

# Our People Strategy 2019 - 2023



# Strategy Statement

Our People Strategy specifies how we will develop, support and collaborate to deliver our strategic objectives for the benefit of our customers and the local community.



Our People Strategy is divided into four themes, which represent our key people management priorities. Related policies will be reviewed to make sure they sufficiently support each of the themes as the organisation matures and grows.

## Aims of our People Strategy

We want NPH to:

- be a great place to work;
- develop and grow our people;
- be an employer of choice;
- have a meaningful impact on the local economy; and
- be an organisation that people are proud to work for.

## Introduction

NPH's People Strategy sets out our commitment to be a great employer, an effective communicator, an organisation that uses technology to promote innovation and change and a place where employees are supported to achieve their potential.

We are passionate about creating opportunities for our people to learn, develop and grow. We believe that this approach will enable NPH to become a top performing organisation that provides the best services to its customers.

We have developed the strategy in line with NPH's Corporate Plan 2018 – 2023 to support the delivery of our strategic objectives. We recognise that delivering a thorough, effective and robust programme of learning and development, getting our recruitment right, reviewing and seeking the views of our employees, and putting measures in place to support their wellbeing is crucial to the success of our business.

As with all NPH strategies, our Vision, Mission and Values underpin the content of our People Strategy.

## Our Vision, Mission and Values

Our Vision is that NPH provides homes which enable people to live happy and healthy lives in enriched communities.

### Mission

- We improve lives by sharing a common purpose.
- We improve and maintain the quality of our homes.
- We provide services which endeavour to meet the needs and aspirations of all tenants and residents.
- We will provide the opportunity for people to influence the immediate and long term futures for themselves and their communities.

### Values

- Open and Strong
- Listen and Respond
- Achieving more with others
- Aim High and Deliver

# Key Themes

## 1. Recruit

Having invested considerably into the development of NPH's culture and behavioural framework, we need to make sure that our approach to recruitment and selection reflects this work and the progress that has been made. We believe that recruitment should take account of not only skills and experience; also attitude, behaviour, commitment and a passion for NPH's social purpose.

## 2. Develop

We already commit significant resources to our learning and development programme to make sure that every member of the NPH team has the right skills and behaviours to perform the duties of their role. We believe that this is a continual process and that every employee has the right to develop and grow.

We offer a huge range of training, which is delivered using a variety of methods; including traditional classroom based courses, online learning, work shadowing and conferences as well as opportunities for medium to long term study towards nationally recognised qualifications.

This strategy aims to make sure that access to these opportunities is equitable and that programme delivery supports NPH's strategic objectives.

*The information over the page describes how we will work together to achieve our People Strategy.*

## 3. Wellbeing

We are committed to providing a healthy and safe working environment for every member of the NPH team. We want our people to be happy in their work, to feel that they can be themselves, are valued and are protected by the values of the organisation.





The wellbeing agenda aims to improve the health, safety and contentment of our employees and our commitment to making this happen.

## 4. Review

As a relatively new organisation subject to fast paced change, it's important that policies and processes relating to people management are kept up to date, are relevant and fit for purpose, whilst enabling us to realise our collective ambition.



# Key Themes and Objectives

Key Theme	Strategic Objective	Key Objective	Action
1 	Strategic Objective 4: Develop and maximise partnerships to build stronger, safer and thriving communities in Northampton	Reference 4.1: Make a positive contribution to the local economy through improved employment opportunities	Contribute to the creation of job opportunities within the local economy Develop training and apprenticeship opportunities
2 	Strategic Objective 5: Be an open, inclusive, effectively managed and trusted organisation	Reference 5.2: Manage resources appropriately	Invest in an organisational training and development programme
3 	Strategic Objective 5: Be an open, inclusive, effectively managed and trusted organisation	Reference 5.4: NPH to be an employer of Choice	Create a loyal and committed workforce
4 			



## Action:

## Aims:

## Outcomes:

### 1. Recruit

Review the recruitment and selection policy.

- To make sure the approach is up to date and fits with NPH's culture and agreed behaviours.
- To meet the needs of the evolving and growing business.
- To incorporate up to date equalities and diversity best practice within the process.

A robust and future proof approach to recruitment and selection that enables NPH to recruit the best candidates.

Legislative compliance.

Migrate the online application process from LGSS to NPH's current HR system supplier.

- An improved, more user-friendly, streamlined system.
- More flexibility for internal users.
- A better user-experience for applicants.

A recruitment system that offers managers flexibility when advertising vacancies to reach the appropriate audience.

A more professional first impression for prospective candidates.

Grow our own talent.

- Succession planning for existing apprentices.
- Inspire experienced employees to mentor.
- Promote employment, work experience and apprenticeship opportunities to the local community, tenants and young people.
- Consider roles that would suit the aspirations of graduates and develop a bespoke training programme to support their career development.
- Develop strong partnership with education and training providers.

Return on our investment in apprenticeships.

Creation of development opportunities for existing employees.

Increased investment in the local economy and supporting Northampton's future.

Ability to attract high calibre, ambitious and motivated candidates.

Promoting NPH as a local employer of choice.



Action:	Aims:	Outcomes:
<b>2. Develop</b>  Review the learning and development policy.	<ul style="list-style-type: none"> <li>• To make sure it supports the needs of every employee not only to perform their role, but to realise their full potential.</li> <li>• To work collaboratively with all service areas to make sure that the offering meets the evolving needs of the business.</li> <li>• A robust and consistent process for considering training requests is included.</li> </ul>	<p>A fair and empowering learning and development offering.</p> <p>The range of technical and specialist skills required across the business are considered when training programmes are planned.</p> <p>Individuals are treated fairly whilst making sure that training activity supports NPH's core purpose.</p>
Achieve Investors in People gold standard by 2023.	<ul style="list-style-type: none"> <li>• To benefit from external challenge, learn from best practice and implement improvements.</li> <li>• To create a structured approach to people management, learning and development that meets sector standards and promotes excellence.</li> </ul>	<p>NPH will become an employer of choice.</p> <p>Demonstrable commitment to supporting and developing our people.</p>
Maintain a corporate training matrix.	<ul style="list-style-type: none"> <li>• To make sure that mandatory training is completed and refreshed on time.</li> </ul>	<p>Regulatory compliance.</p> <p>Each team member takes responsibility for their own safety and that of others.</p>
Build on the existing management development programme.	<ul style="list-style-type: none"> <li>• That managers are effective, consistent and accountable at all levels of the organisation.</li> </ul>	<p>Every member of the NPH team knows what is expected of them and how they can succeed.</p>
Develop and implement a talent management programme.	<ul style="list-style-type: none"> <li>• To motivate and retain talented employees.</li> </ul>	<p>To maximise potential to mutually benefit individuals and NPH.</p>
Review and update the induction programme.	<ul style="list-style-type: none"> <li>• To make sure that every new member of the NPH team has the best start to their employment.</li> <li>• To help new employees understand NPH's core purpose and how each part of the business works together to provide quality homes and services to customers.</li> </ul>	<p>Culture and behaviours are embedded from the beginning of an individual's employment with NPH.</p>

## Action:

## Aims:

## Outcomes:

### 3. Wellbeing

Develop a wellbeing strategy.



Review existing employee support arrangements and consider an enhanced offering.

Deliver mental health training to managers.

Review existing counselling arrangements.

Review occupational health arrangements.

- To promote a wellbeing culture throughout the organisation.
- To make sure that employees are aware of how NPH can support their individual wellbeing.
- To deliver a programme of themed events to promote engagement with the wellbeing agenda.

- To support employees who deal with upsetting or traumatic cases.

- To promote an organisation-wide understanding of mental health issues and enable managers to effectively support their teams.

- To make sure that employees have access to counselling that meets their needs.

- To achieve improved outcomes for both employees and NPH.

Contribute towards our ambition to be a great place to work.

Employee wellbeing supported.

Reduced sickness levels below the sector average.

Welfare of our employees protected.

Reduced sickness levels below the sector average.

Employee wellbeing supported at an individual level.

Counselling services available to employees.

Long term sickness reduced.

Employees supported back to work.

Action:	Aims:	Outcomes:
<b>4. Review</b>  Meet with senior managers regularly to identify how organisational structures can support career progression and high quality services.	<ul style="list-style-type: none"> <li>To make sure that service leads are supported and encouraged to consider new ways of working.</li> <li>To prevent organisational structures from inhibiting progress.</li> </ul>	A continual drive for innovation and improvement.  Allowing managers the flexibility to keep their services up to date.
Review the existing performance management scheme.	<ul style="list-style-type: none"> <li>To make sure that every member of the NPH team take responsibility for their own performance and understand how it contributes to the organisation's success.</li> </ul>	An empowered team, working towards a common purpose.
Consult with employees at all levels to review the competency framework (#ThisIsNPH ).  Fully integrate #ThisIsNPH with the performance management process and respect agenda.	<ul style="list-style-type: none"> <li>That every team member has the opportunity to contribute to #ThisIsNPH and it reflects the voice of NPH people.</li> <li>To provide a framework that enables inappropriate behaviour to be challenged and managed in a consistent way.</li> </ul>	NPH has genuine buy-in to the behavioural framework, promoting a culture that the whole organisation believes in.  Employees feel safe enough to challenge inappropriate behaviour regardless of hierarchy.
Work with service leads to create an organisation succession plan.	<ul style="list-style-type: none"> <li>To make sure that adequate development opportunities are in place.</li> </ul>	NPH retains talented employees.
Conduct an employee opinion survey every two years and implement an action plan informed by the results.	<ul style="list-style-type: none"> <li>To give employees an opportunity to give their honest views anonymously with no fear of recrimination.</li> <li>To identify progress made and areas which require improvement.</li> </ul>	An understanding of genuine satisfaction levels.  A sustained focus on our people and our ambition to be a great place to work.
Review all HR policies and procedures.	<ul style="list-style-type: none"> <li>To ensure best practice and compliance with all legislation with particular focus currently on the Modern Slavery Act and Equality Act.</li> </ul>	Legislative compliance and fit for purpose.



Our People Strategy has been developed in consultation with Executive Management Team and the wider Senior Management Team.

We have significantly changed the way the Human Resources and Organisational Development service is delivered at NPH, and the in-house team are committed to deliver a service based on this People Strategy that is ambitious, has people at the centre of what is done, supports the achievement of NPH, and inspires our employees to meet their full potential.

The HR team will engage with relevant stakeholders to ensure workforce issues are addressed. We will strive to deliver a leading edge specialist HR service throughout NPH, learning from best practice to develop innovative strategic and operational HR practices.

NPH have made a significant investment in our Learning and Development programme and we are proud of what has, and is yet to be achieved through our people.