



Our values

Our values are what we hold important; they help us shape our decisions and define what it is like to work here.

We worked closely with our people to develop a shared set of values to reflect who we are as an organisation and underpin everything that we do.

These values have been embedded across our organisation to demonstrate the standards and principles we expect our colleagues to embody, supporting the delivery of the NHS Long Term Plan and enabling excellent patient care.



Community

- We put patients at the heart of everything we do
- We improve the safety, wellbeing and sustainability of the communities we serve



Colleagues

- We respect, engage and enable our colleagues
- We promote an inclusive culture and support everyone to fulfil their potential

We recognise that our people are fundamental to the successful delivery of our vision: to be the best property and facilities provider to the NHS and enable our customers to deliver excellent patient care.

In 2019/20, we maintained our focus on upskilling our workforce to ensure they have the tools they need to excel within our organisation and recruiting the right people for the right roles as NHSPS continues to grow.

We have sought to provide a greater range of professional development opportunities to our people and one of our key priorities has been to engage with and recognise colleagues for the contribution they make to our organisation and the wider NHS.

We have continued to review our organisational design to ensure we are more responsive to the needs of the NHS and align with the goals of the NHS Long Term Plan and collaborate with our partners to deliver the best outcomes for the NHS and the patients we serve.

Our people in numbers



4,565

Frontline services and operations management



429

Corporate Services



200

Asset Management



10

Board



5,204

in total



Commitment

- We are trusted to deliver excellence
- We are adaptable and innovate to meet the changing needs of the NHS



Collaboration

- We work together to do the right thing for patients, customers and colleagues
- We are responsive, open and straight-forward

Driving engagement and recognition

We are committed to creating a working environment for all our colleagues that encourages high levels of engagement and recognises the contribution that individuals make to enabling excellent patient care. We work closely with the communications team to ensure our employees have opportunities to hear from the senior management team and receive regular updates about key company initiatives, as well as working with each directorate through dedicated HR business partners who provide support and guidance.

We measure the success of our engagement and recognition initiatives each year by conducting an independent, confidential survey that all colleagues are invited to complete. The survey gives colleagues the opportunity to share feedback across a broad range of categories including leadership, team working learning and career development as well as the resources they need to fulfil their roles.

The survey ran in September 2019 and 55% of colleagues across the business responded, our highest return rate so far. Scores remained the same or improved across all categories and we saw improvements in our two key measures.

We use the outcomes of the survey to drive our approach to continuous improvement and to enable us to be a better employer. Following feedback from our employees in a previous survey about providing greater opportunities for recognition for a job well done, we launched the NHSPS Recognition Scheme in April 2019.

The Recognition Scheme enables instant recognition for our employees for their hard work, quarterly values-based recognition awards and annual awards for members of the management community who have role-modelled our values.

Key achievements

This year, we have:



Issued **175 awards** across the company to colleagues who have gone above and beyond to support the NHS and exemplify our values



Increased our Trust Index score by **9 percentage points to 71%**



Increased our Engagement Index score by **7 percentage points to 72%**



Supporting learning and development

We recognise the role that learning and development plays in supporting a high-performing and customer-responsive business. Managers discuss the learning requirements of their teams at bi-annual performance reviews along with career aspirations. Many learning needs can be met on-the-job and managers are encouraged to set challenging and developmental objectives for their teams and to coach and support their teams to achieve these objectives.

In 2019/20 we implemented a learning management system that provides hundreds of online courses that are available at the point-of-need to all colleagues and this platform is also used to provide mandatory training. We have also launched a suite of management skills courses as well as offering virtual learning sessions via webinar. We have invested in professional development for all directorates and colleagues are encouraged to join professional bodies to keep abreast of developments within their professions.

Each year we recruit and train graduates to develop them towards chartered surveyor status. This has been an effective way of attracting early career talent to NHSPS and we are now seeing some of our graduate recruits starting to fill more senior roles within our Asset Management team. Last year we recruited four graduates as part of this rolling programme that started in 2015.

Key achievements

This year, we have:



Launched our new **Learning Zone** to provide online training to all colleagues



Recruited and supported **4 graduates** through our RICS-certified graduate programme to become chartered surveyors



Promoting inclusion and diversity

It is important to us that our workforce reflects the diverse communities we serve. We believe that our teams are better when they are inclusive of all talent and we strive to ensure that our people policies and practices underpin this belief and that opportunities are available on an equal basis to all colleagues.

Over the past year, we've worked to reduce the gender pay gap where we can. Although large numbers of female colleagues in frontline roles have pre-set pay grades and we have limited opportunities to influence this, we have been pleased to see the percentage of women in senior management roles (grades 4 and 5) increase over the last year.

Whilst we have made significant strides in promoting diversity and inclusion (D&I) within NHSPS, we recognise that there is much more we can do to truly embed D&I practices across all levels of our organisation.

We have recently refreshed our D&I strategy to better align it with our wider corporate strategy, including introducing an NHSPS Diversity and Inclusion Forum, providing more training to colleagues and undertaking a review of our recruitment and selection processes to attract more people from under-represented backgrounds.

We're also continuing to drive improvements within our people practices and processes to ensure they enable inclusion and exploring ways to gather better diversity data to help us understand where we can make further improvements.

Key achievements

This year, we have:



Reduced the gender pay gap at senior management level by **6.32%**



Utilised national campaigns to promote diversity and inclusion across the organisation, including International Women's Day and Pride Month



Improving workforce connectivity

We believe that connecting our workforce starts with our people and over the past twelve months we've been upgrading our IT infrastructure to better connect our people and business.

This will enable more of our frontline colleagues to be digitally connected with their teams and business through mobile devices and connect more teams at non-hub sites with Wi-Fi, supporting our people to do their roles and improving how we deliver our services to our customers.

Key achievements

This year, we have:



Provided over **3,000** colleagues with access to our network through new smartphones and handheld devices



Established Wi-Fi at **84 sites** across England

Board



Executive Committee



Overall



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