

The background of the cover is a photograph of an office meeting. Three people are seated in a circle, looking at documents. The woman on the right has a large afro and is wearing a white blazer. The woman in the middle is wearing a striped shirt and pink pants. The person on the left is wearing a plaid shirt and jeans. The office has computer monitors and desks in the background.

**People
Strategy
2021-2026**



Strategic objectives



We are a person-centred, forward-thinking organisation that cares deeply about our customers and our people. We have a strong sense of purpose.

It is our people who will support the continued development of our homes and communities as places where our customers love to live and Eastlight Community Homes as a place where people love to work.

Our corporate values – Ambitious, Inclusive and Accountable - will be at the heart of all we do. Our people will work in an empowered and outcome orientated environment which is accessible, inclusive and non-discriminatory.

We aim to recruit and retain talented people who share our passion to be a trailblazing, customer-focused Community Gateway organisation, helping to solve long-term housing challenges and unlocking potential for our customers and communities.

We will support, develop, nurture and invest in our people, so that they reach their full potential and have the necessary knowledge, skills and attitudes to add real value.

Our values will be the bedrock of our culture.

We will have a vibrant, empowering, performance culture where our people always know what is expected of them, leading them to be confident to innovate, find their own solutions to issues and to improve our services.

Regular and ongoing feedback will be the norm, supporting individual performance and objectives which are aligned with our wider organisational objectives.

This strategy sets out our people ambitions and aspirations.

It describes how we will develop our people to enable the delivery of even better services.

It should be read in conjunction with our Equality, Diversity and Inclusion strategy, both of which should be modelled by Board and Committees.

Primary objectives



Our primary objectives are split into six different strands.

- **Leadership Development** - Recognise leadership potential and embrace and support our people to progress. Develop all our leaders to be ambitious, inclusive and accountable, having the skills to coach and motivate effectively; creating the right culture, so that service levels improve as a result of our inspired people and empowered teams delivering ongoing performance improvement.
- **Talent** - Modernise our recruitment, training and development and succession planning. Recruit for our values and core behaviours. Improve inclusion, diversity and performance.
- **Performance** - Develop and motivate our people to enable them to succeed and thrive. Improve service delivery and support the development of our communities.
- **Remuneration and reward** - Offer a broad, modern and competitive total reward package (which includes non-financial rewards) to support recruitment and retention. Regularly celebrate exceptional performance.
- **Engagement and health and wellbeing** - Create an environment where our people feel engaged and physically and emotionally supported, improving wellbeing and performance.
- **HR Support** - Enhance the skills of our people managers and reduce the administrative burden by simplifying policies and processes. Improve the efficiency and effectiveness of the business.



Delivery Plan

Period	Category	Target	Core strategic activities
To May 2021	Talent	Develop and launch Community Academy	<ul style="list-style-type: none"> • Provide apprenticeship opportunities within our communities to support individuals to have confidence, resilience and the skills they need to succeed • Better representation • Empowered communities • Recognised accreditations for staff and residents • Skills and knowledge development • Improved motivation
To May 2021	Talent	Review and revise induction programme Introduce stay and review exit interview process	<ul style="list-style-type: none"> • Improved and consistent on-boarding experience • Improved retention and morale • Helps understanding of what might make an employee stay or leave, before they consider moving to another company • Helps understanding of what prompts individuals to leave • Provides valuable feedback
To May 2021	HR Support	Develop Key Performance Indicators	<ul style="list-style-type: none"> • Measure effectiveness of interventions • Help drive business decisions • Adds value through evidence-based insights
To June 2021	HR Support	Review and develop HR Team capabilities	<ul style="list-style-type: none"> • Improved support for people managers • Improved organisational performance
To June 2021	Leadership Development	Design and deliver a leadership development programme Develop a Managers' HR skills development training programme	<ul style="list-style-type: none"> • Clarity of expectations • Enhanced knowledge and skills • More capable and effective leaders • People managers feel appropriately skilled and are confident dealing with people issues • HR policies and practises are consistently understood and embraced
To August 2021	HR Support	Align key HR policies and processes with corporate strategy, vision and values Review and rationalise HR policies	<ul style="list-style-type: none"> • Clear policies which are accessible, easily understood and aligned to our vision, values and strategy

Period	Category	Target	Core strategic activities
To September 2021	HR Support	Review and further develop analytics	<ul style="list-style-type: none"> • Measure effectiveness of interventions • Helps drive business decisions • Adds value through evidence-based insights
To September 2021	Performance	Embed values and behaviours and bring them to life through communication and practice	<ul style="list-style-type: none"> • Clarity of expectations on how things should be done • Improved performance
To March 2022	HR Support	Explore the options to become more digital and to extend the use of self-serve in our people offering	<ul style="list-style-type: none"> • Potential to be more efficient and to devolve decision making • The potential of more iterative and rapid ways of doing things
To March 2022	Talent	Review recruitment and selection approach and literature	<ul style="list-style-type: none"> • Modernise front end interaction with candidates • Be more fleet of foot and focus on organisational culture • More accessible and inclusive • Introduce values and behaviours into selection processes • Positive experience for potential recruits • Recruit people whose values and behaviours align with Eastlight's
To June 2022	Talent	Develop succession plans	<ul style="list-style-type: none"> • Ensure diversity in succession planning • (BAME, women in maintenance and men in Customer Services) • Identify skills gaps • Improved and clearer career progression
TBC	Remuneration and reward	Employee total reward Revised performance management framework Introduce job families and behavioural competencies Review agile working and flexible working arrangements Consider reward options and agree total reward package	<ul style="list-style-type: none"> • Supports becoming employer of choice • Staff retention • Improved diversity (wider pool of candidates) • An environment which supports development and is recognised as such




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February 2021

Eastlight
Community Homes