

NCHA

People Strategy

2018-19

**‘Supporting NCHA to be fit for
the future’**

Responsibility of:	Director of Resources
Responsible Officer:	Head of Human Resources
Last Update:	February 2018
Next Update:	February 2019

People Strategy

1. Purpose

- 1.1 NCHAs People Strategy is designed to support the delivery of the NCHA Group Corporate Plan objectives.
- 1.2 The purpose of the People Strategy is to contribute to the achievement and development of business objectives by maximising the contribution from people in the organisation, be they Board members, staff or volunteers.
- 1.3 The greatest impact in terms of '*the NCHA employment experience*' comes from the managers who work, develop and build relationships with their teams on a daily basis. While the People strategy is owned by HR, it is these managers that realise the People strategy and they have the most significant influence on the experience our staff have at work.

2. Background

- 2.1 Established in 1973 we are one of the largest independent Housing Associations in the East Midlands. We pride ourselves on making a positive difference to people's lives. We continue to provide care and support services that many other providers have pulled away from, this provides us with challenges but importantly more opportunities to fulfil our mission; *to provide high quality, low cost housing, services and support for more people in need.*
- 2.2 NCHA is registered with the social housing Regulator and at the end of 2017 the HCA rated NCHA at the highest level for both financial viability and governance. As at the end of 2017 twelve of our care and support services are subject to regulation by the Care Quality Commission (CQC). One is rated as outstanding, nine are rated good and two require improvement.
- 2.3 The external environment in which we operate is changing significantly. A few examples and challenges we face are;
 - The impact of welfare reform on our tenants
 - Difficulties in recruiting and retaining quality care staff, with Brexit adding to workforce challenges in this area
 - The Value for Money standards are changing and are likely to include a broader definition and scrutiny around remuneration and employment costs
 - Meeting pay expectations as pay falls in real terms and Britain is set to have the worst wage growth of any wealthy nation in 2018, ranking behind Italy, Greece and Hungary, according to analysis by the [TUC](#).

2.4 We have following consultation with staff recently refreshed our values which are now **CLEAR**:

- **Caring** We care about what we do and the way we do it.
- **Lean** We learn, improve and change to deliver great services for customers
- **Enthusiastic** We are engaged and motivated to make a difference.
- **Accountable** We are answerable for what we do and don't do.
- **Resilient** We are ready to respond to opportunities and challenges.

These values are being embedded into key people processes over the coming year.

2.5 Organisational structure and workforce information

NCHA is currently undergoing significant change with the merger of two key operational areas; Care and Support and Housing. The newly merged department Homes and Wellbeing will be the largest single department with c800 of the c1040 contracted staff at NCHA.

Use of agency staff is limited with short term relief admin staff being sourced and managed by HR. Wider agency use is largely confined to use in Care and Support projects.

This is what NCHA workforce looked like at the end of Dec 2017:

Female 67%	Over 50 years 31%	Disabled 6%
Male 33%	BME 22.5%	LGBT 4.1%

2.6 Being part of NCHA means:

- Always working in the best interests of our customers, NCHA and our communities.
- Working in the spirit of our values.
- Striving to improve our performance and taking part in NCHA initiatives.
- Meeting the standards, codes of conduct and performance expected of a social landlord and care provider.
- Being loyal, working positively and constructively with managers and colleagues.
- Demonstrating and respecting principles of equality, diversity and inclusion.
- Keeping themselves, their colleagues and customers safe and well by following our Health and Safety policies and procedures.
- Being a positive ambassador for NCHA at all times.

3. Strategic aims and priorities

3.1 The People Strategy has the following five strategic objectives to support the Group Corporate Plan:

1. Attract and maintain staff with the skills, experience and values to deliver our organisational objectives.
2. Build a high performing, engaged workforce.
3. Encourage a culture that fosters our values, promotes diversity, inclusion and wellbeing.
4. Provide effective value for money learning opportunities to support staff to do their jobs and develop skills, knowledge and resilience.
5. Provide a pro-active and responsive HR service that supports the business to deliver its objectives.

4. Resources

4.1 The Personnel and Training teams have many years combined experience and is adapting to reflect the changing needs of the business through its structure and work activities.

4.2 NCHA is well supported by an integrated HR system that enables more management information on key HR metrics; sickness, turnover and workforce profiling.

4.3 Access Training is NCHAs apprenticeship provider of choice where possible, we work with them to enable us to draw down on levy funding.

5. Key performance indicators See appendix 1

6. Implementation

6.1 The following steps will be taken to ensure the HR Strategy is effectively implemented;

- i. The strategy will be developed and reviewed with key stakeholders across the NCHA group. Key Performance Indicators (KPIs) form part of this strategy and have developed, reviewed and where possible benchmarked externally.
- ii. Executive Team approval then NCHA Board approval if required
- iii. The strategy will be communicated to staff across the association via, Senior Leadership Team, Igloo and team meetings.
- iv. A Departmental Operational Plan will articulate how the strategy will be delivered and what the priorities are on a yearly basis. This plan will be regularly monitored.
- v. The HR team will continue to gather feedback from its customers to develop and improve the services.

7. References/Links

- NCHA Group Corporate Plan 2017-2022
- NCHA Risk Map
- NCHA Equality and Diversity & Inclusion Strategy

8. Risk

8.1 This strategy aims to minimise the following areas of risk:

8.2 Financial

- Manager non-compliance with HR policies, procedures and processes resulting in costly employment tribunal action against NCHA
- High staff turnover leading to excessive costs of recruitment
- High levels of sickness absence

The possible outcome for the NCHA Group of these risks is high or very high costs, loss of reputation and potentially exclusion from competitive tenders for new business.

8.3 Managerial

- Inappropriate or inadequate support for managers
- Inadequate resources to meet workloads
- Staff training needs are not identified, not met and/or training is poor quality

The possible outcome for the NCHA Group of these risks is poor quality service delivery, dissatisfied staff and customers, increased complaints and non-compliance with service delivery standards and targets.

8.4 Organisational

- Poorly trained Board members
- Poor Board recruitment
- Unable to recruit and/or retain talent to NCHA

The possible outcome for the NCHA Group of these risks is loss of reputation as a good employer, ineffective governance of the organisation leading to a poor Governance rating by the regulator.

9. The plan 18/19

Strategic aim	Planned activity	Delivery time	Outcome measure
Attract and retain staff with the skills, experience and values to deliver our organisational objectives	Ensure recruitment activity is effective and efficient	Ongoing	Avg time to recruit is 66 days or less (from notification to start date)
	Refresh recruitment website pages to increase 'pull' of new talent	October 2018	Recruitment web pages refreshed
	Update recruitment processes to include values integration	End of April 18	Manager satisfaction on recruitment improved
	Develop and deliver action plans with C&S to reduce turnover in hot spots.	March 19	Voluntary turnover in C&S reduce from 18.5% to target <16.5%
	Review and simplify pay structure proposals to ET	September 19	Revised pay structure proposals approved and increase staff being paid the Real Living Wage. Pay does not fall below median range.
	Gender pay gap report for 19 & delivery of action plan from 18/19	April 19	GPG reduces and GPG for 2018 reported in time for 2019 deadline.
	Introduce risk based succession planning	September 18	High risk/impact jobs identified along with mitigating actions
Build a high performing, engaged workforce	Embed the new flexible approach to performance management	September 18	Survey managers and staff on new approach
	Deliver manager workshops on people processes	June 19	Managers applying policy and processes consistently
	Align VIP scheme to new values	April 18	% Increase in staff satisfaction
	Conduct engagement and satisfaction surveys with employees & volunteers	March 19	% increase in staff satisfaction from 76.5%

Strategic aim	Planned activity	Delivery time	Outcome measure
Encourage a culture that fosters our values, promotes diversity, inclusion and wellbeing	Review policies and T&Cs to ensure they support staff wellbeing	September 19	Policies are reviewed & up to date.
	Reduce sickness absence (change in policy and possibly terms on sick pay)	September 18	Target 8.5 days per person met
	Review Stonewall LGBT action plan from 2018 results	April 19	Review and plan in place for 18/19
	Improve the % of women in higher paid and managerial / Board positions	March 19	Increase % of female managers (59% female manager vs 67% female workforce)
	Plan to reduce occupational segregation	March 19	Increase % of women in higher paid positions e.g. DMS and men in care.
Provide effective vfm learning opportunities to support staff to do their jobs and develop skills, knowledge and resilience.	Develop and embed knowledge around change / lean thinking	December 18	Delivery of workshops on Lean
	Deliver training compliance monitoring approach/system	September 18	Fit for purpose reporting on training compliance
	Identify where more training can be delivered 'in house' where effective to do so	March 2019	Improved customer survey results from managers in 2017
	Identify, support and deliver 8 apprenticeships	September 19	Apprenticeships delivered using levy funding
Provide a pro-active and responsive HR service that supports the business to deliver its objectives	Deliver actions from 2017 HR customer survey	April 19	Action plan delivered and improvement in next manager survey (increase on 81.6%)
	Provide support to managers on site - in their own environment	Ongoing	Managers feel well supported and confident with people issues (survey)
	Support the delivery of change including flexible/agile working	Ongoing	As above

Key Performance indicators 2018/19

Human Resources KPI's		18/19	
No.	Indicator	Target	Actual
Provide effective value for money learning opportunities to support staff to do their jobs and develop skills, knowledge and resilience.			
1	Apprentices & jobs fund people employed	11	
Encourage a culture that fosters our values, promotes diversity, inclusion and wellbeing			
2	BME staff as % of all staff	20%	
3	BME managers as % of all managers	13%	
4	Female managers % of all managers	65%	
5	Disabled managers as % of all managers	4.5%	
6	LGBT staff as a % of all staff	5%	
7	Increase % of female staff within the DMS	5%	
8	Increase the % of male staff within Care & support	>24%	
9	Average days sickness per employee p.a.	8.5 days	
Build a high performing engaged workforce			
10	Employee satisfaction rating (taken every 2 years)	85%	
11	Conduct volunteer satisfaction survey	baseline	
Provide a pro-active and responsive HR service that supports the business to deliver its objectives			
12	Managers who feel HR provides a high quality, right first time service focused their needs.	>85%	
Attract and retain staff with the skills, experience and values to deliver our organisational objectives			
13	Average time to fill vacancies notification to start date	66 days	
14	Voluntary Turnover - NCHA (excl Care staff & relief)	8.3%	
15	Voluntary turnover – Care staff (excl relief)	16.5%	