Community Counts
Milnbank
Housing Association
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TO:	Governance Sub-Committee
PREPARED BY:	Paul Martin (CEO)
SUBJECT:	PEOPLE STRATEGY
DATE OF MEETING:	25 August 2025

PEOPLE STRATEGY

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PEOPLE STRATEGY

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1. MILNBANK HOUSING ASSOCIATION (MHA) STRATEGIC OBJECTIVES

MHA's mission is to provide excellent homes and services in a thriving community. We believe that people living in the MHA community should:

- Have warm, safe, and affordable homes, and receive excellent services from MHA.
- Live in neighbourhoods that are clean and well cared for, with real community pride.
- Have access to opportunities and services that promote a good quality of life.

2. MHA's VALUES

Working as 'One Milnbank' so that we offer the same quality of services, support and housing to all tenants and residents.

3. LEGAL & REGULATORY COMPLIANCE

The Management Committee leads and directs MHA to ensure good outcomes for its tenants and other service users. The Scottish Housing Regulator's Regulatory Framework Financial & Regulatory, Standard 3 states that the association manages its resources to ensure its financial well-being. While maintaining rents at a level that tenants can afford to pay. MHA adheres to all relevant legal employment requirements associated with this policy.

4. STRATEGY INTRODUCTION

The focus of the strategy is to ensure that we create an environment where our people are proud to work and a place where they want to be and achieve a high level of performance.

Putting our customers first will be at heart of anything of we do. We must do this by ensuring every team member can fulfil their potential, give their best and feel valued for their contribution.

These aims will help drive the required changes in culture, workforce planning, leadership and performance to ensure achieves its strategic objectives and is a great place to work.

The success of this strategy will depend on a flexible and adaptable approach to work, which will enable us to provide an exceptional customer experience.

Our People Strategy (2023-2028) will support and refine the culture for MHA to ensure everyone who is working here now, or joins us in the future, understands our ambition, our expectations of each other and how it should 'feel' to work here.

5. PRINCIPLES OF THE PEOPLE STRATEGY

AIM 1 **Develop a recruitment and selection policy that is transparent, consistent, and long-lasting, which will draw in and retain staff who understand the value of being part of a Community Based Housing Association.**	**HOW WE WILL ACHIEVE THIS** • Develop a workforce plan that sets out both current and future workforce needs required to deliver the Corporate Plan • Ensuring that the equality and diversity of our people appropriately reflects that of our customers and local communities • Develop a clear and sustainable recruitment and selection policy that will attract and retain talent who share our values and will put our customers at the heart of everything they do. • Modernise all careers marketing to provide attractive and welcoming first impressions, a clear and consistent brand. Use a variety of campaigns to attract the best applicants. • Provide a variety of opportunities for people to work or volunteer at MHA, including work experience, volunteering, internships, apprenticeships and traineeships • Improve the onboarding experience for new and current employees. • Embed a customer first ethos into our people practices, e.g. recruitment, induction and learning
AIM 2 **We will provide a fair and inclusive reward and recognition approach which is valued by our people.**	**HOW WE WILL ACHIEVE THIS** • We will consult staff on what types of rewards and recognition they value most. • We will ensure the rewards and recognition are fair and equitable and that all staff have an equal opportunity to be recognised for their achievements. • We will research salary policies and evaluate and implement the best for MHA to attract and retain staff. • Review current terms and conditions and compared to local organisations, not just housing associations. • Enhance our culture where thanks and praise between colleagues is encouraged
AIM 3 **We will improve how we engage with our**	**HOW WE WILL ACHIEVE THIS** • Review our employee communication channels to make them more inclusive and effective.

workforce and encourage participation.	• We will provide employees with regular feedback on their performance and encourage • Continue to develop and use internal/external measures and accreditation to identify initiatives to improve employee engagement. • Continue the rollout of our HR software that will increase transparency and engagement. • Annual appraisals will be carried out with all staff to provide opportunities to discuss performance and development opportunities.
AIM 4 **Encourage a positive and healthy workplace where employees feel valued.**	**HOW WE WILL ACHIEVE THIS** • We will review our ways of working, to provide a more agile and flexible approach. • We will review our lone worker, shift working arrangements, and implement changes where required for people to feel safe and well. • We will raise the profile of equality, diversity and inclusion in all that we do. • We will actively engage and involve people in decisions relating to change that may impact them. • Managers will continue to listen and support their people's wellbeing through various means including, one to ones, surveys, and regular communications.
Aim 5 **We will invest in developing our emerging leaders so they can achieve their potential to become the leaders of the future**	**HOW WE WILL ACHIEVE THIS** • We will ensure coaching and mentoring capabilities are developed in both existing and future leaders. • We will ensure our leaders, and all our staff are visible, accessible, accountable and lead by example • We will develop leadership and management skills and capacity across MHA.

Appendix A details, in an action plan, how MHA will achieve these aims

6. EQUALITY & HUMAN RIGHTS

MHA's is committed to equal opportunities, and we will respond to the different needs and service requirements of individuals, and we will

not discriminate against any individual for any reason outlined in Equality & Human Rights Legislation.

7. DATA COLLECTION

MHA will manage all personal data in accordance with our obligations under the GDPR regulations and the Association's Policy.

8. POLICY MONITORING & REVIEW

The People Strategy will be reviewed annually by the Governance Sub-Committee or as otherwise deemed necessary.

APPENDIX A

No.	AIM	ACTION
1	Recruitment & Selection	●Develop a work force plan. Review the current Recruitment & Selection Policy. ●Clarify, promote and celebrate our current employees and volunteers. ●Innovate by investigating other opportunities to be part of MHA (e.g. traineeships). ●Every employee understands the onboarding experience of being part of MHA. ●Implement the action plan recently agreed at the Development Day for our Customer First Strategy.
2	Rewards & Recognition	●Explore a fit for purpose Rewards & Recognition Scheme that provides equal opportunity for all employees to be part of. Staff will be consulted on this. ●Review salaries & conditions that will retain and attract quality employees. ●Develop a culture where good practices are shared and praised throughout MHA.
3	Engagement & Participation	●Review our current communication channels, use the survey recently conducted. ●Explore ways to provide feedback and support. ●Staff appraisals will move to online only and used to have ongoing dialogue.
4	Positive & Healthy Workplace	●Review relevant policies that impact on staff well-being. These will be fully inclusive of the whole organisation. ●Change management will be consulted on where possible. ●Leadership Team to listen and lead by example.
5	Emerging Leaders	●Restart the Emerging Leaders Programme. ● Leadership Team actively promote coaching, mentoring and job rotation.