



Coastline Housing Ltd  
**People and Culture Strategy**

2021 - 2025



# Our Values

The way in which we operate and how our future will be built requires great foundations to support our great people. We therefore continue to always:

Put our customers first

Be open, honest and accountable

Strive to be the best

Value each other



# Introduction

Coastline's People and Culture Strategy is created to underpin aspirations of the Coastline Plan 2021-2025 showing how we will support, trust, nurture and develop our people, enabling delivery of the Plan. We need a People and Culture Strategy because:

- Our people and culture are key to enhancing perception of customers, colleagues and stakeholders and maintaining a strong employer brand. An empowered workforce is a powerful one and a clearly communicated strategy on how we intend to achieve this is crucial in obtaining mutual trust.
- A strategic approach is important in recruiting, retaining and helping individuals achieve full potential.
- Effective management of all areas of HR is essential to living the Values and supporting delivery of the Coastline Plan. We do this through continuous review and reflection and being responsive to recommendations and external benchmarking, such as Best Companies, IIP and ICSUK.
- We are an ambitious, forward looking organisation with a commitment to continuous improvement, innovation and investment in our colleagues. We demonstrate this by making a clear, firm commitment to be the best for our people.



# Strategy Purpose

The purpose of the People and Culture Strategy is:

- To align our people resources to deliver our strategic priorities and commitments;
- To support our ambition to be a 'great place to work' and strive to become the 'best employer in the South West';
- To support the necessary organisational change and development;
- To enable an engaged, healthy, effective and motivated workforce;
- To sustain an excellent HR Service to the organisation, at both strategic and transactional levels for colleagues and customers;
- To drive and support a high performance culture.

We will achieve this Vision through three strategic themes.



# Three Strategic Themes

## Theme 1 – Culture

To be recognised as an innovative, learning organisation with a workforce who are trusted, nurtured and supported, who are self-aware, adaptable and who continually strive for excellence and improvement. We will do this through coaching and challenging each other, taking responsibility for solutions and always living our Values.

## Theme 2 - People

To recruit, retain and develop a workforce who are highly skilled, work collaboratively, are enabled and driven to deliver exceptional service to customers in all we strive to deliver. The wellbeing of our people, both colleagues and customers, underpins everything we do.

## Theme 3 – Systems and Processes

To have scalable, integrated, efficient systems which support our business needs, facilitates agile working and enables staff to excel in the delivery of their work which in turn, benefits our customers.



# PEOPLE

We will continue to support our people growth plans, accommodating the increasing complexities in a variety of business areas. We will review and develop a fair, comprehensive rewards and benefits package, increasing visibility and accessibility for all.

Continuing to provide targeted management and leadership training programmes, and development of a performance management process that aligns organisational and personal needs. We will continue to be adaptive as Coastline and colleague needs evolve.

We will continue to invest in training and development, to enable staff to attain formal qualifications, meet mandatory training requirements and enhance skills through the provision of a generous training budget.

We will continue to improve performance management and capability, develop a clear framework that will recognise, reward and support performance improvement.

We will create clear learning pathways for each job role, ensuring transparency, support and investment for colleagues so they can excel in their roles and in readiness for progression where desired. We will enhance our rolling programme of development, adopting a blended learning approach of traditional methods of learning and digital learning solutions.



# CULTURE

Supporting our aim to be the best employer in the South West, we will:

## Investment in colleagues' development

*Growing the training plan, ensuring the generous training budget is utilised in a way that benefits personal, departmental and organisational growth.*

## Retain, improve and cascade great culture

*Continue our commitment to pay above the real living wage to all colleagues, enhancing colleague's total reward packages. We will continue developing effective communications between Coastline, colleagues and customers and strive for a consistently respectful and trusted workforce as 'One Coastline'.*

## Colleague wellbeing

*Focus on development of Coastline's wellbeing provisions, Employee Assistance Programme service, promoting wellbeing across the business and encouraging and supporting people to take responsibility for their own resilience.*

## Review T & C's

*Ensuring different colleague groups are treated and remunerated fairly, with benefits that offer choice and flexibility. Review of people related operations will be undertaken to ensure no indirect, unintentional bias places disadvantage on any of our working groups.*



# CULTURE cont...

Supporting our aim to be the best employer in the South West, we will:

## Provide opportunities to give something back

*Encouraging volunteering and charity days, fundraising and support within the local community. Enabling colleagues to feel purpose in various areas of their work and lives.*

## Review and update our working environments

*Encouraging colleagues back into the workplace after Covid, engaging in social, team and work activities. Coastline house refurbishments already underway and other sites, provisions and facilities will be identified and improvements made where needed.*

## Ensure clarity of purpose and inclusivity

*Ensuring all colleagues have clear, defined roles and understand how their contribution fits in with the bigger picture and the Coastline Plan. Creating and enabling inclusive, safe space where people feel valued, respected and able to thrive.*



# SYSTEMS AND PROCESSES

**To enable effective delivery of all areas of the strategy and across the business, we need to:**

1. Provide the advice and support required to help managers through the post Covid business transformation.
2. Provide a timely and relevant reporting capability to support managers and our organisational performance.
3. Create easy to follow guidance pathways and information on key HR and training matters.
4. Streamline the training and development process and integrate within the iCHRIS system.
5. Review our Performance Management system and process.
6. Update and streamline all our 'people' information including Staff Handbook, Policies and Procedures.



# How we will deliver

## **Develop existing wellbeing programme, including:**

Review of Simply Health and EAP provision;

Enhancement of resources and support available;

More regular, variable methods of communication with multiple staff groups;

Increase number of Mental Health First Aid trained colleagues across departments;

Leverage existing wellbeing forum more effectively to utilise peers more effectively.

Empower staff forums, wellbeing champions and mental health first aiders to help drive positive changes, supporting wellbeing from the frontline.

## **Introduction of a new Performance Management Framework, supporting high-performance work culture and encourage behavioural excellence.**

To include review of the existing Appraisal and 1:1 process, individual and corporate bonus structures.

Continue developing leadership programme for managers with added focus and mandating Coastline values, soft skills and best practice, incorporated into probation periods.

Further use the of the Insights tool across colleague groups to increase awareness and respect of self and others.

## **Develop internal L,T&D programme, 'Coastline Academy', supporting continuous improvement and development opportunities for all.**

To be aligned with departmental succession planning, career pathways and demonstrate our commitment to investing in people.

Facilitating more autonomy for colleagues over their personal development. Integrating and supporting Apprenticeships, Inspiring Futures, Construct and other training initiatives across all teams to provide opportunities and build future talent pipelines.



# How we will deliver cont...

## Develop Toolkits, Training and Guidance for Line Managers and Supervisors.

Through a range of People and Culture processes. Combination of video, audio, paper, electronic, workshops and resources, in person and on Coastnet to ensure methods are accessible to suit all business areas, roles and individual abilities for learning.

**Support financial and psychological stability** for colleagues through regular review of T&C's, frequent communications and investing in soft skills with all line managers. We will help create 'One Coastline' across different business areas whilst reflecting everyone's differences. We will leverage multiple communication streams and mechanisms to ensure inclusivity for all colleagues.

**Develop our ED&I profile and culture**, reflecting more inclusive within our HR practice, processes and documentation and ensuring no unconscious bias or discrimination result from what we do. We will develop a schedule of diversity events to celebrate and share our differences.

**HR and Payroll system to be fully implemented and integrated across the group**, including E-Recruit, Manager and Employee Self-Service and Learning and Development modules. Supporting Managers to take ownership for their teams training, HR records and wellbeing. Managers will be supported in developing all necessary skills and given access to all training, systems and tools required to carry out their jobs effectively. Continuous review and feedback at all levels, on the way we carry out and manage work practices will help ensure consistent best practice and ensure everyone is held accountable.



**We will all feel better!** We will see increased wellbeing for all Coastline colleagues and a reduction in average sickness levels.

New performance systems will support high performance and increased satisfaction and behaviours. We will seek regular feedback on the impact of this to ensure it meets the needs of **ALL** colleagues. Talent management, career progression and succession planning will become intrinsically linked with internal PMR process and a 'Coastline Academy' Programme will aid more internal recruitment/movement and improve retention.

# Critical Success Factors

**One Coastline.** Building on existing culture, driven by the EDI working group, we will continue to foster and grow an environment where everyone feels comfortable, included and respected, given fair opportunities and is treated equally.

**Proudly Coastline.** We will be an employer of choice in the local market and considered **"The Best Employer in the South West"**.

We will have a strong recruitment presence in the community, identifiable recruitment branding and positive feedback on the candidate experience.

You will recognise a direct link between your feedback and our actions through a **"You Said, and Together We Did"** approach.

**Over to you....** All colleagues will have more control over their own training, career plans and personal development – **we're listening.**

**Making life easier.** We will successfully remove all manual recording and spreadsheets. Automating the majority of basic HR processes and in streamlining the production of reports we will support ET, HoS and Managers utilising our people data.



# Next Steps

Next steps with this strategy are detailed in the 12 month action plan (2022 – 2023). Regular review and progress updates will be provided to ET and the Board and the next detailed annual plan developed toward the end of 2022.



# Key Contacts

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