

# Our know how: How we are performing

2015/16



Our collective expertise and processes which provide us with competitive advantage

## Our know how report



Much of our success is dependent on our collective know how and the way in which we deploy our capabilities to best effect in the active management of our assets. We also realise that our know how can be optimised through collaboration, both across our diverse business and with those in our supply chain and wider networks. As an outsourced business, the expertise of our wider network, including our managing agents and development partners, is critical to our success.

# Our know how report continued

Average hours of training per year per employee



## Our know how

### Our collective expertise and processes which provide us with competitive advantage.

Our collective expertise adds a lot to our success as a business and is manifested in our steady outperformance of our IPD bespoke benchmark, year on year. We benefit not only from talented employees but from the expertise of our close business partners, and work to deploy these resources to best advantage. Our ability to know when, and where, to invest and disinvest; our proactive asset management style and our collaborative and customer focussed approach all combine to help us command higher returns.

Know how is very difficult to measure. It is often linked with the way we work with stakeholders which helps to enhance our reputation and earn trust. This, in turn, enables us to attract and keep great partners and quality tenants. Combined with improving internal processes, systems and our 'one team' spirit, we achieve speedier transactions and higher returns. Know how is found in all parts of our business and results in the delivery of great buildings, achieving BREEAM Outstanding or Excellent, and the unlocking of strategic land. It is reflected in our consistent outperformance of our IPD bespoke benchmark.

Two indicators associated with the measurement of know how are learning and development, and employee turnover.

Our performance in these areas is detailed as follows.

### Learning and development

Not only do we recruit for talent but we also develop our employees during their time with us.

Key areas for learning and development during the course of the year included succession planning, professional development, inclusion and diversity, health and safety compliance, leadership coaching and IT applications. The table below shows a substantial increase in training hours and number of training events compared to the last two years. This reflects the establishment of a new HR team and improved data collection on training undertaken.

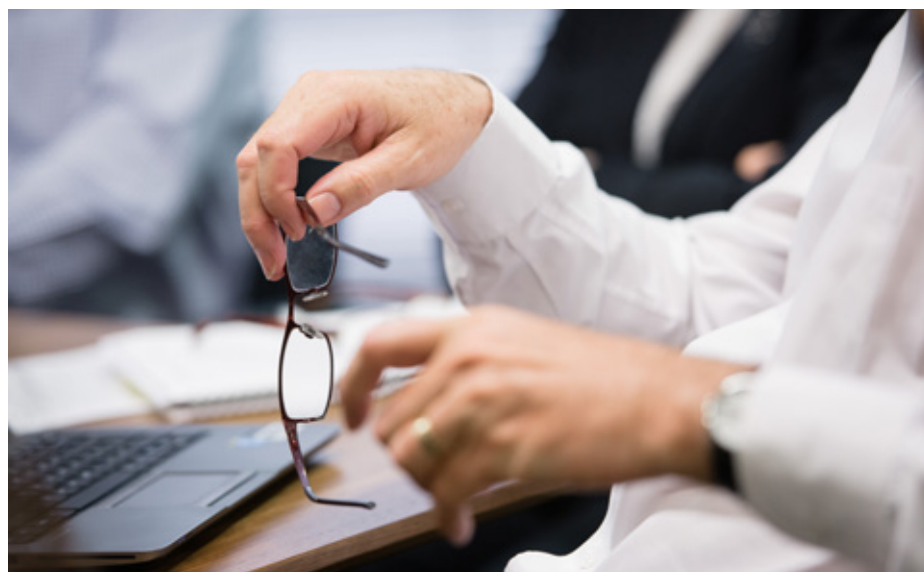
Our focus on succession planning is supported by a simple but effective approach to assessing performance and potential, and identifying key positions and internal candidates. We have seen the benefits of this approach with succession and development plans leading to a number of successful internal appointments across the business. Over 2015/16, 27 posts were filled by internal candidates. This helps to keep expertise within the business, increases employee motivation and commitment to the business.



### Employee training

	2011/12	2012/13	2013/14	2014/15	2015/16
Average hours of training per year per employee	18	14	19	12	20
Total hours of training	8,146	6,216	8,733	5,356	9,348
Total number of different training events	250	223	113	67	159

# Our know how report continued



## Employee turnover (% of total employees)



Data note:

The turnover rate is based on average monthly number of staff (not FTE) and excludes casuals and consultants.

### Employee turnover

It is important to monitor employee turnover year-on-year as it is an indicator of trends and issues within the business. A certain turnover rate is healthy, bringing fresh talent into the business which can also help to highlight where training of existing employees

is required to overcome knowledge decay. However, too high a turnover can lead to a loss of continuity, experience and expertise, and can be an indicator of management issues which need to be addressed. We monitor our turnover on a regular basis and make a point of understanding the reasons for employee departure.

## Total number and rate of employee by gender, age group, and region/department

	2011/12	2012/13	2013/14	2014/15	2015/16
Total number of employees leaving during reporting period	51	68	50	71	65
Turnover rate (% of total employees) based on number of employees on 31st March 2015	11%	15%	11%	15%	14%
<b>Gender</b>					
Female (number)	22	32	25	33	24
Male (number)	29	36	24	38	41
Female turnover rate (% of female employees)	15%	22%	17%	22%	15%
Male turnover rate (% of male employees)	10%	12%	8%	12%	14%
<b>Age</b>					
16-24	7	5	4	3	6
25-35	22	14	14	17	8
36-45	6	19	10	21	13
46-55	4	16	10	14	10
Over 56	12	14	11	16	23
Date of Birth Unknown	-	-	1	-	5
<b>Region/department</b>					
London	29	35	27	47	29
Scotland	2	-	7	3	7
Windsor	18	32	12	18	25
Other estates in England	2	1	3	3	4