

# Staff Involvement And Participation

*We will provide this policy on request at no cost, in large print, in Braille, on tape or in another non-written format.*

## **INTRODUCTION**

Loretto Housing aims to have a system of corporate accountability for the fair and effective management of staff. It focuses on how our staff are managed, and feel they are being managed, within Loretto Housing Association.

Loretto Housing's commitment to staff governance is reinforced, and is underpinned by the Core Values of being:

- Person Centred
- Quality providers of Housing
- Committed
- Open Communicators

This strategy aims to support the Organisation in improving how Loretto Housing involves and works with, our valued workforce.

Loretto Housing is keen to demonstrate we are striving to both achieve and maintain exemplary employer status and be an employer of choice within social housing.

We recognise that engaged, involved, and rewarded staff makes for a stronger workforce and provide, in turn, improved service delivery to all our stakeholders.

Loretto Housing will monitor staff satisfaction through an annual Staff Survey allowing us to assess the employee experience and, where areas for improvement are identified, take appropriate steps to address them.

## **STAFF CHARTER**

The Staff Charter has been devised to support the Organisation in ensuring effective staff governance and that Staff Rights and Responsibilities are clearly defined in the following areas.

### **Right to be treated fairly**

- To be paid and rewarded on a fair and equitable basis
- To be treated equitably, with dignity and courtesy and with respect for work life balance in all aspects of recruitment, employment, and training
- To have a safe and healthy working environment physically and psychologically, free from harassment, bullying, discrimination, and violence
- To be entitled to representation in situations of dispute
- To enjoy an employee friendly working environment

### **Right to be supported**

- To receive regular feedback and constructive appraisal of performance
- To receive a personal development/training plan that is regularly reviewed
- To receive support to help improve continuously
- To have a clear job description

- To have opportunities to maintain and upgrade existing skills with access to induction, information, training, learning and development opportunities
- To have access to Occupational Health and Counselling Services to support with health and personal problems
- To organise work in the context of service needs in a way that also recognises work life balance

### **Right to be informed and involved in decision making**

- To be informed through effective and meaningful two-way communication
- To be listened to and be involved in decisions that affect working lives or the services delivered
- To be encouraged to make suggestions and voice opinions
- To have confidence to raise concerns, through the agreed channels, without fear
- To be able to discuss matters with Managers on a confidential basis if requested
- To be able to join a recognised Trade Union
- To receive an exit interview/questionnaire on leaving the organisation

### **Responsibility to behave in a fair and responsible manner**

- To put Tenants first, by providing safe, high-quality services within their abilities
- To be present in the workplace on time and fit to perform allocated work activities
- To notify unavoidable absence from work timeously and to keep line management informed of the duration of the absence
- To treat everyone encountered in the course of their work as they would like treated i.e. fairly, equally and with dignity and respect
- To make their work environment safe and healthy for themselves and others and not harass, bully, discriminate against or behave violently towards others
- To recognise the diversity of people and create an environment which promotes and responds positively to differences
- To respect and observe confidentiality

### **Responsibility to support others and make the best of themselves**

- To register with regulatory bodies (where applicable) and adhere to the requirements of registration
- To take part in a regular appraisal and take responsibility for continuously improving performance ensuring you are safe and competent in practice
- To set a personal example and support and encourage others
- To be open to change and innovation in service delivery, and be prepared to cooperate with others in delivering the best possible service to stakeholders
- To learn from mistakes

### **Responsibility to contribute to the overall Organisation**

- To communicate effectively, honestly and in an open manner
- To work collaboratively for the benefit of stakeholders and Loretto Housing as your employer

- To keep informed about, and be prepared to contribute to, discussion on issues and decisions which impact upon your work or service/section
- To ensure concerns about quality of services or employment issues are raised through the appropriate channels
- To support colleagues

## **STRATEGIC FRAMEWORK**

Loretto Housing's Business plans place the concept of partnership working at the heart of how employment issues should be dealt with within the organisation.

A number of policies are in place to support the workforce and to ensure we meet our statutory obligations to staff; these are outlined within the People Services and Health and Safety Operating Safety Manuals (OSMs).

As well as the implementation of existing policies and procedures, Loretto Housing is keen to continuously improve in relation to the fair, consistent and effective management of staff.

## **MEASUREMENT OF SUCCESS**

Loretto Housing strives to measure success and impact both Organisationally and at a local level.

Locally, Service Managers/ Section Heads will develop a culture whereby managers involve staff at all times in decision making relating to them, and encourage and value participation.

Managers will ensure:

- Regular Team/Section Meetings take place, both to inform and celebrate success and outcomes/achievements
- Regular Supervision and Appraisals take place
- Staff are involved, where practically possible, in the day to day running of the team/section
- Protected time is available to enable staff to participate meaningfully and be fully involved as much as possible in decisions that affect them
- Concerns are highlighted timeously to line management

Organisationally, Loretto Housing will undertake to:

- Carry out an annual staff survey and publish the results and action plans on the Intranet
- Collate statistical information against agreed targets
- Benchmark terms and conditions of employment, performance and capabilities against other similar organisations

## **STAFF INVOLVEMENT AIMS**

Loretto Housing's systems aim to ensure corporate accountability for the fair and effective management of all staff.

We provide a supportive management culture which ensures that, as employers, we recognise that investment in our staff is a direct investment in improving service delivery.

Loretto Housing has identified six key areas to ensure staff are involved within the organisation, namely, staff will be:

1. **Well informed**
2. **Appropriately trained**
3. **Involved in decisions which affect them, wherever possible**
4. **Treated fairly and consistently**
5. **Recognised and Rewarded**
6. **Provided with a healthier and safer working environment**

## STAFF INVOLVEMENT IN PRACTICE

1. Well informed	
Aims:	Specific actions to meet aims:
<p>All staff receive information about the organisation at regular intervals</p> <p>Leadership arrangements ensure all staff have regular dialogue and communication with the opportunity to feedback on organisational issues at all levels</p> <p>All staff have access to communication systems, including IT, and are provided with appropriate training to access these</p>	<p>Regular staff meetings take place with management and trade unions/ professional organisations</p> <p>Regular Staff Newsletters are circulated</p> <p>A system is in place which ensures shift workers / part-time / night staff or staff on flexible working patterns have equal access to information</p> <p>A communications strategy, including Newsletters and Intranet Information, is developed and is audited at regular intervals</p> <p>Managers will communicate directly with staff, verbally and in writing</p> <p>Information will be made available timeously on the Organisation's Intranet</p> <p>Road-shows will take place as and when required for particular areas of work or new initiatives.</p> <p>Management Committee Meeting Dates and Agendas will be available routinely via the Intranet. Staff can attend meetings by prior arrangement. Staff will not be able to attend</p>

<b>1. Well informed</b>	
<b>Aims:</b>	<b>Specific actions to meet aims:</b>
	<p>items deemed as Private and Confidential.</p> <p>Action plans to develop communication systems, including IT, are in place and monitored</p>

<b>2. Appropriately trained</b>	
<b>Aims:</b>	<b>Specific actions to meet aims:</b>
<p>The Organisation has an annual Learning and Development Plan in response to the needs of the workforce</p> <p>There is equity of access to training, irrespective of the working location</p> <p>Resources, including time and funding, are allocated to meet the training and development needs of current and future service delivery</p>	<p>All Staff will receive an Organisational and Service/Section specific Induction</p> <p>All staff will have a Personal Development or Training Plan</p> <p>Local Learning Plans will be developed and implemented by Service/Section Managers</p> <p>Training records will be maintained</p> <p>A training budget will be allocated annually and monitored together with activity to ensure best resource allocation</p> <p>Regular supervision and appraisal for staff at all levels will take place</p> <p>Self Directed and e-learning opportunities and materials will be available to help staff</p>

<b>3. Involved in decisions that affect them, wherever practically possible</b>	
<b>Aims:</b>	<b>Specific actions to meet aims:</b>
<p>All staff where possible, have the opportunity to be involved in planning and development decisions that affect them</p> <p>A framework for partnership working exists to enable staff involvement, including trade union representatives</p> <p>Service/Section developments are planned in partnership with full consideration to workforce issues</p>	<p>An organisational change/change management procedure will be put in place, where required, which gives staff the opportunity to be involved</p> <p>Staff will be involved in all decisions which affect them through collective or individual fora</p> <p>Staff will feel confident that their contribution counts and is valued</p> <p>Staff will be encouraged to appropriately challenge and question systems of work</p> <p>No service development plans will be</p>

**3. Involved in decisions that affect them, wherever practically possible**

Aims:	Specific actions to meet aims:
	considered without the workforce issues having been included in the plan

**4. Treated fairly and consistently**

Aims:	Specific actions to meet aims:
<p>Loretto Housing will be an exemplar employer with best practice People Services policies and procedures</p> <p>Employees within Loretto Housing will be treated fairly and consistently and this will be underpinned by transparent policies and procedures which will be applied equally across all grades of staff</p>	<p>Use of relief, temporary and agency staff will be monitored</p> <p>Uptake of family friendly policies will be monitored and promoted</p> <p>Family Friendly Policies, Management of Employee Conduct, Equal Opportunities Policies and Dignity at Work will be implemented</p> <p>Numbers of disciplinaries / grievances / tribunals will be monitored</p> <p>Staff sickness absence, turnover and vacancy rates will be monitored</p> <p>An Annual Staff Satisfaction Survey will take place with an action plan arising from this for service improvement, where required</p>

**5. Recognised and Rewarded**

Aims:	Specific actions to meet aims:
<p>Employees will be supported in all areas of their work</p> <p>Loretto Housing aims to maximise security of employment throughout the organisation and any planned organisational changes will be communicated to staff and opportunities provided to discuss the impact of any changes</p> <p>Loretto Housing will benchmark terms and conditions information on a regular basis to ensure salaries and associated benefits remain competitive</p> <p>Loretto Housing will recognise success and achievements on an individual, team and</p>	<p>Staff will receive regular support and supervision</p> <p>Staff will receive an annual performance appraisal or as agreed by senior management taking into account resources constraints</p> <p>Staff will be recognised through team meetings, service newsletters, intranet news articles and formal correspondence</p> <p>Achievements will be celebrated at both individual, local and organisational level and promoted through best practice fora and the intranet</p> <p>An annual celebration of success lunch will take</p>

<b>5. Recognised and Rewarded</b>	
<b>Aims:</b>	<b>Specific actions to meet aims:</b>
<p>organisational basis</p> <p>Loretto Housing will promote the benefits and opportunities for employees, eg flexible working, family friendly policies etc</p>	<p>place</p> <p>Staff contributions will be highlighted within annual reports and Annual General Meetings, as well as within the Intranet</p> <p>Creativity, Innovation and Change Awards will take place annually</p> <p>Specialism and Bursary schemes are in place to promote and encourage innovation and development</p>

<b>6. Provided with a healthier and safer working environment</b>	
<b>Aims:</b>	<b>Specific actions to meet aims:</b>
<p>Loretto Housing will work towards a safer, healthier Workplace</p> <p>Loretto Housing will strive towards best Health and Safety practice, policies and procedures</p> <p>Loretto Housing premises will be fit for purpose and the personal safety of tenants, visitors and employees will be paramount in the design and operation of the service</p>	<p>A health and safety strategy and policies will be in place and reviewed regularly</p> <p>A health and safety committee with a staff membership will monitor and develop health and safety within the organisation</p> <p>Staff absence rates will be monitored</p> <p>Number of accidents/incident will be monitored</p> <p>Compliance with the Working Time Regulations will be achieved</p> <p>Healthy Working Lives awards will be achieved through a dedicated working group</p> <p>Working Groups will take place to ensure and promote staff involvement</p> <p>Dignity at Work Policy and named Contact Officers are in place to support staff in addition to Employee Counselling and Occupational Health Services</p> <p>Trade Union Representatives are in place within the Organisation</p>

## **ROLES AND RESPONSIBILITIES**



## **Management Committee**

The Management Committees of Loretto Housing Association are responsible for approving the Staff Involvement and Participation Strategy Policy and ensuring that the policy is reviewed within an appropriate timescale.

## **Management Team**

The strategy will be discussed on a regular basis.

The Director of Loretto Housing will monitor the effectiveness of the Staff Involvement and Participation Strategy Policy and make recommendations on its review.

## **Managers**

Service Managers and Section Heads must ensure that Staff Involvement and Participation is treated as an integral part of their everyday roles.

Managers must ensure the local promotion and implementation of the six key areas and that this is evidenced within their practice / service / section.

## **Employees**

All staff are responsible for ensuring that Staff Involvement and Participation is central to the activities carried out by themselves and the organisation.

Employee responsibilities include:

- Having a clear understanding of how to get involved within the Organisation
- Ensuring the Core Values are at the centre of what they do
- Bring to the attention of line management any issues or improvements relating to the implementation of this policy and associated guidance.

## **REVIEW**

The Director of Loretto Housing has responsibility for ensuring that the policy is reviewed on a planned basis. This will ensure that it remains current, complying with legislation and reflects best practice.

This policy will be reviewed in consultation with Staff groups every three years.

## **DISTRIBUTION**

This policy will be available at all Loretto Housing's designated locations and copies will be available through the Intranet.

## **DATA PROTECTION**

Data collected in respect of this policy will be used for the purpose of organisational development. Information will be held in confidence in line with Group Policy on Data Protection. Any use of information will be agreed in writing with participants prior to its use.

## **EQUALITY**

This policy has been produced with the aim of supporting Loretto Housing's strategy in relation to equality and diversity which welcomes individuals from all backgrounds.

Line Managers will identify any support required in order that individuals can fully participate within the Organisation and not feel discriminated against in any way.

If specific learning or support needs are identified Line managers will, following discussion with the employee, refer them to Occupational Health in order to further support the individual. Loretto Housing recognises and values diversity and actively works to promote equality of access for all staff in line with the Commission for Equality and Human Rights.

Loretto Housing will take action should there be a breach of the policy relating to equality and diversity.