

TALENT FOR SUSTAINABILITY – INSPIRING ACTION FOR A BETTER WORLD

In partnership with:



the **GEM**
programme





Foreword

Tracy Harrison, Chief Executive, Northern Housing Consortium

We know from our regular discussions with members that recruiting and retaining talent is a challenge: not just finding the right people for sustainability roles today, but also securing our leaders of tomorrow talented people who want to start, and progress, a career in housing. The sector's work on sustainability and our journey towards net zero will reach all parts of our members' organisations and the communities they serve, and it's crucial that we secure talented people in post, with the right values and behaviours, to meet our ambitions. That is why we are launching the Talent for Sustainability campaign, a three-year initiative, and we need you to join the Sustainability Leadership Group which will drive its success.



At the NHC we're committed to using our member and sector knowledge and insight to design and deliver innovative solutions, so we are delighted to partner with the GEM Programme and Talent in Huis in the Netherlands, to grow a talent pool which helps to meet the sustainability challenges facing the North's housing sector. We aim to create a pipeline of committed, passionate housing professionals, from both outside the sector and within our member organisations, and to develop them as people of influence and future leaders who are grounded in an understanding of the opportunities the sector's challenges present.

Having recruited through the GEM Programme ourselves, I'm confident that this pipeline of graduate and graduate level talent will be of huge benefit to both the sector as a whole, and to the NHC's members in the North.

I do hope you can be part of our Sustainability Leadership Group and help mobilise the ambition and creativity of the upcoming professionals we need to assure the success of the Talent for Sustainability campaign.

Tracy Harrison

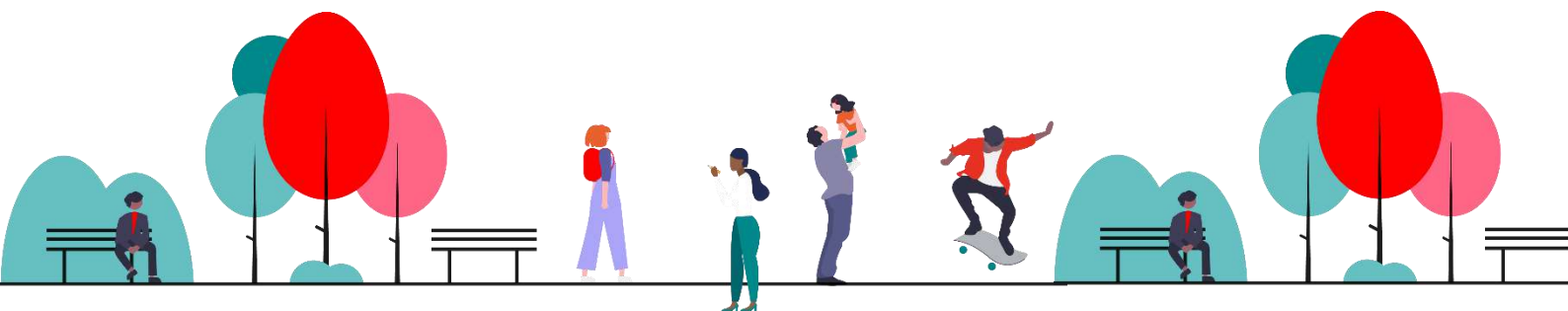


Talent for Sustainability - Inspiring Action For A Better World

Working in a unique and innovative partnership, the Northern Housing Consortium and the GEM Programme, in collaboration with Talent in Huis from Holland, have committed to creating a talent pool to meet the sustainability challenges facing the housing sector in the North.

The challenges of creating sustainable homes and communities where people can thrive and grow is high on the agenda of NHC members. Add in the demographics of a changing workforce and there is a compelling need to develop a talent pipeline of upcoming housing professionals with the values and behaviours to create innovative solutions for a sustainable world. The Talent for Sustainability campaign will attract, develop, qualify and retain upcoming housing professionals from all disciplines. The end game will be a pipeline of graduate and graduate level talent committed to taking on the spectrum of sustainability challenges to achieve a better world in the North.

NHC will ground the Talent for Sustainability campaign in the needs of its member organisations and connect their Sustainability Leaders to the delivery of a talent pipeline. The GEM Programme will bring its wealth of experience in the recruitment, development and qualification of graduate and graduate level talent in the housing sector. Talent in Huis will link their Dutch housing network and creative problem-solving expertise to the delivery of the campaign.





Talent for Sustainability – an invite to lead the change

The Talent for Sustainability campaign will be launched in September 2022. There are exciting influencing and developmental opportunities for NHC members to become involved in a Sustainability Leaders Group. They will commit to:

- working collaboratively with NHC, the GEM Programme and Talent in Huis to communicate and promote the campaign in their organisations
- engaging in the design of one or more sustainability projects, with potential to link to the Department for Levelling Up, Homes & Communities agenda, which will be a key feature of GEMs participation in the cohort
- supporting the recruitment of prospective upcoming professionals from outside the sector, who will be employed in the Sustainability Leader's organisation and participate in the GEM Programme
- nominating for selection upcoming in-house talent already working in the Sustainability Leader's organisation, who meet the criteria for participating in the GEM Programme
- engaging in innovative sustainability case studies in the U.K., Republic of Ireland and the Netherlands
- showcasing the outcomes of the sustainability projects at an NHC end-of-GEM-Programme roundtable event





Talent for Sustainability – innovative solutions for a better world

The 2023 edition of the GEM Programme will embed sustainability for the North in a twelve month, challenging and inspiring experiential learning programme, accessible to graduate and graduate level talent. Participants may be recruited externally or may already be working in the organisation and would benefit from joining the GEM Programme.

Participants will form a cohort within the GEM Programme starting in January 2023 to demonstrate the Talent for Sustainability campaign in action in the housing sector in the North.

The unique development programme will:

- recruit and develop talent with the values and behaviours to embed sustainability in the round in participating organisations
- draw talent from a wide range of disciplines
- engage with all business functions to progress and embed sustainability in all parts of the business
- engage Sustainability Leaders in providing one or more challenging and impactful projects which will drive and embed sustainability
- create powerful networks for participants and Sustainability Leaders
- engage participants and Sustainability Leaders in reverse mentoring - develop the influencing, project management and creative leadership skills of upcoming housing professionals, and their leaders
- connect participants with the experiences and expertise of experts and practitioners in organisations in the U.K., Republic of Ireland and the Netherlands
- provide Chartered Institute of Housing professional qualification



Talent for Sustainability – working without boundaries

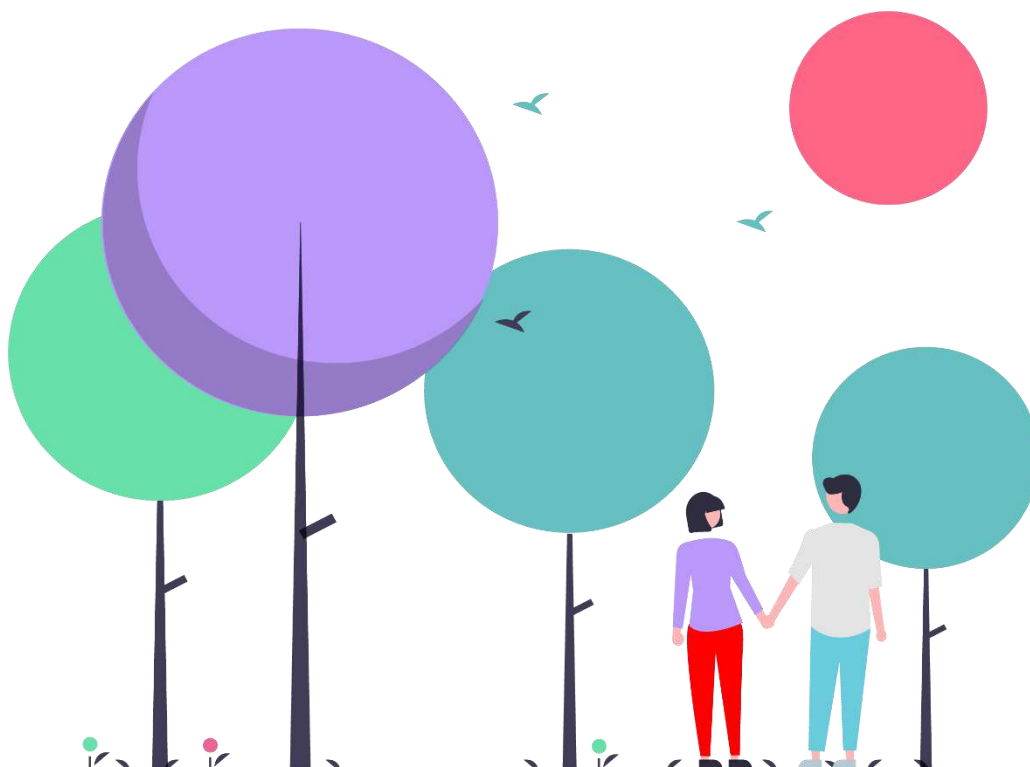
The cohort will have its own identity within the wider GEM Programme. A key feature will be involvement in one or more collaborative projects which will drive and embed sustainability.

Accessibility will be a guiding principle in creating a Talent for Sustainability pipeline. External and internal talent streams will be engaged in a diverse and inclusive approach to both recruitment and development.

Graduate and graduate level talent from outside and inside the sector will have access. A diverse range of functional roles and underrepresented talent groups will be included in the GEM recruitment and development process.

Housing organisations of all sizes, locations and specialisms will be invited to create unique opportunities for upcoming professionals across a full spectrum of roles.

Participants will explore good practice in the housing sectors in England, Northern Ireland, Republic of Ireland, Scotland and the Netherlands.





Talent for Sustainability – values and behaviours

The first step in recruitment, both external and in-house, will be to assure values fit with the housing sector and the Talent for Sustainability campaign. To succeed, candidates need to be able to demonstrate potential in these values and behaviours.

Social Justice

Environmental Justice

Professionalism

Respect for Diversity

Critical Thinking

Innovation in Problem Solving

Initiative & Influence

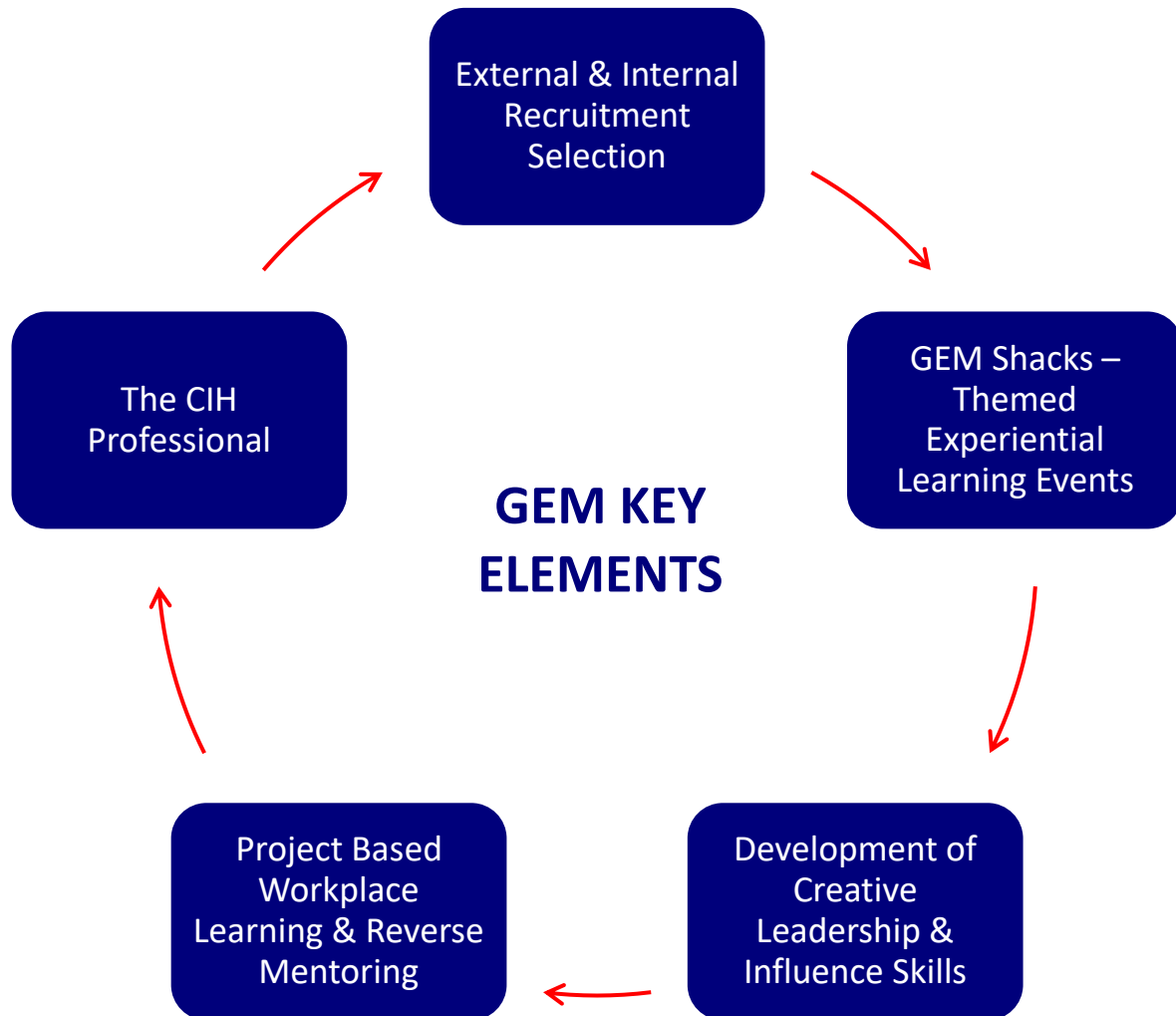
Personal Ownership

Emotional Intelligence

Resilience



Talent for Sustainability – GEM Programme cycle of development





Talent for Sustainability - external recruitment and selection in action

The GEM Team will work with Sustainability Leaders to design a recruitment and selection campaign which works for their organisations.

REQUIREMENTS FOR EXTERNAL APPLICANTS

1. Meeting the specified values and behaviours
2. Meeting the essential criteria of a specified role
3. Having a degree, any grade, any discipline, and/or degree level written assessment

APPROACH TO RECRUITMENT AND SELECTION

1. Role specification is produced by Sustainability Leader's organisation
2. Timeline is produced by GEM Team and agreed with Sustainability Leader
3. Advertising campaign devised by GEM Team
4. Relevant universities engaged in recruitment
5. Online application completed and sifted by GEM Team
6. First and second stage virtual interviews with the GEM team
7. Final interviews facilitated by the Sustainability Leader's organisation and a member of the GEM Team. Can include presentation, written exercise and face to face interview.

Every stage of the recruitment journey is designed specifically to fit the needs of the Sustainability Leader's



Talent for Sustainability - internal recruitment and selection in action

Entry to the GEM Programme is also open to internal colleagues. Prospective internal GEMs may hold degrees, but entry is also available to non graduates. The entry point for internal colleagues is called GEM Talent in House, and successful applicants join the same GEM Programme as externally appointed GEMs.

Roundtables are facilitated in-house by the GEM Team, which enables potential internal applicants and managers to find out more about the GEM Programme and the application process, including the required values and behaviours. This approach is particularly useful when the GEM Programme is new to the organisation. A customised, internal briefing document will be made available to the organisation by the GEM Team for circulation which sets out the approach to recruitment in more detail.

Internal applicants submit a written application directly to the GEM Team for long listing using criteria based on the published values and behaviours. The GEM Team interview long listed applicants and prepare a short list for an in-house Appointment Panel. Feedback is given to all applicants, which supports their future development.





GEM Shacks: the challenge of experiential learning

C21 Sustainable Homes

GEMs investigate what sustainability means in relation to existing homes and new build. They explore how current good practice in sustainability has a positive impact on improving people's lives. They challenge existing practice and present innovative ideas for improvement.

C21 Sustainable Communities

GEMs take an in-depth look at how housing providers work with their customers and partners to create sustainable communities. Based on the theme of the Fifteen Minute City, GEMs develop ideas for Sustainability Leaders in locations across the North. They present their proposals at a NHC Sustainability roundtable.

Homelessness

GEMs explore the relationship between homelessness and sustainability by interacting with people with lived experience of homelessness, front line workers, researchers and sector leaders. This GEM Shack takes inspiration from our GEM Programme Patron David Tovey, who issues a call to action on homelessness.

Sustainable Leadership

We stretch and challenge the GEMs to grow and leave this GEM Shack with clear ownership of sustainability in its broadest sense, greater self insight, growing influence and creative leadership skills. This GEM Shack is delivered in collaboration with our Dutch partners.

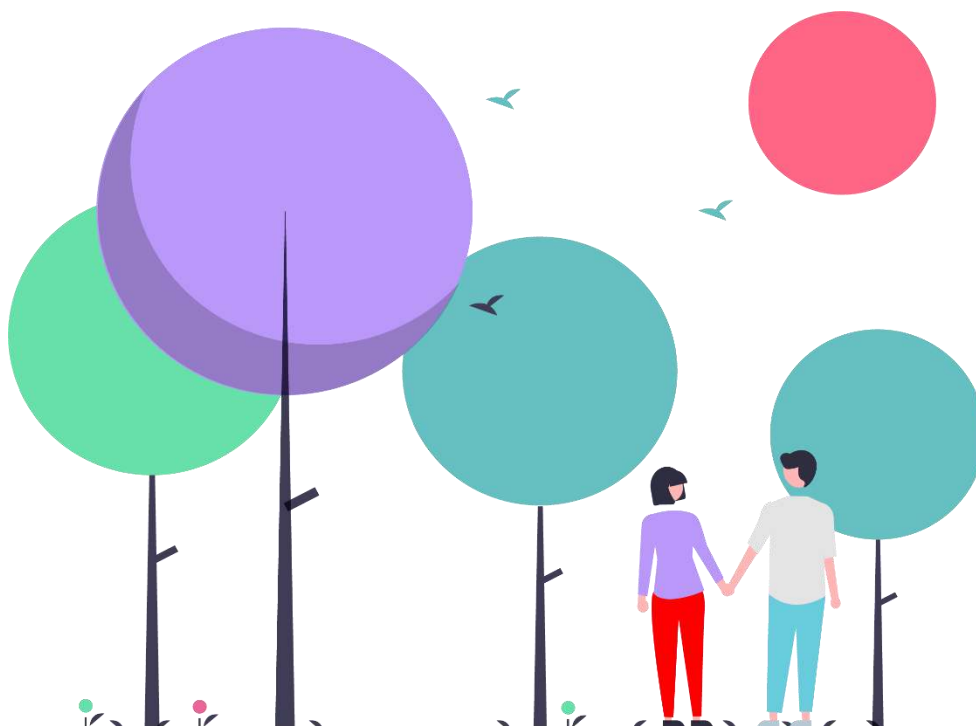


Sustainability & People

Equality, Diversity and Inclusion is at the heart of sustainability and GEMs are given the opportunity to explore how these issues are tackled in Ireland. This GEM Shack is delivered in collaboration with our Irish GEM partners, their staff, and community leaders. A thought-provoking study visit to Ireland is followed by a learning transfer event.

Sustainability & Policy

GEMs experience a unique event at the heart of government. Organised by John Healey MP, GEMs have a unique opportunity to explore how housing policy is made and delivered. With the support of politicians, civil servants from a range of government departments including DLUHC and BEIS, campaigners and senior housing leaders, GEMs explore the policies which affect sustainability of people and place in England, Scotland, Northern Ireland, Republic of Ireland, and Holland.





Sustainability Leadership Development - being a person of influence & cross generation learning

Sustainable Leadership is far more than developing knowledge and skills. We support every GEM to step outside their comfort zones and commit to fulfilling their potential as a creative person of influence. We design stretching 'heat experiences' which challenge GEMs, individually and in teams, at every stage of the GEM Programme. There is strong focus on creative problem solving and personal performance supported by expert guidance and feedback from the GEM Team and our Dutch partners, Talent in Huis

Our goals are to enable GEMs to see the world and themselves differently; to show up; and to live the GEM Programme values and behaviours by becoming creative people of influence in their work, their organisations and the world of housing.

The GEM Workplace Mentor and Line Manager are important to a GEMs development. Using the GEM Reflective Journal, reflective practice is brought to life and shared in the workplace to accelerate sustainability leadership development for upcoming housing professionals. GEMs engage with workplace mentors, line managers and their Sustainability Leaders in a two-way mentoring relationship, supported by the GEM Team and Talent in Huis.



Sustaining the CIH Professional - assuring standards

Since 2012, the GEM Programme has been delivered through its own CIH Approved Centre. GEMs complete the Chartered Institute of Housing Level 4 qualification. This qualification is designed to give a broad overview of the sector.

ASSIGNMENTS INCLUDE:

 Financing for Housing

 Housing Law

 Professional Practice Skills for Housing

 Building Communities & the Environment

 Equality & Diversity in Housing

 Housing Policy

All GEMs will be granted student membership of CIH to support their studies and will attend the CIH Annual Conference.



Chartered
Institute of
Housing
Approved centre



The pathway to Chartered Status - CIH Experienced Professional Route

The Chartered Institute of Housing recognise the intensive nature of the GEM Programme and GEMs who have successfully completed the GEM Programme and achieved the CIH Level 4 qualification are eligible to apply for Chartered Status via the Experienced Professional Route.

To achieve Chartered Status GEMs must:

- Complete a 5000-word portfolio
- Pass a professional interview.

We support GEMs through their journey to Chartered status with learning support, including action learning set meetings led by senior housing professionals.





Talent for Sustainability - the ongoing campaign

The Talent for Sustainability campaign will run for an initial period of three years. Our measures of success are:

- The creation of an influential Sustainability Leaders group of NHC members who will drive the success of the Talent for Sustainability campaign in their organisations and across the North
- The recruitment, development and qualification of a diverse range of GEMs, both from the external environment and from within NHC members' existing staff teams, who become people of influence in addressing sustainability issues
- The formulation and development of key sustainability projects, led by the GEMs, and showcased at an annual event for the benefit of NHC members
- The mobilisation of a vibrant GEM sustainability network of upcoming housing professionals committed to learning, co-creation and innovation which inspires action for a better world





Talent for Sustainability – let's talk

Kate Maughan, Director of Member Engagement, NHC

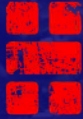
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