

## The Guinness Partnership People Strategy – Becoming a great place to work

### Introduction

The Guinness Partnership is a successful, market leading and diverse organisation with over 3000 employees working with many agencies, consultants, contractors and other organisations to provide homes and services to over 100,000 residents and service users.

Our People Strategy is one of our four strategic priorities of:

1. Achieving excellence in customer service;
2. Growing by increasing the number of homes we own and the range of services we offer;
3. Helping to create neighbourhoods of which everyone can be proud;
4. Becoming a great place to work.

Our people strategy will ensure we are successful in becoming a great place to work. We can only deliver our business goals through placing people at the centre of all that we do. This strategy will enable us to create the right culture across our organisations allowing our people to be high-performers and achieve their potential – ultimately creating a common employee experience across the Partnership.

### Our strategic objectives for our People Strategy

1. Leaders and managers who inspire and motivate their people.

How	Success measure
High quality leadership and management development programmes	<ul style="list-style-type: none"> <li>• Organisational people satisfaction surveys</li> <li>• Employee engagement index</li> <li>• 360 degree feedback</li> </ul>
Leadership capability assessed through robust recruitment processes	Clear assessment measurements in selection against leadership competencies
Leadership capability tied to reward	<ul style="list-style-type: none"> <li>• Organisational people satisfaction surveys</li> <li>• Performance management framework</li> <li>• Reducing number of disciplinary/grievance/capabilities</li> </ul>
Authentic leadership	<ul style="list-style-type: none"> <li>• Employee engagement index</li> <li>• Labour turnover and stability</li> </ul>

2. To help our people provide a world class customer service.

How	Success measure
Ensure Guber approach continues to be embedded across partnership	<ul style="list-style-type: none"> <li>• Customer satisfaction surveys</li> <li>• Organisational people satisfaction surveys</li> </ul>
To equip our people with the skills to recruit and select the best people	<ul style="list-style-type: none"> <li>• Monitor labour turnover and stability</li> <li>• Monitor disciplinary, grievance, capability issue reduction</li> <li>• Evaluate recruitment and selection training</li> <li>• Evaluate recruitment campaigns</li> </ul>
Robust competency frameworks that embed appropriate behaviours	Ensure used in performance management frameworks
Through our customer service champions	Evaluate and support champions across partnership
Practical training delivery	<ul style="list-style-type: none"> <li>• Ensure all learning and development supports cultural change programme</li> <li>• Call resolution statistics from customer service centre</li> </ul>

3. To be a learning organisation where people continuously learn and develop.

How	Success measure
Talent management strategy (includes retention and succession approach)	<ul style="list-style-type: none"> <li>• Number of vacancies filled internally</li> <li>• Labour and stability turnover figures</li> </ul>
Mentoring	<ul style="list-style-type: none"> <li>• Number of people taking up mentoring relationships</li> <li>• Evaluation of programme</li> <li>• Internal promotions</li> </ul>
Professional and personal learning opportunities	<ul style="list-style-type: none"> <li>• Evaluate take up of programmes eg Aspire, Approved professional qualification scheme</li> <li>• Internal promotions</li> </ul>
Embed action learning	<ul style="list-style-type: none"> <li>• Increase in number of action learning sets</li> <li>• Outcomes of sets</li> </ul>
High quality learning and development programmes	Four level evaluation

How	Success measure
All partners to sign up to skills pledge	Awareness across all areas of the business of the opportunities the skills pledge brings

4. To achieve excellence and be an employer of choice.

How	Success measure
Organisational development strategy to ensure organisations are fit for purpose, clear organisational design, clear approach to change management	<ul style="list-style-type: none"> <li>• Successful implementation of TOM</li> <li>• Employee engagement index increases</li> <li>• Organisational people satisfaction surveys</li> </ul>
Employer branding strategy	<ul style="list-style-type: none"> <li>• Employee engagement index increases</li> <li>• Organisational people satisfaction surveys</li> </ul>
External benchmark measurements	Benchmark against standards and awards eg liP profiling scores, Best Companies

5 To become a great place to work.

How	Success measure
Delivery of our equality and diversity strategy	Quantitative measures – internal promotions, diversity targets
Effective work-life balance strategy	Number of part-time working/flexible hours arrangements
Excellent working environment	Rolling programme for cohesive working environment
Health and well being strategy	<ul style="list-style-type: none"> <li>• Reduction in absenteeism</li> <li>• Organisational people satisfaction surveys</li> <li>• Social responsibility initiatives eg payroll giving/community involvement/volunteering</li> </ul>
Positive and harmonious employee relations framework	<ul style="list-style-type: none"> <li>• Reduction in number of disciplinary/grievance/IT/complaints</li> <li>• Improvement in customer satisfaction surveys</li> <li>• Improvement in organisational satisfaction surveys and employee engagement index</li> </ul>

### **Delivering the Strategy**

The Partnership's boards and Executive Team have approved and are responsible for ensuring the successful delivery of this strategy. Each company will develop its own action plan to support this strategy and be responsible for its delivery.

### **Evaluating and monitoring the Strategy**

We will obtain feedback from our customers and our people to continually evaluate the success of our people strategy and revise our approach accordingly. We will report at least annually to the Executive Team, Company Boards, The Partnership Board, Customer Strategy Group and our customers, on the progress made in delivering this strategy and with a view to continually reviewing, validating and refreshing the People Strategy as the businesses operating environment and goals change.