



**Queens  
Cross  
Housing  
Association**

QCHA People  
Strategy 2017-2020

*Proud to be Queens  
Cross/choose to work  
here*

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# Our Vision, Values & Strategic Objectives

## Our Vision

Excellent housing in vibrant communities

## Our values

### Respect

We see the positive in everyone, especially our tenants. We treat everyone fairly, regardless of age, race, gender, sexuality or background. We ask for opinions even if we know we might not like what we hear. And we address people's concerns in any way we realistically can.

### Integrity

What we say in public is the same as what we say behind the scenes. If we say we'll do something, we mean it. Our tenants can count on us to solve their problems and make sound decisions.

### Aspiration

We want the best for all our current and future tenants. We're not afraid to strive for things that won't be easy – or try things that haven't been done before. We seek out opportunities and welcome change. If it doesn't turn out as planned, we learn and improve again. And then we try again.

## Our Strategic Objectives 2017-2020

- A. Build more desirable homes in popular neighbourhoods
- B. Deliver more excellent services to suit our tenants' lives
- C. Invest in our people to grow and develop their skills
- D. Find more ways to ensure value for money
- E. Continue to challenge poverty
- F. Put even more focus on community health and wellbeing
- G. Be ready for opportunities

# 1. Introduction

Queens Cross has been providing quality homes and services to tenants for over 40 years. Our continuing success is due to the commitment, hard work and dedication of our people, who play a crucial role in providing excellent homes and vibrant neighbourhoods that our customers choose to live in. Our employees ensure that our customers are involved in the planning and implementation of services that suit their lives, improve the local environment and boost health and wellbeing, while delivering value for money.

We want talented, motivated and resilient people to choose to work here, to enable us to meet our strategic aims, now and in the future. Our People Strategy sets out our vision and action plan for the next 3 years, with particular focus on:

- **Achieving High Performance** at individual, leadership and organisational levels
- **Encouraging Innovation** and the development of new skills
- **Valuing Our People** to ensure we have an engaged and diverse workforce

The Board is committed to supporting and developing our people. Our People Working Group oversees the implementation of the People Strategy for 2017-20 and reports regularly to the Board, ensuring that our people remain a key area of focus at the highest level in the Association.

The People Strategy has been developed using feedback from our most recent Investors in People (IIP) assessment, our comprehensive employee engagement surveys and feedback from our staff information exchanges. It sets out measurable milestones to help Queens Cross understand, monitor and evaluate how well we develop and manage our people.

Marilyn Clewes  
Chair of the QCHA Board

## **2. Background:**

### **2.1. People Strategy:**

The 2014-17 People Strategy was launched to complement our Business Plan 2014-17 at a time of unprecedented change in the Association, driven by external and internal factors. The implementation of the 2014-17 People Strategy ensured that our people received the development and support that they needed to continue responding positively to the challenges that they encountered during that period. Throughout this strategy document, you will find examples of our employees' achievements over the past 3 years.

Our People Strategy for 2017-20 enables us to build on this success. This strategy will move the Association forward by increasing resilience and flexibility in our workforce, enabling our employees to adapt to new technology and deliver innovative solutions to our customers.

### **2.2. Our Current Headcount and Organisational Structure:**

We employ around 200 people across three departments:

- Neighbourhood Services
- Property, Enterprise and Regeneration
- Finance and Corporate Support

The Association is headed up by a Chief Executive who is supported by three Directors (the Executive Team). The Executive Team is supported by a Senior Management Team which is tasked with managing the operational aspects of the Association.

### 3. Achieving High Performance:

We aspire to be a high-performing organisation, delivering excellent homes and services that represent the best possible value for money. In order to achieve our strategic aims, we set ambitious goals and targets, which we measure, monitor and report on regularly to our managers, directors, Board, customers and other stakeholders.

To achieve the highest levels of performance, we aim to:

*Set clear performance standards for our workforce, helping every employee to understand what is expected of them and how they contribute to our success*

*Put in place a talent management process that enables us to identify and develop key employees*

*Develop our leaders at all levels to inspire every employee to perform to the best of their ability every day*

*Have a clear process for supporting our people and tackling issues when performance standards are not met*

*Benchmark our people strategy against external indicators (such as IIP, Healthy Working Lives and Best Companies)*

#### **(a) Enabling our Employees to Achieve High Performance:**

We will achieve our full potential when every employee understands the unique contribution that they make and how their efforts drive us towards achievement of our strategic aims.

##### **What We Have Achieved:**

We have a mature performance management process in place. A golden thread runs from our strategic aims through our departmental and team goals to the goals and targets agreed with each of our employees at their Performance Development Review (PDR). This golden thread helps every employee understand the importance of their role. The annual PDR is supported by 6-weekly 1:2:1 meetings that enable managers to provide timely feedback on performance and progress towards the achievement of objectives.

In 2014, we introduced into the performance management process a set of behavioural competencies that enable employees to understand the importance not only of **what** they do but **how** they do their work.

##### **Where We Want To Go Next:**

We aspire to have in place a performance management system that enables every employee to perform to their full potential and feel engaged in their role. Annual appraisal systems, like the PDR process that exists within Queens Cross, are no longer regarded as the optimal way to provide feedback to employees. In many high-performing companies, annual appraisals are being replaced with dynamic processes that provide employees with more regular feedback and coaching. These processes ensure that feedback is more closely tied to the events it relates to, making it more meaningful.

## How We Will Get There:

To ensure that our PDR process is sufficiently responsive to changing circumstances, we will introduce a more dynamic, coaching-oriented process for agreeing goals and providing feedback to employees. The introduction of the revised performance and development conversations will be supported by training and development for managers and employees to ensure that they get the best from this new process.

Employees will be encouraged to increase their self-awareness and seek out feedback to continuously develop their performance.

Where an employee's performance falls below standard, clear and useful feedback will be provided and an action plan will be put in place to support them.

We will identify mechanisms for identifying and developing key employees. We will support them through a structured talent management programme.

## (b) Leading and Inspiring High Performance:

Our leaders have a pivotal role to play in the achievement of our vision and strategic aims. They must inspire employees, assist them to contribute towards achieving our vision, sustain them through change and motivate them to produce their best work. To achieve this, they must be effective role models who are seen to apply the association's values every day.

### What We Have Achieved:

All of the ET and SMT have completed a leadership development programme and the majority of our employees with supervisory and management responsibilities will have completed the bespoke QC Manager training programme by the end of 2017.

The competency framework introduced in 2014 includes behavioural competencies specifically for managers and directors.

*"I really enjoyed the course. It made you think about your whole team, giving more responsibility and trusting your team more to carry out delegated work. It also made me look at giving members of my team work that I may otherwise not have delegated to them, giving everyone in the team the chance to learn new skills."*

QC Manager evaluation

### **Case Study: Gillian Mackie**



Gillian undertook QC Manager modules during 2015 and 2016. "It was a great opportunity, especially as I was new to a management / supervisory role. I enjoyed all of the modules and have used the training in my day-to-day role. For example, I used the project management skills that I learned to help me analyse the costs of environmental works and stair-cleaning. The work that I undertook will save Queens Cross and Business Services approximately £30,000 per year."

## Where We Want To Go Next:

The pace of change is unlikely to slow in the years ahead. To meet the evolving needs of our customers and stakeholders, we need robust leadership and management skills. Our leaders must inspire and motivate our employees, enabling them to perform to the best of their abilities.

## How We Will Get There:

We will implement a leadership development programme that builds on the skills and abilities of our leaders, ensuring that they and their teams perform to the best of their ability.

## (c) Striving for Excellence:



We use external benchmarks to help us achieve high levels of organisational performance.

Since 2002, we have used the Healthy Working Lives framework (formerly Scotland's Health at Work Scheme) to benchmark our health and wellbeing activity. In 2009, we were awarded the Healthy Working Lives Gold Award, which recognises our commitment to improving the physical and mental wellbeing of our people. This award is assessed annually and we have successfully retained it each year. We will continue to work within this framework to deliver measurable benefits.

### **Case Study: Health Checks**

We provide free health checks for staff every 2 years. These checks allow employees to get a quick MOT in the workplace, with specialist health advice tailored to the individual. These checks have led to positive changes in staff behaviour to improve their health and wellbeing. They also provide data to drive our HWL programme.

For some staff, the health checks can indicate a need to take more serious action. In 2015, a member of our Housing Support team took up the opportunity for a health check and the result changed her life. The assessment showed that she was suffering from high blood pressure and needed to visit her GP as soon as possible. She admitted to symptoms but would never have thought of going to her GP. Since then she has been formally diagnosed with high blood pressure and takes daily medication to help with her health condition.

We have been recognised by Investors in People (IIP) since 2009. In 2016, we successfully achieved the silver standard and we will work towards achieving the gold standard when our recognition is renewed in 2019.

In 2016, we began a journey towards being recognised as one of the UK's Best Companies to work for. The survey, completed by 73% of our employees, highlighted our strengths and areas of focus for development activities. By 2020, we aim to be recognised by Best Companies as One To Watch.

## 4. Encouraging Innovation

As the environment around us continues to change, we need to encourage our people to be innovative and creative in the way they work, to ensure that our services suit our customers and continue to meet their evolving needs while delivering value for money. We will encourage innovation and creativity by developing a culture of learning and continuous improvement. We will increase our ability to deliver services in an efficient and effective manner by using new technologies.

To encourage innovation and creativity we aim to:

*Identify and develop the skills and knowledge our workforce needs to enable us to meet our current and future vision and strategic aims*

*Ensure new employees fully understand our vision and values and are effectively inducted Maximise skills and knowledge sharing within the Association*

*Increase resilience within our workforce to enable our employees to continuously improve and adapt to future requirements.*

*Encourage our employees to be innovative and creative to deliver the best possible services to our customers.*

### (a) Learning & Development:

In a changing environment, it is vital that our people continue to learn and grow to ensure that we have the right skills in place to achieve our strategic aims.

#### What We Have Achieved:

Every member of our workforce has a Personal Development Plan agreed with their line manager to support their personal growth. The Association-wide training plan is constructed using a variety of sources, including the individual PDPs, corporate training (such as Equality & Diversity), statutory training (such as Health & Safety) and job needs.

Each member of our Board has a development plan in place to ensure that they develop the skills required to lead the Association.

We support individual employees to undertake Further Education by sponsoring their fees and allowing paid time off for study.

The amount spent on training has steadily increased over the past 5 years, reflecting our ongoing commitment our employees' personal growth.

## **Case Study: Lorraine Mercer**



Lorraine had always wanted to study for her Post-Graduate Diploma in Housing Studies. She was very pleased to be sponsored by QCHA to undertake the course at Glasgow University over 2 years on a part-time basis. The course was extremely hard work, with Lorraine giving up time at the weekends to study because she had to balance studying with the demands of a full-time job and her family commitments. "I found the first day quite nerve-wracking, as I had not done any studying since I completed an HNC in Business Admin in 1998. However, I soon found that I was

enjoying learning more about housing and sharing experiences with people from different housing associations. With the end in sight, I am very glad that I did it and I am pleased that I will soon have the qualification for the job that I do."

### **Where We Want To Go Next:**

At the staff information exchange held in November 2016, a number of groups recorded that there was a need to raise the profile of our role-based training. In addition, there was a desire for more cross-functional and inter-departmental training.

To reflect the changing needs of the business, we need to develop more dynamic ways of collecting training needs information to support employees' personal growth.

New employees must be effectively inducted to ensure that they are fully engaged in their job role.

We must increase the resilience of our employees through appropriate training and development activity to enable them to meet the changes ahead.

### **How We Will Get There:**

We will collect training needs on a more dynamic basis through our new 6-weekly performance and development conversations.

Within our workforce, we have a considerable body of skills and experience built up over the years. We will utilise this by creating Technical Expert roles within the association. Technical Experts will have a key role to play in developing and delivering in-house training.

We will review and improve our induction to ensure that new employees are fully engaged in their role.

We will deliver training and development activity to support our employees' personal growth and increase their resilience, including coaching and self-reflection.

### **(b) Digital Business:**

Changes in technology have resulted in new ways of working and engaging with our customers. We need to ensure that our workforce has the skills to make the most of the new technology that is available to us.

### **What We Have Achieved:**

We have become more aware of how digital technology can assist us to deliver our services in an effective and efficient manner. We have implemented new software and are piloting mobile working tools.

### **Where We Want To Go Next:**

To support the development of our digital business, we need to ensure that all of our employees are skilled to an appropriate level in relation to digital technology.

### **How We Will Get There:**

We will assess the training needs for each job role and construct a digital training matrix that ensures every employee is provided with the training and development required to operate new technology being rolled out across the Association.

## **(c) Continuous Improvement:**

Our employees are often the best source of new ideas and creative ways of working. We want to encourage our employees to innovate by implementing a suggestion scheme that will channel new ideas to the most appropriate person for evaluation and feedback.

### **What We Have Achieved:**

Our employees are encouraged to put forward suggestions on how we can improve our services while delivering value for money on an ad hoc basis.

#### **Case Study: Matt Stewart**



In September 2016, Matt Stewart, one of our Technical Officers, received a spontaneous award. Matt saved the Association around £9,500 by using his initiative and identifying an alternative supplier of spare parts for Ecopads.

### **Where We Want To Go Next:**

We want to encourage our employees to be innovative and creative in their everyday roles. The feedback at the staff information exchange in November 2016 highlighted that some of our employees were uncertain where they could direct new ideas. Employees also raised concerns that feedback on whether their suggestions were to be taken forward was not as consistent as it could be.

### **How We Will Get There:**

We will develop a more structured process for our people to put forward suggestions and receive feedback on whether their ideas are to be taken forward. Where ideas are not taken forward, an explanation will be provided.

## 5. Valuing Our People

Without an engaged and diverse workforce that chooses to work with us we cannot deliver on our commitments to our customers. We will create an inclusive and high-performing culture that enables our employees to feel valued and to understand the part they play in delivering on our strategic aims.

### (a) Employee Engagement and Wellbeing

*To be recognised as an employer of choice, enabling us to attract and retain talented and committed employees and Board members.*

*To promote health and wellbeing within our workforce*

*To recognise and reward our people fairly for their hard work and commitment To ensure that our workforce reflects the community that we serve*

According to the CIPD, “employee engagement is now widely accepted as an important factor in achieving performance in the workplace. However, if employers focus purely on engagement, without considering employee wellbeing, they risk any engagement created being unsustainable.” At Queens Cross, we ensure that there is a healthy balance between engagement and wellbeing. This is reflected in our long-term commitment to the Healthy Working Lives gold award.

#### What We Have Achieved:

During the period of the last people strategy, we increased employee satisfaction ratings. In the Employee Engagement Survey in June 2013, the employee satisfaction rating was 57.8. By December 2015, the employee satisfaction rating had risen to 72.4

At the same time, we have had in place a comprehensive health and wellbeing strategy. We have been accredited by Healthy Working Lives for the last 10 years. We currently hold the Gold Award, which recognises the work we do across a range of health and wellbeing areas, including:

- healthy eating
- physical activity
- smoke free
- positive mental health
- alcohol and drugs

We have a well-established series of mechanisms for communicating with our people, including:

- staff information exchanges (held twice a year);
- Source (our intranet);
- a monthly core brief, cascaded through structured team meetings; and
- informal Coffee and Conversation sessions, where employees can discuss matters directly with the Chief Executive.

However, feedback from the staff information exchange held in November 2016 suggests that there may be scope to continue to develop our communications across the Association. The Best Companies survey indicated that our managers could increase the amount of listening they do to ensure that employees’ views are taken into account.

## **Where We Want To Go Next:**

Having increased levels of employee satisfaction (which are relatively passive), we aim to increase active engagement within our employees. Our previous employee engagement surveys enabled us to monitor trends and make comparisons internally between departments. We will extend our employee engagement activity by conducting Best Companies surveys that enable us to benchmark with similar organisations across the UK.

## **How We Will Get There:**

We will identify the drivers of engagement that are critical to our success, both at Association and individual level. We will put in place action plans to address the areas in which we wish to increase our performance.

We will conduct regular health checks for all of our employees to identify key areas of focus for our health and wellbeing activity.

We will undertake a review of our communication with employees to ensure that this works well on a two-way basis. In particular, we will ensure that there are opportunities for employees' voices to be heard on matters that affect them. Where we identify that improvements can be made to our communication processes, we will take action to make them more effective.

## **(b) Reward and Recognition:**

By offering an appropriate reward and recognition package, organisations can attract top talent while delivering value for money to their stakeholders. A total reward package includes elements such as:

- Pay structures;
- Benefits, including sick pay, leave entitlements and flexible working;
- Flexi-time;
- Allowances;
- Awards linked to output and achievements;
- Opportunities for development;
- Opportunities for career development.

To be effective, the total reward package offered should encourage and support the achievement of the association's vision and strategic aims.

## **What We Have Achieved:**

We have in place an excellent reward package. In addition to their salary, our employees have access to:

- Pension benefits (both defined benefit and defined contribution)
- Enhanced annual leave
- Company sick pay of up to 6 months full pay and 6 months half pay (depending on length of service)
- Paid special leave
- Flexi-time / TOIL / flexible working opportunities
- Enhanced maternity, paternity and adoption benefits
- Death in service benefits
- Childcare vouchers
- Cycle to Work Scheme
- Interest-free travel season ticket loans

- Employee Assistance Programme
- Reduced rates for gym membership through the Glasgow Club
- HSF Health Plan

The feedback from the Best Companies survey indicates that our employees value the salary and benefits that they receive and recognise that we offer a fair deal. We participate in regular benchmarking activity to ensure that our reward package remains fair and competitive.

In April 2016, we changed the method of reporting the salary increase to our employees by issuing a total reward letter to all employees. Feedback indicated that, while the change in reporting was broadly welcomed, the format used was not as accessible as we would have liked it to be.

We introduced a Recognition Framework in 2015 which allowed employees and managers to recognise those employees who had gone above and beyond their job remit. Feedback on the framework indicates that, while our employees value the opportunity to be recognised for their efforts, there is scope for improvement in the operation of the awards.

### **Where We Want To Go Next:**

We want to develop the way in which we report our total reward package to help our employees understand the benefits that we offer.

We aim to recognise and reward employees who go above and beyond in the performance of their roles.

### **How We Will Get There:**

We will continue to benchmark our total reward package with appropriate organisations to ensure that we remain competitive and are able to recruit and retain talented employees.

We will review the format of the total reward letter to make it more user-friendly.

We will review the Recognition Framework to ensure that employees are recognised for their contribution to achieving our strategic aims in an appropriate manner.

## **(c) Equality and Diversity**

We work with a diverse community and our employees' different backgrounds, knowledge, skills, and experiences enable us to provide the best possible services to all of our customers.

### **What We Have Achieved:**

Every employee and Board member has undertaken Equality and Diversity Awareness training. Equality and Diversity Awareness refresher training is conducted on a regular basis via e-learning modules. In addition, training around specific equality and diversity issues is arranged as required.

We are a Stonewall Diversity Champion. We participated in Stonewall's Workplace Equality Index in 2016 and 2017. We increased our ranking from 392 in 2016 to 310 in 2017, one of the largest single-year improvements in the index.

Our Youth Homelessness service has submitted an application to achieve a silver award from LGBT Youth Scotland.

We are working in partnership with Positive Action in Housing (PATH) and Glasgow Council for Inclusive Living (GCIL) to offer work-based traineeships that enable people from communities that are under-represented in our workforce to gain work experience and complete a nationally recognised qualification.

### **Case Study: Fiona Chan**



Fiona started her 3-year PATH traineeship with us in June 2015. She has worked within several different departments, including Housing Services, Technical Services and Asset Management. “Being on the PATH traineeship has given me the opportunity to get practical hands-on work and gain day-to-day experience in a housing environment, as well as working towards a Post Graduate diploma at Glasgow University. This provides strength, knowledge and understanding of the housing sector in Scotland. Having my placement at Queens Cross Housing Association has given me the opportunity to learn and build up my knowledge and

skill sets even further. I have been placed in a variety of departments and have received a massive amount of support and training from all staff in each of the various departments. This training has provided me with the correct tools and a high level of understanding to work effectively within the many different aspects of housing and gain a greater insight into the forward planning requirements of this environment. It has been rewarding and challenging at times but using a two pronged approach of theory and practice is very helpful to anyone that is new to the housing sector.”

### **Where We Want To Go Next:**

We have identified areas of under-representation within our workforce. In order to address these, we will engage in initiatives that provide opportunities for employment, training and work experience to under-represented groups.

At present, we lack equalities data for some employees. We want to increase our workforce monitoring to ensure that we are meeting our equality and diversity aims.

### **How We Will Get There:**

We will continue to participate in the Stonewall Workplace Equality Index with a view to taking the necessary action to increase our score year on year.

We will continue to work in partnership with PATH and GCIL to provide opportunities to trainees from a BME background or with a disability.

We will offer Modern Apprenticeships in appropriate areas of the business to increase the number of young people working for us.

We will encourage our employees to complete their equalities information to ensure that we meet our equality and diversity aims.

## **6. Delivering on Our Commitments**

To ensure that we deliver on the commitment we are making in our People Strategy 2017-20, we have produced an action plan that provides a breakdown of the actions to be taken over the next three years.

Progress against the action plan will be monitored by the People Working Group, which is made up of members of our Board, Executive Team, Senior Management Team and Human Resources team. The People Working Group will report regularly to the Board to ensure that our people management activities are scrutinised at the highest level within the association.

	Action	Outcome	Indicator	Target Delivery	Comments
1.	Introduce performance and development conversations to replace the current annual PDR, placing more focus on regular 1:2:1 meetings between line managers and employees.	Managers and employees better able to use the performance management process to effectively agree, measure and report on individual employee performance (linked by a golden thread to the Association's strategic aims set out in the Business Plan 2017-20).	All managers conducting regular 1:2:1 meetings with employees. Employees able to articulate how their objectives and performance contributes to the achievement of QCHA's strategic objectives.	New process in place for August 2017	
2.	Train managers to deliver meaningful and constructive feedback to employees at the regular 1:2:1 meetings.	Managers and employees benefiting from time invested in performance and development conversations, with more robust feedback given and structured development plans being produced.	100% of managers trained.	Initial training by September 2017, programme completed by December 2017	
3.	Work with employees to help them to develop the skills necessary to reflect on their performance and learn from their own experiences	Employees to have the skills to learn from their own performance, helping to drive up performance standards and service delivery.	Employees able to provide examples of occasions when they have learned from their own experiences and show examples of improved performance.	June 2018	
4.	Roll out a new policy and procedure for dealing with employees who do not perform to the required standard.	Managers to have confidence and competence to meet with employees who are not performing to standard.	Managers take action to address employees who are under-performing	September 2017	
5.	Develop a leadership programme for the Executive Team	Have in place a leadership programme that enables our Directors to increase their skill set	Leaders in the organisation inspire and motivate the workforce	Programme in place September 2017 and delivered by December 2019	

	Action	Outcome	Indicator	Target Delivery	Comments
6.	Develop a leadership programme for the Senior Management Team	Have in place a leadership programme that enables our SMT to increase its skill set	Leaders in the organisation inspire and motivate the workforce	Programme in place September 2017 and delivered by December 2019	
7.	Develop a supervisory programme for Estate Caretaker Team Leaders	Have in place a supervisory programme that enables our Estate Caretaker Team Leaders to increase their skill set	Team Leaders within Estate Services better able to supervise, inspire and motivate the workforce	Programme in place September 2017 and delivered by December 2019	
8.	Secure Investors in People Gold under the new IIP framework	Undergo annual assessments that lead to the award of the IIP silver accreditation	IIP accreditation secured at gold level	June 2019	
9.	Retain HWL Gold accreditation	The HWL Strategy aims to improve the health, safety and wellbeing of staff, by providing a healthier workplace, reducing absence, stress, and increasing morale and motivation.	Action points achieved on 3 year action plan.	December 2018	
10.	Secure Best Companies accreditation at One To Watch level	Undergo the annual assessment required to secure Best Companies One To Watch status	Best Companies accreditation secured at One To Watch level	March 2020	
11.	Identify technical experts within QCHA and train them to deliver training in their area of expertise	Increased technical training available within the Association, helping to drive up performance standards and service delivery	Technical experts identified and delivering a planned programme of training	June 2019	
12.	To put in place a Talent Management procedure	Talent management sessions take place with the ET to define what "talent" means for QCHA and to identify key individuals who fall into this category	Top talent is identified and plans are in place to manage the individuals' development	March 2018	
13.	To put in place a succession plan for key posts	To identify key posts that are crucial to the ongoing success of QCHA and have in place a succession plan for these	Key posts are identified and succession plans put in place	November 2017	

	Action	Outcome	Indicator	Target Delivery	Comments
14.	Put in place a suggestion scheme to encourage innovative and creative ideas from employees	To have in place a process whereby employees can submit ideas to improve service delivery or save money in any part of the Association and feedback on ideas can be communicated by the relevant person	A suggestion scheme in place and being used by employees	September 2017	
15.	Review and improve the recognition scheme for employees that ensures structured and spontaneous recognition of excellent performance.	Improved processes developed to highlight and recognise performance that goes above and beyond that expected of our employees	Evidence that managers are rewarding employees for exceptional contribution. Improved employee satisfaction with recognition framework	August 2017	
16.	Continue to develop a positive working relationship with Unite, ensuring that Joint Negotiating Committee meetings to take place monthly, with minutes published on Source.	Fruitful discussion to take place at JNC meetings, with minutes published on Source.	Positive relations developed with Unite representatives and employees aware of purpose and content of JNC meetings.	March 2020	
17.	Review the Employee Communication mechanisms within QCHA and make recommendations to improve them	Effective 2-way communication mechanisms in place to ensure that employees receive relevant information in a timely manner.	Employees satisfied with the level and effectiveness of communication throughout the Association	March 2018	
18.	Review the terms and conditions offered by QCHA, benchmarking them with appropriate organisations and recommending changes where necessary.	To ensure that our total reward package remains competitive and enables us to attract high quality candidates for vacancies and retain talented employees.	High quality candidates applying for vacancies and low turnover of staff due to reward package	June 2019	

	Action	Outcome	Indicator	Target Delivery	Comments
19.	Secure an improved rating year-on-year in the Stonewall Workplace Equality Index	To create a culture that supports and encourages a diverse workforce.	Increased scores year-on-year in the Stonewall Workplace Equality Index	April 2020	
20.	Put in place a Modern Apprenticeship programme	To increase the number of employees under the age of 25 within our workforce.	A more diverse spread of ages within our workforce	September 2017	
21.	Continue to support the PATH and GCIL programmes by offering placements.	To increase the opportunities for employment and training for employees with disabilities and / or from a BME background.	Increased diversity within our workforce	April 2020	