

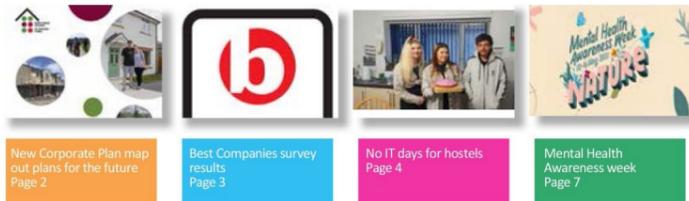
A Great Place to Work

Contents and Introduction



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Introduction

Founded in 1974, North Wales Housing (NWH) has been providing homes and delivering services for over 47 years.

We are a successful housing association with over 2,700 homes and we are totally committed to our communities across North Wales. We employ up to 170 people across a diverse selection of roles. The way in which our people responded to the Covid pandemic is testament to how much they care about our customers and each other.

This People Strategy is about attracting and retaining the best people who feel valued and empowered to put the customer at the heart of everything they do. It is only through our people that we will be able to deliver the strategic objectives in our Corporate Plan and in return we want them to be proud to work here.

People Strategy 2021 – 2024

2019-2021 People Strategy - Review

In 2019 when writing the 2019-2021 People Strategy no-one could have imagined that we would find ourselves in a global pandemic. The NWH Family have pulled together to continue to provide the best services we can to our customers in challenging times and to be there for each other. Whilst there have been a few bumps along the way and lots of changes to what was our way of working before; we have adapted in a way that everyone should be proud.

Some of our people have continued to attend their place of work or visit our customers in their homes with social distancing and other safety regulations in place and many people have been required to work from home where they can which has seen agile working becoming a reality which we were only intending to have explored by now.

The IT team have enabled the agile way of working to happen!

Some other noticeable achievements include:

- Completion of our first Best Companies survey in October 2019, with an impressive participation rate of 83%. Our second in March 2021 saw us achieve the One to Watch accreditation; a fitting tribute to our people for the year past.
- Launch of the CALON Health and Wellbeing group that has champions who actively promote mental health and wellbeing amongst our people. The group also arranged the signing of the Time to Change Wales pledge. The pledge is to change the way we think and act about mental health at NWH.
- Delivering Great Service training was provided to staff; which focuses on using a mindset, language and action toolkit.
- A Leadership Development Programme was provided to our Leaders which included projects. A continuation of embedding this learning and others will be ongoing.
- The Around the World in 80 days initiative was thought up by one of the project groups and was a very successful initiative to get people out and about and share posts and photos on Workplace during the pandemic. 52 members of staff took part with an overall total of 240 participants which included family and friends. The initiative also raised money for the 2020-21 charity of the year, Awyr Las.
- 100% of People team documentation is now available online
- Increase in digitalisation including online recruitment and selection and onboarding
- Transferred the majority of learning and development events online
- Continuation of People HR system development
- Restructure of the day to day and planned maintenance team providing development opportunities for new team leaders
- Staff attended the 2019 Eisteddfod in Llanrwst, promoting NWH and the Welsh language
- Additional thank yous and celebrations have been introduced including birthday cake and card and thank you gifts being sent to our peoples' homes



Vision and Strategic Intent

NWH's Strategic Objectives are:

- Provide the services our customers want, to a standard which increases customer satisfaction at a cost which is value for money
- A valued and empowered team where we put the customer at the heart of everything we do
- Provide safe, energy efficient homes that support independent living
- Maintain financial strength and resilience through sound financial management and investment decisions
- Deliver new homes to meet housing need, grow our capacity and contribute to the North Wales economy

NWH's Mission is:

“Transforming lives by providing great homes and delivering high quality services and support”

NWH's Vision is:

“Our vision is to make a difference to people's lives, by providing homes to be proud of and creating communities in which they can thrive.”



To achieve our People Team vision we will:

- Proactively engage with our people, customers and partners
- Continually develop our skills and expertise to thrive as leading professionals and be the best that we can be
- Work with others to create a positive, high performing, healthy working environment
- Actively network in order to learn, share best practice and peer-review performance
- Be true partners to the organisation, seeking workable solutions to achieve

The People team's Vision is

“that our People are proud to work at NWH”

Aims of the Strategy



The focus of the strategy is to ensure that we create an environment where our people are proud to work and a place where they want to be, where they strive to achieve a high level of performance putting our customers at the heart of everything they do.

We will achieve this by shaping a workforce culture where every team member can fulfil their potential, give their best and feel valued for their contribution.

These aims will help drive the required changes in culture, workforce planning, leadership and performance to ensure NWH achieves its strategic objectives and is a great place to work.

Integral to the aims of this strategy will be a more agile future way of working to deliver an exceptional customer experience. We will continue to consult our people and our customers on this.

Aim One

Attract and retain the best people who will put our customers at the heart of everything they do

Aim Two

Enable a leadership culture where there is a healthy balance between high performance and people wellbeing

Aim Three

Create a learning and development culture that enables our people to thrive

Aim Four

Encourage a fun and healthy workplace where our people feel at its heart

Aim Five

Provide a fair and inclusive reward and recognition approach which is valued by our people

Aim Six

Deliver a professional service valued by the customers of the People team



Values

NWH's Values are:

- **Open** – We are transparent in the way we work and make decisions
- **Trust** – We do what we say we will do. We behave with honesty and integrity
- **Responsive** – To our customers, staff and partners needs and aspirations
- **Learning** – We look for better ways in the future. We acknowledge when we make mistakes and learn from them. We look outward to learn from others
- **Fairness** – We are open to all, but closed to prejudice. We will actively promote equity and respect diversity.



Aim One

Attract and retain the best people who will put our customers at the heart of everything they do

Key objectives:

- Develop a workforce plan that sets out both current and future workforce needs required to deliver the Corporate Plan ensuring that the equality and diversity of our people appropriately reflects that of our customers and local communities.
- Develop a clear and sustainable recruitment and selection policy that will attract and retain talent who share our values and will put our customers at the heart of everything they do.
- Modernise all careers marketing to provide attractive and welcoming first impressions, a clear and consistent brand. Use a variety of campaigns to attract the best.
- Provide a variety of opportunities for people to work or volunteer at NWH including work experience, volunteering, internships, apprenticeships and traineeships.
- Develop clear approaches to the identification and development of current high-performing talent, identifying future workforce and talent requirements and ensuring we have clear talent management, succession planning and mobility opportunities available for priority roles.
- Implement recruitment management software through People HR to enable leaders to appoint the right people in their teams
- Improve the onboarding experience for new and current employees.

This is
Housing
Pledge

Indicative Measures of Success

- Number of internal opportunities provided e.g. secondments, promotions
- Number of work experience, volunteering, internships, apprenticeships and traineeships provided
- Number of leavers as a percentage of the number of staff employed (turnover) - 2021-2022 target of 10%



Aim Two

Enable a leadership culture where there is a healthy balance between high performance and people wellbeing

Key objectives:

- Embed the new NWH Leadership Competencies Framework to aid a culture of success.
- Provide opportunities for leaders to develop their skills and confidence to **deliver excellence for our customers.**
- Support cultural transformation activity in business critical areas, enabling leaders to be ready for and effectively support and manage change.
- Encourage and support aspiring leaders of the future.
- Our leaders will continue to listen and support their people's wellbeing through various means including, one to ones, surveys, and regular communications.
- Enable Leaders to set up appropriate agile working arrangements within their teams to provide the **best possible services to their customers.**



Indicative Measures of Success

- Percentage of leaders assessed as expert or comfortable against the Leadership Competencies Framework
- Results from staff engagement surveys on leadership and management including Best Companies and Investors In People—*Best Companies target to achieve 2 stars by year 3*



Aim Three

Create a learning and development culture that enables our people to thrive

Key objectives:

- Deliver performance management processes which are fit for purpose, applied and aligned to support delivery of wider people management objectives, aiding in the identification of high-performing talent, invoking effective personal development discussions. Between October and December Individual Learning Plans to be agreed for the following year.
- Create a Learning and Development policy that supports people to perform to a high standard and fulfil their potential, to include evaluation and value for money.
- Develop a coaching and mentoring strategy to include the setting up of a pool of qualified people to provide support to their colleagues.
- Develop a train the trainer programme for our people to share their knowledge, experience and skills with colleagues.
- Undertake a skills assessment for all staff identifying where there are any gaps and highlighting the skills that we did not necessarily know that we had.
- Establish clear organisational behaviours and role profiles to enable transparency of accountability, lines of decision making and to support positive performance management.
- Continue to promote the annual Rising Stars programme



Indicative Measures of Success

- Percentage of annual learning plans achieved
- Percentage of mandatory training undertaken—*target 100% for people in work*
- Number of applications for Thrive fund and Rising Stars



Aim Four

Encourage a fun and healthy workplace where our people feel at its heart

Key objectives:

- CALON will continue to promote positive health and wellbeing for our people through its CALON champions.



- We will review our ways of working, to provide a more agile and flexible approach. We will review our lone worker, shift working arrangements, and implement changes where required for people to feel safe and well.
- We will raise the profile of equality, diversity and inclusion in all that we do.
- We will actively engage and involve people in decisions relating to change that may impact them.
- We will take part in Investors In People, Sunday Times Best 100 Companies and regularly carry out pulse surveys as a measure of how we are doing as an employer.
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- We will encourage our people to get involved in various initiatives e.g. voluntary work, supporting our annual charity, social and organisational events.
- The charity panel will focus on ways to engage our people and raise much needed funds for our 2021-2022 charity MIND Cymru.

Indicative Measures of Success

- Average number of days lost to sickness — *target for 2021-2022 is 11 days*
- Short term sickness as a percentage of working hours—*target for 2021-22 is 1%*
- Long term sickness as a percentage of working hours—*target for 2021-22 is 3%*
- Percentage of hours lost to sickness due to anxiety, depression and stress—*target for 2021-22 is 2%*
- Percentage of staff satisfied with communication—*target for 2021-2022 is 90%*



Aim Five

Provide a fair and inclusive reward and recognition approach which is valued by our people

Key objectives:

- Provide reward and recognition which will help position us as an employer of choice to attract and retain high calibre people. We will clearly communicate our reward offer so that prospective and current staff recognise the elements which make up the organisation's reward package. Continue to work in partnership with colleagues to explore where reward practices can be developed to respond to emerging business need.
- We will provide our people with a clear understanding of the rewards that we provide whilst benchmarking our total reward packages every couple of years.
- We will research salary policies and evaluate and implement the best for our organisation in order to attract and retain high performing people.
- Research reward platforms where our People have a choice of rewards.
- Introduce additional recognition awards including team and values based recognition. Reward bright sparks that are introduced.
- Review current terms and conditions and compare to local organisations, not just housing associations.
- Enhance our culture where thanks and praise between colleagues is encouraged.

Indicative Measures of Success

- Increased Best Companies (BCI) score— *target for 2021-2022 an increase of 15 BCI points*
- Investors in People (IIP) - increased score

Extra Mile Award winners



Aim Six

Deliver a professional service valued by the customers of the People team

Key objectives:

- Support organisational development as a key focus, ensuring business critical projects are underpinned by robust people-focused approaches that are fit for purpose for our growing organisation.
- Be solution-focused, working in partnership with colleagues to instigate and deliver change that supports achievement of the objectives in the Corporate Plan 2021-2024 and beyond. In doing so, we will keep the Corporate Plan at the forefront of our work, engaging our people in the vision for the future, keeping our customers at the heart of the organisation, embedding our values across all that we do and recognising the fundamental importance of both financial sustainability and organisational reputation.
- The People team will work with managers to influence and contribute to service and organisational-wide strategy ensuring that the workforce planning is effective
- The People team will strive to deliver an excellent specialist service throughout the organisation, learning from other organisations (including those in the private sector) to develop innovative strategic and operational practices.
- Review, define and implement changes to our People systems to facilitate delivery of the People Strategy.
- Continually develop People related metrics and provide to Leaders and the Board.



Indicative Measures of Success

- Satisfactory compliance confirmed following audits
- Employee relations matters — evaluation
- Delivery of People Strategy

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