

# Housing LIN Conference 2020

Chris Smith

Executive Director of  
Business Growth

**Thirteen Housing Group**



**thirteen**  
Managing and building homes

# Creating Great Days at Work





**be**  
**thirteen**

Great Customer  
Experience

Quality Places to  
Live

Being Team  
Thirteen

## Our Philosophy



- Thirteen's mission is to provide homes, support and opportunities to grow for our customers.
- To support our colleagues to deliver this mission, we want them to have a great day at work every day and be proud of Thirteen.
- We know that happy employees = happy customers and this leads to a successful business so at Thirteen we're uncompromising in our ambition to create great days at work for all our employees.
- Ultimately a happy and engaged workforce is more productive with a psychological commitment to meaningful outcomes.
- We spent time asking our people what will bring out the best of them at work and how they want to feel at Thirteen that will make their day a great one. They told us they want to feel proud, valued, energised, challenged, in control, connected and informed.

# Creating Great Days at Work

- 5 year People Strategy agreed by the Board in July 2020
- Thinking underpinned by internal and external feedback around our culture and performance
- Builds on work we have done so far to develop and embed the Thirteen way
- Action Plan developed with measures of success and appropriate KPIs
- Remuneration Committee & Audit and Risk review and monitor success and outcomes

## Creating Great Days at Work





A fully agile working  
environment

---

# Supporting Managers to Manage



## Expectations

Knowledge  
Core leadership skills  
Attitude / Behaviours  
Collective n  
Individual



## Assessment

360 appraisal  
Dev centres  
Performance review



## Opportunities / Pathways e.g's

Coaching / Mentoring  
Reverse mentoring  
Study trips / Master classes  
Job shadow / CSR  
Back to the floor / Position on boards  
Core skills programmes  
Learn by doing / Stretch programmes



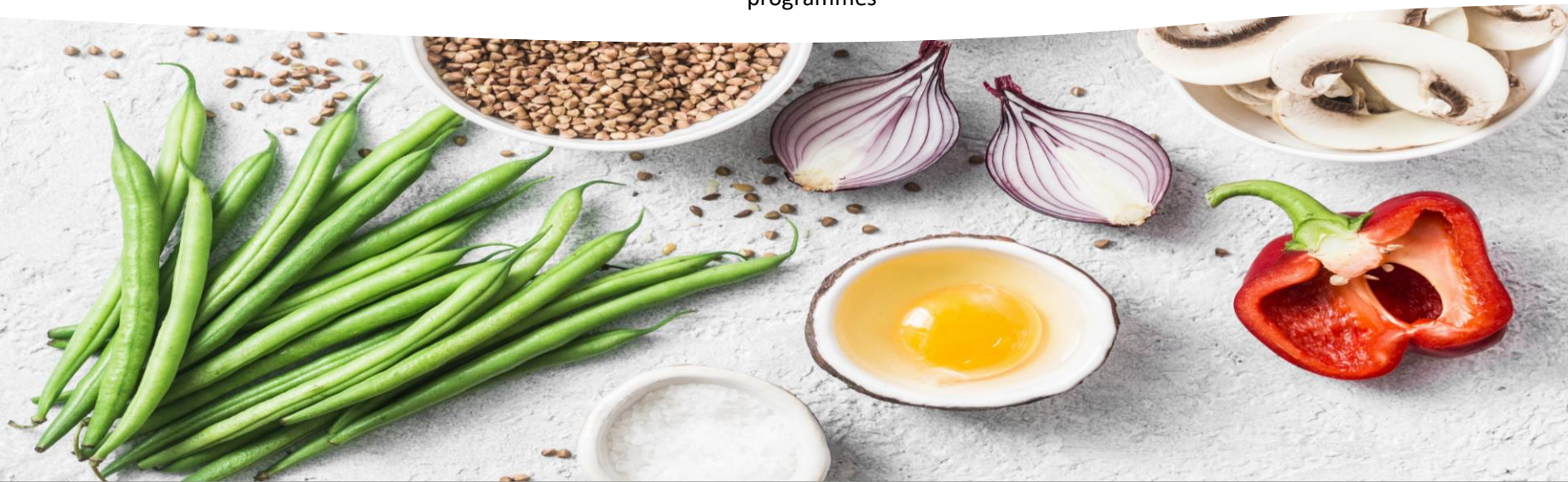
## Measuring Impact

eNPS  
Trust Index  
360 appraisal,  
Performance Appraisals Results



## Review / Evaluation of Framework

Continually



# Talent Management and Succession Planning framework







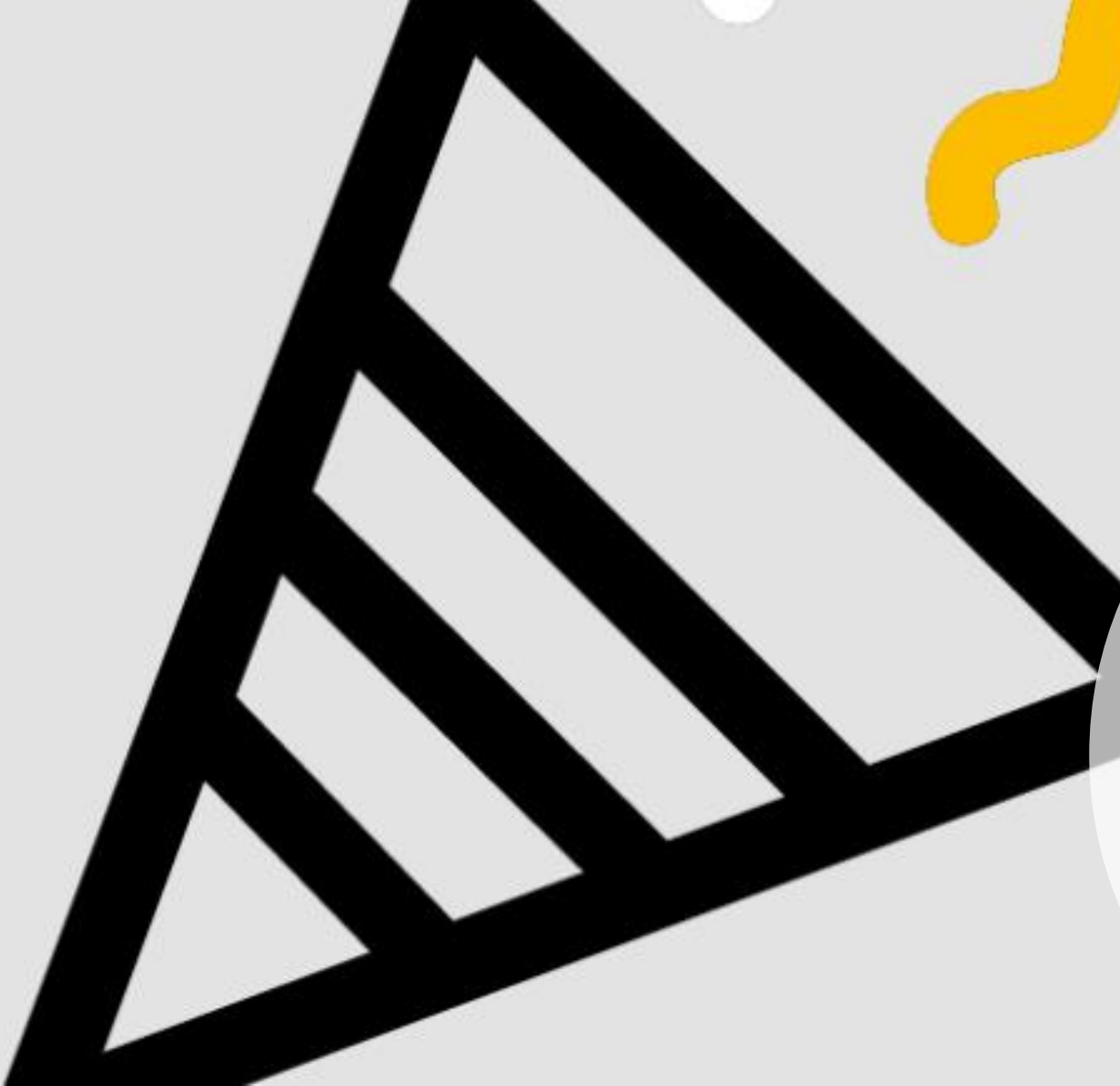
**Rising Stars**



- How we recruit agency staff
- “Get me started” experience
- Delivering great learning experiences
- Ensuring colleague expectations are right
- Performance rating scores n quality conversations
- Talent management, succession planning, workforce planning
- Developing leadership capability







# Online reward and recognition platform





## Staff awards recognising great behaviours and service delivery

- Brick Awards
- Long service awards
- Individual colleague recognition

**thirteen**

Managing and building homes

# Positive Mental Health



**REGULAR MANAGER CHECK INS**



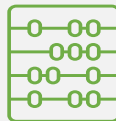
**ADVICE AND GUIDANCE  
PROVISION**



**WELLNESS ACTION PLANS AND  
RISK ASSESSMENTS**



**WELLBEING CALLS FROM  
MENTAL HEALTH ADVOCATES**



**WELLBEING CENTRE**

# So what's been the impact?

- eNS score up from 16 to 39
- Colleague well being focus on
  - Mental health
  - Financial well being
  - Physical well being
  - Clinical supervision
- Improved tone of voice
- Trust in collective leadership
- And then.....!

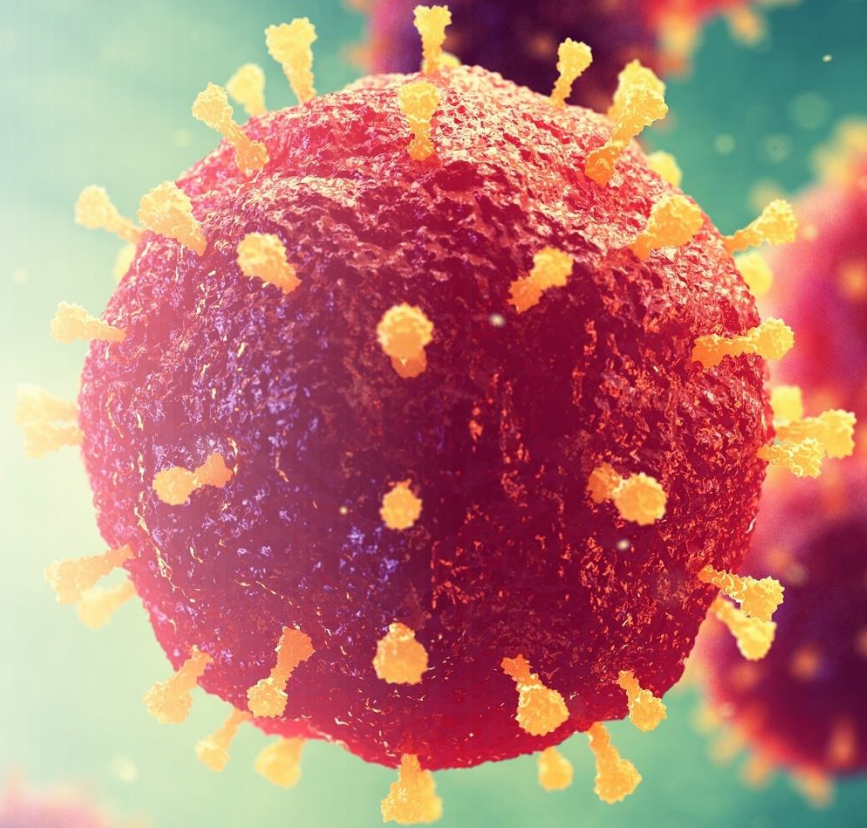



---

## Covid Impact

---

- Everyone sent home March 2020
- Digital delivery where possible
- 216 colleagues required to self-isolate or had COVID sickness (and not able to work from home) between March and October 2020
- How to keep colleagues engaged in a virtual world?





How are we coping with  
COVID-19?

# Remote Working Headlines



## Survey Summary

**8**  
(Average score for scaled questions - anything above 7 is classed as a positive score)



## eNPS

**+55**  
(Anything above +40 is classed as an outstanding result)

## Insights

**Top drivers:** Colleagues knowing what's expected of them and they have meaningful check-ins with their managers  
**Focus on:** Creating a healthy work-life balance



## Response Rate

**70%**  
(70% and above is our ideal RR for a survey)



# Consider what's gone well for you during this time, what hasn't gone so well and how you would feel about current arrangements continuing?



### Working from home

Colleagues mentioned that working from home on the whole is going well and they enjoy the flexibility. However there were some colleagues noting areas which have been affecting productivity such as childcare issues and the lack of an optimal work set up

### Sufficient Support

Colleagues praised the great support that they feel they receive from Thirteen Group during the pandemic. Specifically from their managers and team. Colleagues noted the sufficient communication and how they enjoy the check ins and catch ups.



### Face to Face contact

When mentioning what isn't going well, a key theme was the lack of face to face contact. Colleagues also highlighted that although finding agile ways to work is great and should be carried forward, some vulnerable customers may still need the face to face contact in the future.



### Continue the arrangements

On the whole, colleagues would like the arrangements to continue in some way. A lot of colleagues mentioned a balance between home working and going into the office. They also mentioned that they'd feel more productive WFH when children go back to school.





# Comments

*"Working from home has gone really well for our team and adapted really well to the changes, would be happy working like this in future"*

*"Fine - we have all adapted as a team, been well supported by our manager and each other and are able to work together to address any barriers that present themselves."*

*"Business has continued despite the obvious challenges. Communication from my Service Director is outstanding."*

*"My manager / director have been very understanding of my circumstances. I have managed to continue my work and ensure sales progress as required. My work life balance is extremely difficult meaning I have to work late nights or early mornings."*

Consider what's gone well for you during this time, what hasn't gone so well and how you would feel about current

*"I enjoy working from home and I like a challenge, so adapting it great for me. The only drawbacks are the workstation situation, plus I feel we are a lot busier than usual."*

*"Initially, I found it a little hard not being able to visit the patch and customers and also missed the work office environment but with the support of the Team, I have now adapted well and understand the need for the current arrangements to continue."*

*"I have found working from home ok and don't mind if it continues. I do find it more difficult to switch off at the end of my shift so tend to work longer than I should but that is something only I can address."*

*"I would be happy for the current arrangements to continue as I'm starting to get used to this way of working. I felt very isolated at the beginning, but that is starting to settle down now. I'm lucky in that I am independent in my work and my team are getting better at communication through digital means."*



## Our response

thirteen

Managing and building homes

- DSE assessments refreshed for home working colleagues taking into account well-being
- Equipment delivered / picked up as required
- A small number of colleagues brought back to the office, where home working is not ideal
- “How we work at Thirteen” guidelines being refreshed further to confirm arrangements for HMRC tax relief, claiming mileage and claiming the cost of equipment purchased by colleagues
- Consideration now being undertaken about “How we work in the future” taking into account the different categories of colleague



# Keeping colleagues engaged

- Supporting managers with targeted support identified by staff surveys / absence reporting
- Promoting:
  - Trained Mental Health Advocates, staff cash plan (counselling & cash back), supportive leave provisions & mindfulness training
  - Coaching & mediation services
  - Reviews of Wellness Action Plans & stress risk assessment
  - T'dar staff benefits and discounts provision
- Continued to develop our relationships with our Trade Unions
- Continue to work with local health groups & charities to identify further improvements



# Future Plans

- Roll out of a revised Attendance Management Toolkit for managers, backed up with training to embed this/test understanding
- Review our approach to early retirement
- Develop a bespoke psychological service for certain roles
- Develop a communication campaign to help share the cost of sickness with colleagues
- Roll out winter flu jabs to staff
- Promotion of our new Autumn Wellbeing campaign on our t'dar platform
- Embed sickness management into our new structure and management teams
- Learn more about the long term health impacts of Covid-19
- Develop a campaign to help promote better self-care and hygiene practices- aimed at reducing the spread of short term illness/absence

**Average  
long-term  
sickness  
absence  
cases per  
month**

---

<b>Month</b>	<b>Average no of long-term sickness cases</b>
Apr-20	35
May-20	36
Jun-20	30
Jul-20	21
Aug-20	20
Sep-20	22



# INVESTORS IN PEOPLE | Gold

## Investors in People

thirteen

Managing and building homes

- Aiming for gold at next accreditation (Nov 21)
- 24 month review took place 2 & 3 November so will help us focus on what else we need to do to
- Achieving gold requires us to “move up” from silver in 4 categories
- Review involved meetings with People Team members and colleagues across the business. Focus is on assessment against the Standard, and also “areas of our choosing”
- Written report to be provided by early-mid December



Being Team Thirteen

