



CLYDE VALLEY
GROUP

Our People Strategy

Created with purpose & action
2020>2025

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Passionate About People

- > Our People Make Clyde Valley Group
- > Our People Strategy 2020-25

Together we make the difference

Our People Make Clyde Valley Group

Our people are what makes Clyde Valley Group (CVG) a success and our people really matter to us. That is why it is important we have a people strategy that focuses on making CVG an employer of choice.

The world of work is changing rapidly and as a result of the Covid-19 pandemic the change is even more stark and has demonstrated overnight that change can happen quickly. The previous mindset of believing you have to be based in an office to perform work tasks, has now quickly changed due to our need to work remotely from home, yet stay closely connected and work as a united team; and we've collectively proven it can work successfully.

Now, more than ever, the power of team work is key to success and a great organisation.

As an employer who values our people, we want to understand what makes them tick and continue to invest in them to help them reach their potential. Our culture runs through everything we do and we will continue to embed our values in everything we do.

Employee wellbeing is important to us and we will continue to keep the Health, Safety and Wellbeing agenda at the heart of what we do. Helping our people reach their potential will remain high on our agenda and we will continue to invest in learning and development. Flexible, agile and modern ways of working will ultimately provide more efficient working practices and increased levels of engagement, as well as a greater ability to retain and attract employees.

Our Vision

To provide high quality homes and services that make a difference to peoples' lives and their communities.

Our Values

BE all about customer

Customers are our first priority and they drive everything we do and how we do it. This means we will make sure we know our customers well, do the right thing, and always deliver on our promises.

BE ambitious

CVG and our people continue to grow and we'll always be ready for any opportunity as long as it benefits our customers. We'll support customers to realise their ambitions too.

BE driven by excellence

Our CVG team is relentless about doing better for customers, learning and focused on improving performance, doing more for customers and reducing customer effort.

BE caring

Most importantly we're people-centred, will listen and support customers and each other. We care about getting it right for customers and some of our team members are customers themselves.

Together we make the difference.

Great teamwork matters and we'll work together in enjoying what we do and making life easier for customers.

Our People Strategy 2020-25

Highlights & Summary

Building for The Future of Our People

As we now embark upon our People Strategy for 2020-25, we are keenly aware of the challenges and opportunities we face as we continue to operate in a fast-changing sector, job market and workplace. In addition, it provides us with a sustainable and flexible plan of action to support the achievement of our organisational goals and ambitions.

The outcomes and activities which are central to this Strategy are critical to our broader organisational success in the coming years:

- > Respond to the changing world of work, modernising and adapting to attract, retain and develop the right people for the next leg of our journey.
- > Integrate digital options, flexible working & self-direction into our employee offer to maximise capacity, engagement and productivity.
- > Maximise our use of resources, ensuring we are as efficient and effective as possible and working smarter to achieve the right outcomes and results for our customers.

- > Apply the Investors in People Standard as both a framework and benchmark for organisational development as we endeavour to achieve Platinum standard within 5 years.
- > Build on our culture of 'Belonging & Pride' among employees at every level through continuing engagement, empowerment and recognition whilst maintaining our Gold Healthy Working Lives accreditation.
- > Apply the CIPD 'Good Work' and 'Better Work & Working Lives' standards to our Terms & Conditions and organisational design to reinforce our commitment to Wellbeing and Job Satisfaction.
- > Recognise that our people have been through an unprecedented period of change and provide them with the support and resources to consolidate our services, build collaborative relationships and prepare for the exciting developments ahead.

- > Continue to invest in our people by equipping them to fully realise their potential and supporting their future development to ensure we have the right skills, tools, capability and capacity to deliver on our Strategic goals for the future.

“

This Strategy provides us with a sustainable and flexible plan of action to support the achievement of our organisational goals and ambitions.

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Our Strategic Context & Priorities

- > Our Areas of Core Strategic Focus
- > Our Key Foundations & Drivers
- > Our Priority Activity
- > Our Strategic Ambitions & Criteria



Our Areas of Core Strategic Focus

Values Driven

Our **VALUES** remain at the heart of how we do things at CVG and during 2020/21 we will be building our competency framework around them. This work will further enhance the achievements of our 'Road to Success' Performance Management process and continue to embed the behaviours we value and reward.

Empowered Workforce

Through a tailored programme of Leadership & Management Development, we aim to embed a proactive and confident approach to decision-making and continuous improvement. This development alongside our Values-based Competency Framework will combine to

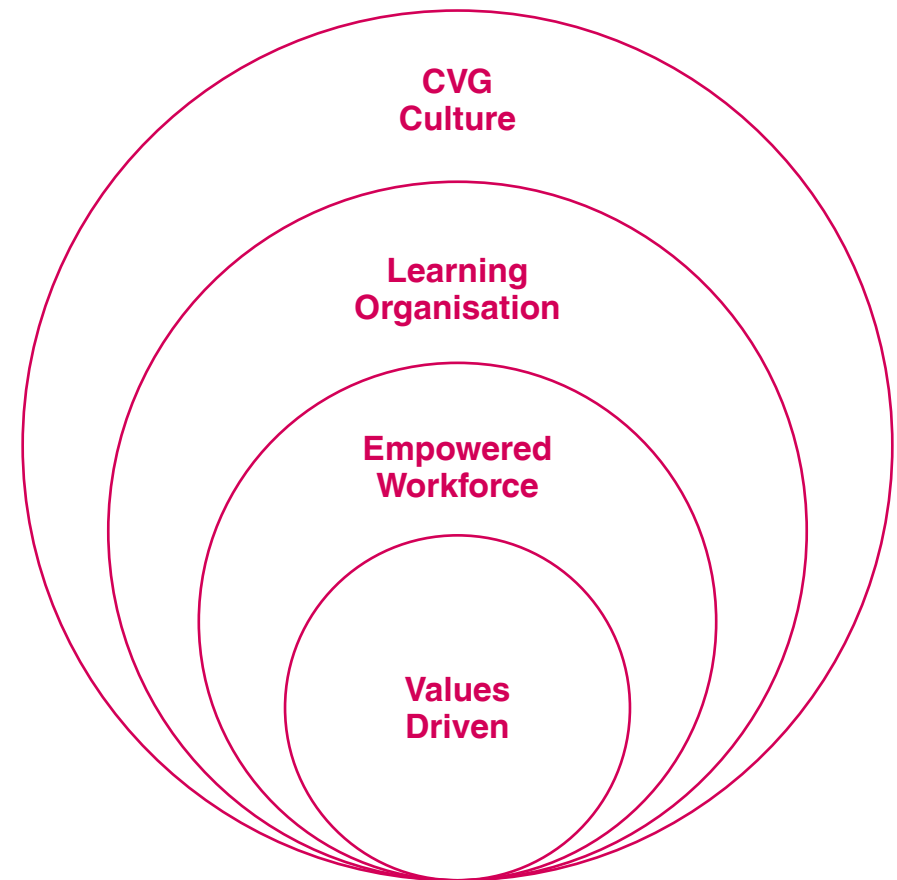
support all CVG employees to feel **EMPOWERED** and in control of how they do their jobs on a day-to-day basis.

Learning Organisation

The 'Road to Success' Performance Management process has now created a channel through which everyone can identify and request **LEARNING** opportunities of every kind and has thus provided even greater insights into our learning and development needs. Maximising on this information, we are now in a position of strength from which to plan investment in our people in line with our annual budget-setting process and our Learning and Development Framework.

CVG Culture

Collectively these 3 core strategic strands help to shape our overall **CULTURE** and clarify our priorities and expectations for both existing and potential employees.



Our Key Foundations & Drivers

Investing in Our People

Our People are our most valuable asset and have a central role in the strategic journey ahead.

As we progress towards our broader Strategic Goals, we will build on the firm foundations of our OD & HR developments to date in order to realise our ambitions for a workforce which is Diverse & Inclusive and has the agility, skills and expertise to deliver on our plans for the future.

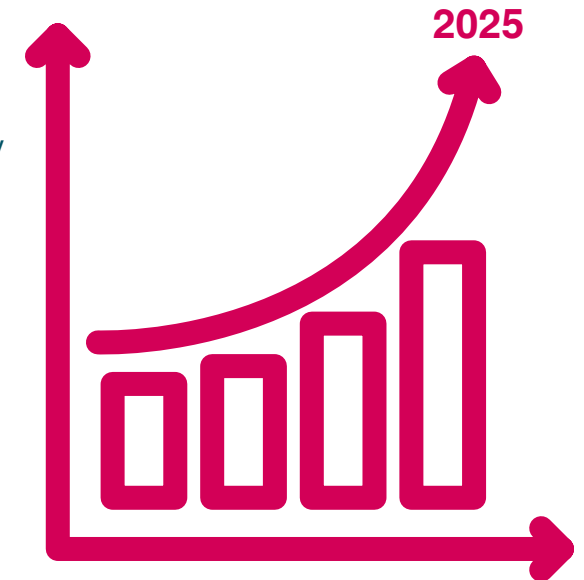
We will continue to invest time, resources and energy to ensure that we have embedded the right culture, values, competencies and behaviours to attract, retain and develop the people we need to enable us to deliver on our commitments.

We are driven by our ambitions for Growth, Partnership, Digitisation and Modernisation and we continue to raise the bar for Service Excellence, Efficiency and Agility.

This strategy will be accompanied by plans and investment to enable our people to remain in step with this transformation and ensure we have the appropriate resources and capacity to deliver on our commitments.

Drivers

- > Service Excellence
- > Growth & Partnership
- > Capability & Efficiency
- > Digitalisation & Modernisation



Foundations

- > Support & Confidence
- > Clear Values & Behaviours
- > The Right Skills & Competencies
- > A Diverse & Inclusive Workforce

Our Priority Activity to Deliver

At the core of all activity

Five specific areas of work will take centre stage in our People Strategy for the coming 5 years, informing, supporting and impacting everything we do:

1

An **Investors In People** assessment will provide us with a framework and a benchmark for developing our employee experience and engagement as well as setting a standard for how we lead and develop our organisation.

2

Maintaining our Gold **Healthy Working Lives** Accreditation and reinforcing our commitment to wellbeing and a healthy and safe working culture.

3

Reward & Recognition has emerged as one of the key priorities for our people, both in everyday activity and through our Star Awards. We will continue to showcase excellence and dedication, recognising positive contributions both on a day-to-day basis and as part of our Annual Conference.

4

Equality & Fairness for all continue to be at the heart of how we operate and do business at CVG and we will continue to hold ourselves to the highest standard for accessibility and diversity of our workplace and services.

5

Building on Our Learning and Development investment in terms of growing our own talent, **Succession Planning and Talent Management** will be a key to our success.



Our Strategic Ambitions & Criteria



CVG Ambitions 2020-25

- > An efficient and skilled workforce in line with growth & partnership plans
- > Integrated technology resulting in smarter working and increased self-service and self directed Learning & Development
- > A workforce with the skills, capacity and shared ambitions to deliver our Vision for the future
- > A modern and compelling employee offer which attracts and retains the talent and experience to succeed in achieving our vision
- > An engaged and committed employee group who demonstrate CVG Values & Behaviours and experience freedom, choice and control in their daily working lives
- > Co-Design of services and processes with collaboration between employees, teams and our customers
- > Outstanding & Collaborative Leadership

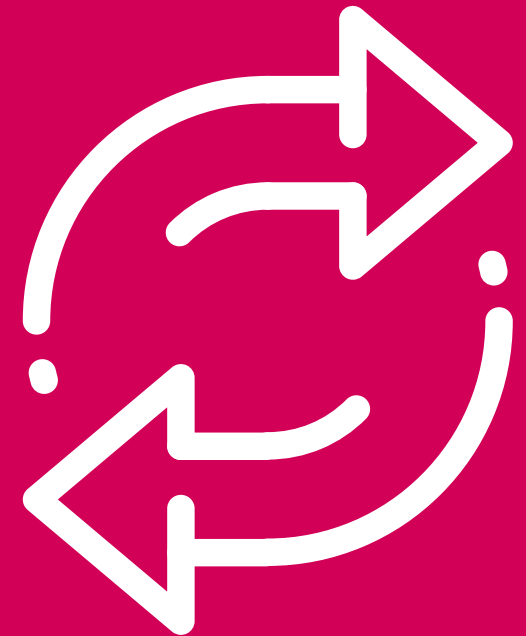


Our Criteria For Solutions & Outcomes Undertaken

- > Sustainable, affordable and fit for the future of CVG
- > Provides opportunities for succession and knowledge management
- > Maximises resources and capacity
- > Employee-centred, holistic and collaborative
- > Recognises and rewards high performance
- > Will develop and build employee loyalty and pride
- > Will attract and retain talent and capability
- > Supports 'whole' Health & Well-being
- > Demonstrates innovation, collaboration, pace and momentum
- > Meets or exceeds the 'Good Work' criteria and can be measured favourably against its 7 Dimensions
- > IIP Platinum Standard

Our Core Elements of Change

- > Modern People Processes
- > The Right Skills & Capability
- > High Performing Workforce



Modern People Processes

In order to modernise and integrate our People-related processes, we will focus on these **4 key areas** of activity. Our objective is to achieve alignment, balance and efficiency across processes to ensure our CVG employee experience is positive, rewarding and engaging:

1

Performance Management

We intend to build on 'The Road to Success' Performance Management Process by embedding our Values, Competencies and Behaviours through the creation of a framework for competency and personal development.

2

Succession Planning

In the context of our future goals and priorities, we will review & apply the findings and recommendations from our research and analysis into our workforce Succession profile.

3

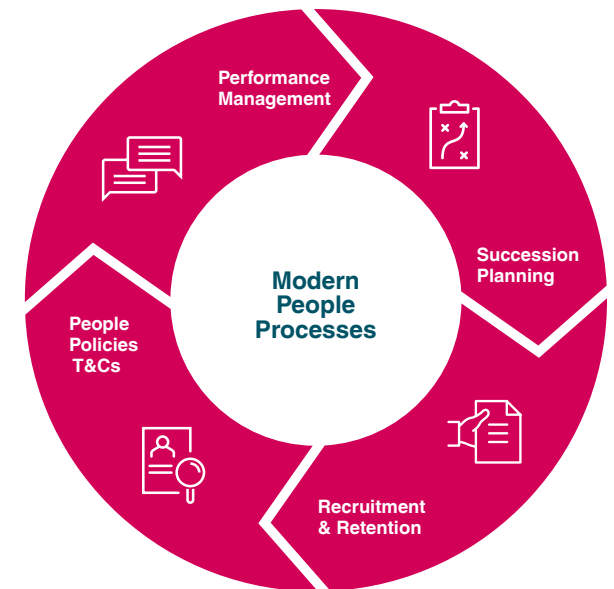
Recruitment & Retention

We will review and develop our recruitment processes and strategies to ensure competitiveness and focus in a challenging job market and increase our chances of attracting and retaining the right people to provide excellent services and support the delivery of our broader strategic commitments.

4

People Policies, Terms & Conditions

Our People-related Policies and Terms & Conditions will be reviewed and revised in line with latest Industry standards for 'Good Work' and 'Healthy Working Lives' to ensure flexibility and adaptability and contribute further to our Employee Offer for both existing and potential CVG employees.



The Right Skills & Capability

We are prioritising these **5 key areas** of Skills and Capability development described below as they will directly support the effective delivery of our broader organisational Business Strategy:

1

Digitisation

To support our journey to Digitisation we will continue to invest in the skills and capabilities of our people in order to realise our vision of a flexible and agile workforce which is fully equipped and prepared for the digitised workplace and services we provide.

2

Growth & Partnership

We will continue to promote collaborative working, support a multi-agency approach and develop the skills and behaviours of our people to further embed our vision for successful Growth & Partnership. We will proactively prepare our people for the reality and impact of the critical period of organisational change ahead through excellent communication, support and inclusion.

3

Coaching & Mentoring

Through focussing on the development of Coaching & Mentoring Skills we aim to embed a culture of empowerment

and self-direction, which will in turn enhance well-being, job satisfaction and morale.

4

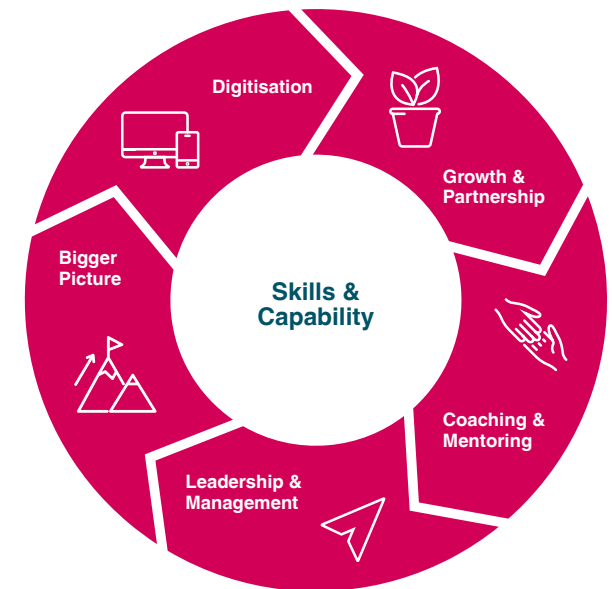
Leadership & Management Development

To strengthen our collective capability, we will invest in our leaders and managers by providing professional development and coaching, access to relevant expertise and specialist knowledge and exposure to best practice both within and beyond our immediate sector.

5

Bigger Picture

Through open and proactive sharing of organisational and sector information, we will support our people to understand the wider impact of their individual and team contribution to our performance in our peer group and against Strategic and Operational KPIs. We will continue to share learning from organisations in our field and other sectors to encourage innovation and creativity in the way we do business.



High Performance Workforce

Each of the following **5 key areas** are critical to raising levels of performance both individually, on a team basis and organisationally. The behaviours and results described below will be positively recognised and rewarded through our Road to Success process, reflected in the development of our Competency Framework and will direct investment in our programme of Learning & Development:

1

Ridiculously Efficient

We will critically examine how we utilise our resources and embed a mind-set of continuous improvement and efficiency, maximising the impact of our investments and reaping the benefits of developing the skills and capability of our people through high performance across the organisation.

2

Collaborative Team

We will proactively support and enable collaboration at every level in the organisation, encouraging individuals, teams and departments to work together to achieve collective goals.

3

Passionate About Services

Best possible services. To create the environment which will nurture this level of dedication and commitment, we will ensure that all our employees have a voice, are empowered to make decisions and know that their opinions are valued. We will reward restless curiosity and the pursuit of excellence in everything we do.

4

Growth Mindset

Growth and development of our services is the thread running throughout the Corporate Strategy and our People Strategy will support this by helping our employees to develop their skills and understanding in order to deliver change and improvement to achieve our growth ambitions for CVG.

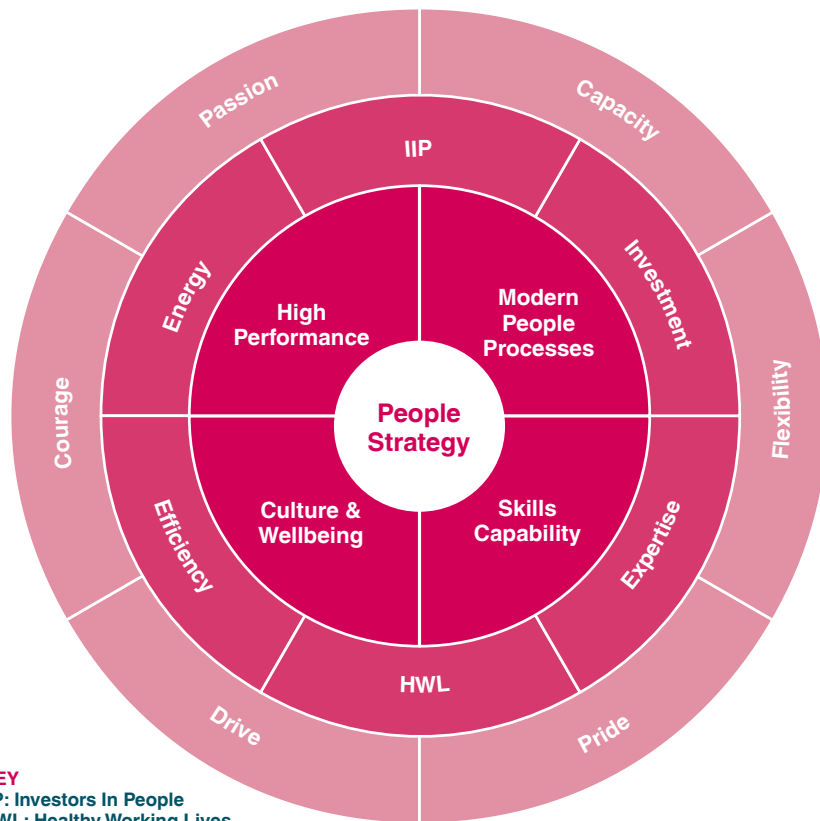
5

Resilient

This area can be seen as resulting from the achievement of all of the above i.e. we are lean, we work as a team, we are committed to excellent services and we focus on the growth and development of our offer. As a result, we will be in a position to withstand challenging times and maintain performance even in the toughest of circumstances.



Our People Strategy Matrix

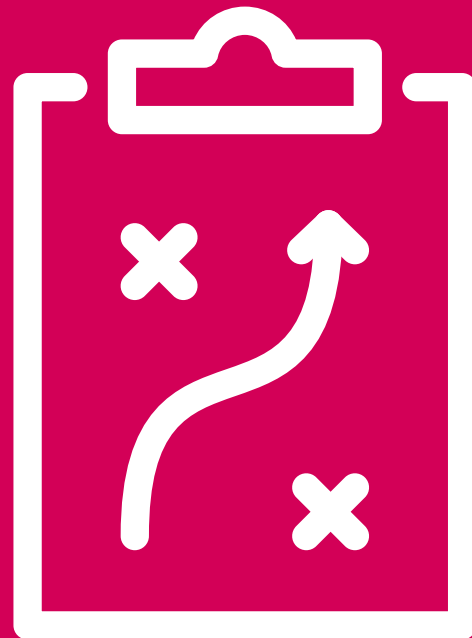


KEY
 IIP: Investors In People
 HWL: Healthy Working Lives

The People Strategy Matrix brings together in one diagram all the elements of the CVG People Strategy:

- > Our aspirations for the CVG culture and employee experience
- > Our goals for modernisation, efficiency and high performance
- > Our focus on developing the right skills, competencies and behaviours and our commitment to investing in our people to make this possible
- > Our need to ensure we have the capacity, agility and expertise to deliver on our commitments
- > Our pride in the services we provide to our customers
- > Our courage to aim high and realise our ambitions
- > Recognition that we must unleash the drive, enthusiasm and passion of our people if we are to achieve the future we want for this organisation

Making it happen - our action plan



Capacity & Capability

- > Workforce Planning Strategy Yr 1
- > Resource Utilisation Review Yr 1
- > Job Role Review Yr 1
- > Recruitment & Retention Strategy Yr 1
- > Mobile Working Yr 2

Frameworks for Development

- > IIP Assessment (Platinum) Yr 5
- > Healthy Working Lives (Gold) Yr 1-5
- > Competency Framework Yr 1
- > Succession Planning Yr 1
- > Digital Strategy Yr 1-5
- > CIPD 'Good Work' Assessment Yr 2
- > HR Policy Review Yr 1-5

Culture & Behaviours

- > Conference (annual)
- > Reward & Recognition Yr 3
- > Survey (annual)
- > Engagement & Empowerment Yr 1-5
- > Behaviours & Values Yr 1-5
- > Marketing & Communication (links to Marketing & Comms Strategy) Yr 1-5

Skills Development

- > Leadership & Management Stage 2 Yr 2-3
- > Digital Skills Yr 1-3
- > Managing Change Yr 1-5
- > Coaching & Mentoring Yr 2-5
- > Decision-making Yr 2-5
- > Resilience Yr 1-5
- > Good Conversations Yr 1-5
- > Induction Yr 1



Appendices

- > Extracts from CIPD UK Working Lives Survey Summary
- > IIP Assessment Wheel

Extracts from CIPD UK Working Lives Survey Summary

Definition of 'Good' Work

- > Good work is fairly rewarded
 - > Good work gives people the means to securely make a living
 - > Good work gives opportunities to develop skills and a career and ideally gives a sense of fulfilment
 - > Good work provides a supportive environment with constructive relationships
 - > Good work allows for work life balance
- > Good work is physically and mentally healthy
 - > Good work gives employees the voice and choice they need to shape their working lives
 - > Good work should be accessible to all

The 7 Dimensions of Job Quality or ‘Good’ Work

Dimension	Areas Included
1 Pay & Benefits	Pay as a percentile and in relation to the Living Wage, employer pension contributions and other employee benefits.
2 Contracts	The terms of employment. Contract type, underemployment and job security.
3 Job design & the nature of work	Workload of work intensity, how empowered people are in their jobs, how well resourced they are to carry out their work, job complexity and how well this matches the person’s skills and qualifications, how meaningful people find their work, and development opportunities provided.
4 Work-life balance	Overwork, commuting time, how much work encroaches on personal life and vice versa, and HR provisions for flexible working.
5 Relationships at work	Social support and cohesion. The quality of relationships at work, psychological safety and the quality of people management.
6 Voice & representation	Channels for feeding views to senior management, cultural norms on voice and satisfaction with opportunities for voice.
7 Health & well-being	Positive and negative impacts of work on physical and mental health. Often considered as an outcome of job quality.

Source: Adapted from the Warhurst et al (2017) and Wright et al (2018)
 Full Report: www.cipd.co.uk/Images/uk-working-lives-2019-v1_tcm18-58585.pdf

IIP Assessment Wheel



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