



MINUTES

HR Strategic Delivery Group

Date: Thursday 14th July 2016

Venue: Trivallis' Offices

Ty Pennant, Mill Street, Pontypridd CF37 2SW

Apologies

- | | |
|------------------------------------|---------------|
| 1. Valleys to Coast | Kathy Watkins |
| 2. Valleys to Coast | Claire Murphy |
| 3. Liz Parry | Linc Cymru |
| 4. Cardiff Community Housing | Natalie Zieba |
| 5. Cardiff Community Housing | Louise Sulley |
| 6. Bro Myrddin Housing Association | Rhian Layton |

Attendance

- | | | |
|--------------------------------------|----------------------|--|
| 7. Cardiff Community Housing | Kate Griffiths | HR Business Partner |
| 8. Coastal Housing Group Ltd | Chris Stokes | HR Business Partner |
| 9. Coastal Housing Group Ltd | Caroline Belasco | Director of HR & Organisational Development |
| 10. Community Housing Cymru | Phillipa Knowles | Director of Resources & Organisational Development |
| 11. Cynon Taf Community Housing | Claire White | Resources Manager |
| 12. First Choice Housing Association | Donna Lloyd-Williams | Director Corporate Services |
| 13. Hafod | Rebecca Ford | HR Manager |
| 14. Melin Homes | Mike Harris | Interim People and Learning Manager |



15. Mid-Wales Housing Association	Andrea Williams	HR Manager
16. Monmouthshire Housing Association	Karen Peploe	Head of HR & Training
17. Newport City Homes	Claire Barley	Head of Strategy and OD
18. Newport City Homes	Beverley Flood	People and Change Manager
19. Pembrokeshire Housing	Victoria Evans	HR Manager
20. Rhondda Housing Association	Clare Gunning	Head of HR & Corporate Services
21. Taff Housing Association	Jane Evans	Head of People Services
22. Tai Calon	Amanda Lane	Head of HR
23. Tai Ceredigion	Rhian Haf Evans	Assistant Director of Human Resources and Comms
24. Tai Tarian	Wayne Gwilym	Head of Organisation Development
25. Tai Tarian	Alexandra Jones	HR Manager
26. Trivallis	Louisa Neale	Head of HR
27. Trivallis	Maxine Wiseman	Organisational Development Director
28. United Welsh	Donna Howells	Head of HR
29. Wales & West Housing Association	Judith Norris-Jones	Head of HR

Via Video Conferencing

Pennaf Housing Group	Elaine Gilbert	Director of Human Resources
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Notes and Actions

What do we hope to get out from the Day and the SDG?



Need to embed in day to day work

Chris Stokes COASTAL – interested in what’s going on

Amanda Lane – TAI CALON – how can we make a difference

Judith Norris Jones – WALES AND WEST HOUSING – How can we work together better. What are the barriers?

Karen Peploe MONMOUTHSHIRE HOUSING Opportunities to look at outcomes from HH

Donna Lloyd Williams – FIRST CHOICE – Pushing HR agenda wider

Clare Gunning – RHONDDA – Sceptical optimism

Claire White – CYNON TAF COMMUNITY HOUSING to be aware of barriers in the past

Jane Evans – TAFF – Build on individual work we have done

Rhian Haf Evans – Tai Ceredigion We need to work together – little steps with some quick wins

Andrea White – MID WALES – Excited. Interested in secondments. How are we going to incorporate into the day job.

Mike Harris – MELIN HOMES – need to up our HR level and work together.

Victoria Evans – PEMBROKESHIRE – Good to tap into the power of numbers

Beverly Flood – NEWPORT CITY HOMES – Coming from the financial sector, what can we learn from other sectors

Claire Barley – NEWPORT CITY HOMES – background in public health

Rebecca Ford – HAFOD – to learn from each other and be a part of the strategy

Kate Griffiths – CARDIFF COMMUNITY – We have huge challenges – need to focus on strategy

Donna Howells – UNITED WELSH – We’ve talked a lot about this before. We know what needs to be done. Pick some quick wins. We need to act.

Louisa Neal – TRIVALLIS – Raise our profile within the sector

Alexandra Jones – TAI TARION – To meet new people - as new to the sector

Elaine Gilbert – PENNAF – need to collaborate together to deliver the agenda

Maxine Wiseman – TRIVALLIS – To collaborate – we have power in our strength. How do we link intelligence from other groups, bringing chains together and include in corporate plan,



How do we bring people on the delivery groups together and feedback to HR?

Need to relook at how we ensure digital transformation is captured if it's not a SDG - CHC

We all have a passion and energy and we need to be aware of what the barriers are.

There is a skills gap – we have to compete.

The challenge is to ensure that the communities that we work in have the technology to enable us to deliver our services. How do we link intelligence?

We need a balance – to develop our culture – as it is going to get tougher.

We need to collaborate and partner – and link in with other sectors eg financial services.

We need to continue to have the HH conversation with all staff and stakeholders – it makes sense!

Collaborate with other sectors – great opportunity for us – we need to reach out (Academy Wales)

Ways of working – digitalisation / agile working is crucial. Should be doing it as a sector.

Need to consider transition and planning to implement and change.

How do we communicate the bigger picture to all staff – especially to front line staff?

Messages that members get different levels of communication to staff. PR and Comms have a key role to play.

Blockers to HH is perception (public and AMs/MPs)

Branding discussion

Need to look at Uni / lectures – what educational establishments are looking for placements?

Apprenticeships

Sharing of info and best practice

Brand / hub for housing

Keen to find out new CE's take on the sector

Need to look at 1/2 priorities – as there is too much to do all at once.

Brand – attraction – what is the proposition? Leaders of the future? Why did they want to come into the sector? Commerciality. How do we sell our sector's culture?

We will also need financial support – to brand housing – and will need some money upfront.



before we promote the sector.

Need to get into schools – provide the stepping stones

Revisit the branding work that was completed at previous networks

HR SDG Action planning

Need to get a CE to back each focus area

1 Branding (Donna Howells & Kate Griffiths)

Looking at producing a video/toolkit/platforms and job site

Branding message agreed by HR & LD Conf

Need to collaborate with HR/Comms/IT delivery groups

Need to identify strengths and contributions

Trivallis media team – MW has offered their services to produce the video

Homes for talent – Housing the hidden gem

2 Leadership (Caroline Belasco & Amanda Lane)

Development of competency framework

Coaching

Clear definition of leadership in terms of housing

Development of core competencies and flexibility in terms of applying them to each HA

Development of a framework for leadership

Expectations of what a leader should be

Attend Conference and map this out CB / AL

By March 19 to have a framework on leadership – expectations on what a leaders looks and feels like

Succession planning

Look at framework and see how we make it happen



a leadership framework – happy to share theirs.

Developing behaviours is key

There are core and variable behaviours

3 Skills (Judith Norris Jones and Karen Peploe)

By March – to have identified what are our skills gaps for all of the professions in the housing sector

Need to identify gaps and look at how we recruit and develop staff

We need to work better with our partners to attract the right people

Look at a central way of identifying skill gaps – possibly using Turning Point HR to co-ordinate the data

How do we bridge the gap in 20 years time

Acknowledge that we don't do any structured workforce planning

Can CHC look at Sharepoint / or alternative for sharing info and progress ? CHC

4 Culture (Chris Stokes, Elaine Gilbert and Maxine Wiseman)

Define housing culture and what it needs to be in 2019

Understand the current culture. How?

Obtain perceptions of people who come into the sector – killer questions – what is their view on the sector?

Pull together values – word cloud – degree of community

What does it mean to you to be successful in housing?

Work as a group to co-ordinate

Can we tap into workplacements?

There will be joint work / overlap with branding group



https://www.mindtools.com/pages/article/newSTR_90.htmv

Next steps

All workplans for each of the groups (to run from Now to March 2019) to be sent to Phillipa 7th Feb – covering:

- What will be done?
- By when?
- And what will success look like?
- By whom

Next meetings

Look to hold further SDG in March

Conference – 2/3rd May

SDG – September – North Wales

Jan 2019 – SDG



Phillipa Knowles

Community Housing Cymru