the evidence of how we conform to the SHR Regulatory Standards.

A new Risk Management policy and associated Risk Register were developed to ensure risk is appropriately categorised and managed within the organisation.

### 5.2 Ambitions

Aim to strengthen the culture of the Osprey Group, particularly the skills in Leadership, Management and also excellent Customer Service through our Care, Connect, Complete initiative.

Fully comply with the new SHR Regulatory framework implemented from April 2019 including issuing our first Assurance Statement in the autumn.

Continue our ongoing programme of development of Board Members' skills and experience in 2019 and subsequent years.

The Group will also continue to promote joint learning events with Board Members, Managers and Staff.

## 6. HR Policy Development

Our best practice HR policy review continues on a three yearly cycle and changes to updated policies are communicated to Staff to ensure that all employees are treated fairly and consistently.



## People Plan 2019-2023 Action Plan

Critical Success Factors		Main Actions	Target Date	Completed	Comments
<b>1. People matter</b>	Provide a safe and comfortable working environment; Create a pool of talented people who are willing and excited to be our employer brand ambassadors; Commit to paying every employee the living wage.	Develop the People Plan	04/19		
		Gold Accreditation for Investors in People	04/20		
		Healthy Working Lives accreditation	10/19		
		Customer Service Excellence accreditation	04/20		
		Review and revise HR Policies and organisational design	Ongoing		
		Storage free quiet rooms/Proper professional interview rooms – tenant orientated + child friendly.	Ongoing		
		Improve hot desk, mobile working - create positive culture/comms	Ongoing		
<b>2. People feel heard</b>	Provide a fair and consistent two way mechanism for monitoring and evaluating individual performance; Provide processes so staff feedback is actively sought, valued and actioned.	Conduct annual Staff Survey to measure levels of Staff motivation and satisfaction	Annually		
		Strengthen Colleague Council in order that they lead and contribute to organisational initiatives in a positive way	Ongoing		
		External news to be circulated internally	Ongoing		



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<p><b>3. People can grow</b></p>	<p>Provide staff with ongoing opportunities to learn, develop and grow both in job specific skills but also in wider, social skills; Take pride in providing a service that adds value to the communities <b>we work in;</b> Support all our staff to fulfil their potential - a conscious decision on Osprey's part to nurture and facilitate all employee continuous development.</p>	<p>Review Performance Management policy to include updating appraisal system and succession planning Review Apprenticeship scheme Devise and deliver GB Members Training Plan Robust Succession Planning <b>Follow up with agreements that are agreed at evaluations/appraisals Put forward to line managers training if staff members find courses</b> <b>Make time for shadowing managers for further development in careers - this is agreed as supported however its finding the time when everyone is so busy</b></p>	<p>04/19  10/19 04/20  Ongoing Ongoing  Ongoing</p>		



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<b>4. Leaders matter</b>	Ensure an engaging leadership approach is embedded throughout the organisation; with emphasis on open communication and a creative, supportive and accountable environment; Drive excellence throughout our governance, management and staff teams.	Develop a plan to identify and recruit new Board members Develop opportunities to improve the link between Staff and Board members Support SMT members in developing their leadership skills and becoming a more effective leadership team	09/19  Ongoing  Ongoing		
<b>5. People feel appreciated</b>	Ensure that high performance is recognised and appreciated; Reward loyalty to Osprey Housing Group.	Introduce Osprey Long Service Award scheme Develop Osprey-wide shared understanding of what constitutes high performance Develop a system of rewards that captures and celebrates positive behaviours More consistent approaches to staff management in relation to the 'small things' – eg, sending cards when family member passes away.	04/19  04/19  9/19  10/19		



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