

# Stockport Homes Group

One team, transforming lives

## “STRENGTHEN BELONGING, NURTURE GROWTH” PEOPLE & ORGANISATIONAL DEVELOPMENT STRATEGY 2022-25

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# 1 “STRENGTHEN BELONGING, NURTURE GROWTH” VISION

- 1.1 Stockport Homes Group’s (SHG) previous P&OD Strategy was launched in 2018 and was themed ‘Be the Best We Can Be’. It was developed to enable SHG to attract, retain and develop the best people, to achieve ‘extraordinary’ levels of engagement and platinum Investors in People (IIP) status. Despite having to realign and refocus some of the agreed actions due to the unprecedented impact of the Pandemic, it helped lay the foundations for this Strategy.
- 1.2 SHG is committed to achieving its mission of ‘One Team - Transforming Lives’. This strategy has been developed to support the continued commitment to deliver exceptional services to customers, linked to organisational priorities including continued growth and diversification of the Group, digitalisation and transformation, social housing regulation and the building safety agenda. Whilst on this journey of growth, change and diversification, SHG aim to maintain its identity, a strong sense of belonging and experiences that make it a great place to work.
- 1.3 SHG recognises that its colleagues are essential to the achievement of its ambitions, therefore this strategy is centred around the talented people who will enable them to live out its mission. To do this SHG is committed to be an inclusive workplace where each individual views, beliefs and values are integrated across the organisation. In doing so SHG will create a culture where team members can bring their ‘whole self’ to ‘work’, maximise their potential and ensure SHG represents the diverse communities it supports, so they in turn also have a sense of ‘belonging’.
- 1.4 This environment will enable individuals to be creative, innovative and influential in the way they work. SHG will continue to foster teamwork and relationships across the organisation, by nurturing all colleagues to continue to ‘be the best they can be’. This approach will be based on connectivity, development and celebration of successes, to strengthen individual’s affinity to the sense of family organisationally and continue to sustain SHG’s “One Team” culture.

## 2 INTRODUCTION

- 2.1 The P&OD Strategy 2022-25 has been developed against the backdrop of a global Pandemic; however, it harnesses the exciting possibilities and opportunities the future world of work following this experience has presented. It sets out the aspirations of Stockport Homes Group (SHG) to maintain ‘world class’ levels of performance and engagement by aligning SHG’s Customer and Colleague experiences. It is also aligned to the ‘One

Stockport' Borough Plan<sup>1</sup> led by Stockport Council and includes all agencies, partners and communities within Stockport. One of the themes under 'our future' is to create a skilled and confident Stockport, this Strategy will support this aim through further embedding and strengthening SHG's approach to people management, wellbeing and development across the workforce.

- 2.2 The Strategy recognises that SHG is a well-established 'group' of companies, which in turn brings complexities to the way people are managed and supported across the organisation. With variations to Terms and Conditions (T&C's) it acknowledges that whilst the 'People' offer might differ from role to role the 'experience' they will go through during their time at SHG will be consistent across the board. It highlights the implications for workforce planning brought about by the United Kingdom's (UK) exit from the European Union (EU) in 2020, ensuring the organisation has the necessary skills and labour to continue to deliver outcomes against expected and unexpected political and societal changes. In addition, it acknowledges the 'Great Resignation'<sup>2</sup> trend which is directly related to post Pandemic disengagement and has seen 50% of people reassess their roles and futures as a consequence. This has had a direct impact on employment nationally, with vacancies seeing a 20-year high and employers having to compete for talent. SHG is ahead of the curve in terms of establishing hybrid working and will use this as its unique selling point when recruiting.
- 2.3 This Strategy acknowledges the pressures and challenges faced by the Housing Sector. Following the Grenfell Tower fire in 2017 the Government set out 'social housing reforms' in its Green Paper, further enhanced by the more recent White Paper, setting out regulations for building safety and commitment to affordable housing and home ownership. At the heart of these reforms is the 'Customer' and as such a charter has been developed setting out what they can expect from Housing Providers. This strategy sets out SHG's commitment to the charter ensuring all our people have the skills and support to fulfil its obligations.
- 2.4 In addition, SHG is undertaking a significant period of transformation in terms of digitalisation and growth. The focus is influenced by the group's commitment to increasing commercial activity and to continually diversifying, as well as attracting and retaining the best people. The strategy will enable SHG's people to continue to grow and mature this approach, by improving internally delivered services and establishing new delivery models to support the organisational structure for the future. The Workforce Planning Approach will support not only talent and succession

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<sup>1</sup> One Stockport Borough Plan is a 10-year strategy developed in collaboration with Stockport agencies, partners and communities. It is based on 9 key themes which culminate into; one heart, one home and one future. SHG will contribute to this plan via the Delivery Plan.

<sup>2</sup> The Great Resignation <https://www.trainingjournal.com/articles/features/great-resignation>

planning, but also the growth and diversification aspirations (such as contract bids, TUPE transfers and service redesigns).

- 2.5 It is also important to acknowledge that the implementation of this strategy will be supported by ‘cutting edge’ employment practices. SHG is a committed and active ambassador for the Greater Manchester (GM) Good Employment Charter<sup>3</sup>. As an early adopter SHG will ensure that our people practices ensure; secure and flexible work, payment of the real living wage, engagement and colleague voice, diverse recruitment, values driven performance management and a holistic approach to health and wellbeing. SHG will also continue to ‘sense check’ its approaches via external accreditations including Best Companies, Investors in People (IIP) and Inclusive Employers plus external networking and good practice benchmarking groups.
- 2.6 The strategic themes within this strategy have been linked to SHG’s ASPIRE Values to ensure that the outcomes have a direct impact on the organisation’s aspirations and success. The strategy will enable SHG to have ‘the right people’, ‘in the right place’, undertaking ‘the right actions’. Inclusion, connectivity, sustainability and growth are common themes throughout this strategy, and it is hoped the themes set out will support all team members to ‘belong’ and deliver the best possible outcomes for SHG and its customers, rewarding those who go above and beyond and actively challenging those who don’t live SHG’s values.

### 3 CONTEXT

- 3.1 The “Strengthen Belonging, Nurture Growth” Strategy will embed and enhance the initiatives implemented following on from the 2018-21 P&OD Strategy “Be the Best We Can Be”, the actions of which have helped form stable foundations to build upon and ensure that this Strategy takes them forward in terms of tangible outcomes and measurable impact on the future direction of SHG. Most notable milestones from the previous strategy include:
- 3.1.1 Retention of Best Companies 3-star accreditation illustrating ‘world class’ levels of engagement
  - 3.1.2 Retention of Investors in People Platinum and Health and Wellbeing Standards
  - 3.1.3 Achievement of ‘Ambassador’ status of the Greater Manchester (GM) Good Employment Charter
  - 3.1.4 Procurement of a new recruitment and onboarding platform – Networx
  - 3.1.5 Procurement of a new Health Cash Plan and introduction of ASPIRE ‘benefits portal’

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<sup>3</sup> The Greater Manchester Good Employment Charter is a voluntary membership and assessment scheme which has been created to help deliver good jobs with opportunities for people to progress and develop, along with a thriving and productive economy. The Charter aims to improve employment standards across all GM employers regardless of size, sector or geography.

- 3.1.6 Insourcing of SHG Payroll (formerly managed externally by Cascade) improving service delivery by giving SHG more control over payroll deadlines and processing
  - 3.1.7 Development of SHG's 'Working from Home' Guidance and pilot launch of the 'Maximising our Potential' Approach
  - 3.1.8 Supporting the Equality, Diversity and Inclusion (EDI) Strategy to review Black, Asian, Minority, Ethnic (BAME) Recruitment, establishment of a BAME Voice Group and delivery of Gender and Ethnicity Pay Gap Reports plus introduction of a 'Be You - Vision for an Inclusive Workplace'
  - 3.1.9 Embedding SHG's Workforce Planning Approach including key large-scale structural changes, for example the transfer of Repair 1<sup>st</sup> into Three Sixty and the creation of the Foundations Directorate, plus the introduction of the Secondment Policy and Progression Pathways
  - 3.1.10 Representation and 'chair-ship' of Greater Manchester (GM) Human Resources (HR) and Organisational Development (OD) Group plus Learning and Development (L&D) Housing Group
- 3.2 From the last strategy there were 55 actions agreed to support implementation and achievement of outcomes. Of these 49 were completed within the 3-year period, 2 are ongoing and will be embedded further within the new strategy, 1 changed during this period (and will be further embedded) and 2 are outstanding in terms of completion (were started) but need more work to refine and embed. Outstanding or Ongoing Actions from last Strategy are as follows:
- 3.2.1 Developing and implementing a proactive Workforce Planning Approach which enables SHG to make informed decisions about future profiles and team member requirements within the organisation (Ongoing)
  - 3.2.2 Ensuring that R&S practices enable the recruitment of a diverse, talented and motivated workforce that is representative of the communities SHG works within (Ongoing)
  - 3.2.3 Supporting those team members who are preparing for retirement to support optimum wellbeing after leaving work (Outstanding)
  - 3.2.4 Recognising each team member for their talent, potential and contribution by developing and implementing a fair, flexible and transparent reward and recognition package, which is more tangibly linked to SHG's values (ongoing)
  - 3.2.5 Embedding SHG's Work Smart Approach to facilitate cultural change management whilst promoting new ways of working (Changed to Flexible working then Maximising our Potential)

3.2.6 Regular audit and review of the undertaking of SHG's Values Conversation approach to ensure people managers and team members set stretching and ambitious goals and have quality conversations linked to the direction of the business (Outstanding)

3.3 SHG's P&OD Strategy "Strengthen Belonging, Nurture Growth" is aligned to:

**3.3.1 SHG's Mission; 'One Team – Transforming Lives'**

**3.3.2 SHG's Aims:**

- be a great place to work
- be accountable to customers
- maximise efficiencies
- reduce inequalities
- build strong collaborative relationships locally, regionally and nationally
- improve the environment

**3.3.3 SHG's ASPIRE Values:**

**Ambition** – we have the ambition and courage to challenge, translating this into commercial success and brilliant outcomes for customers.

**Social Responsibility** – we always try to do the right thing; using our role as a service provider, employer and buyer to generate trust, build our communities and empower our people.

**Passion** – we have a passion for what we do, with positive, motivated and enthusiastic staff who enjoy their work.

**Innovation** – we are innovative in everything we do; with the agility, creativity and edge to keep defying expectations and deliver fresh and exciting things.

**Respect** – we treat each other with respect; supporting and inspiring one another and collaborating across teams and partnerships.

**Excellence** – we continually improve how we work; challenging the status quo, learning from what goes well and always being professional.

## 4 HIGH PERFORMANCE OUTCOMES

- 4.3 Through the implementation of this Strategy by the year 2025, SHG aim to have achieved the following high-performance people outcomes, linked to SHG's ASPIRE<sup>4</sup> Values:
- 4.3.1 **Ambition** – SHG will have a, flexible, connected and energised workforce, who feel like they have a fair deal and are committed to going the extra mile, and continually support SHG to achieve its mission of 'One Team – Transforming Lives'
  - 4.3.2 **Social Responsibility** – SHG will have motivated and productive team members who are ready to face future challenges acting in the best interests of our communities; through being competent and compliant listening and acting upon 'customer voice' to exceed regulatory requirements
  - 4.3.3 **Passion** – SHG will have healthy and dynamic colleagues who are dedicated and committed to their roles, maximising their potential to deliver with impact, exceptional services for customers
  - 4.3.4 **Innovation** - SHG will continue to reaffirm its position as a 'World Class' organisation, delivering cutting edge services through digitalisation, embracing commercial and growth opportunities, achieving the best outcomes for customers
  - 4.3.5 **Respect** - SHG will have high performing people, a culture of appreciation and inclusivity, where people feel valued, difference is celebrated, and all efforts are recognised
  - 4.3.6 **Excellence** - SHG will continue to be an 'Employer of Choice', with a sustainable Group structure and a highly talented workforce supported by an aligned colleague and customer experience journey

## 5 STRATEGY THEMES & ACTIONS

- 5.1 This strategy focusses on six strategic themes which will rationalise its vision and support the outcomes to enable SHG to bring to life its People & OD Strategy "Strengthen Belonging, Nurture Growth":

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<sup>4</sup> Ambition, Social Responsibility, Passion, Innovation, Respect, Excellence

### 5.1.1 Reward and Recognition

*SHG has a robust and creative approach to reward and recognition, focusing on pay and benefits to attract, engage and retain its people.*

This will be achieved through the following actions:

- Support people managers to deliver consistent messages relating to the variations to Terms and Conditions (T&Cs) and the business need that drives this
- Continued commitment to pay all roles the 'Real Living Wage' and promoting this to all SHG partners and contractors
- Review and develop new SHG incentive schemes to ensure they deliver the appropriate behaviours and outcomes in an ever-changing and competitive market
- Encourage and incentivise team members to save for retirement by raising awareness of Pension options and reviewing the employer contribution
- Undertake regular benchmarking to ensure pay and conditions are competitive in the market
- Reduce employer pension liability going forward by making sure SHG pensions are affordable and sustainable
- Ensuring recognition is embedded into SHG's culture
- Utilising internal and external media to push out messages and examples of recognition
- Utilise the 'strengths' element of Values Conversations to celebrate individual successes and provide recognition
- Review subsidiary Pension scheme provision to ensure it is fit for the future, acting responsibly as an employer by providing pension benefits through ethical and secure providers
- Review SHG's 100% Attendance Scheme to ensure the benefit is affordable and sustainable for the future
- Ensure SHG's ASPIRE Xtra, and Reward Schemes are promoted and actively engaged with
- Review SHG's ASPIRE Benefits portal provider and explore options to introduce flexible options to ensure additional benefits meet colleague expectations
- Review SHG's Birthday Scheme as a significant attribute to the colleague experience journey

**Outcome:**

*SHG will have a, flexible, connected and energised workforce, who feel like they have a fair deal and are committed to going the extra mile, and continually support SHG to achieve its mission of 'One Team – Transforming Lives'.*

**Success will be measured by:**

- My Company and Fair Deal engagement scores
- Investors in People Accreditation

- Retention (those people who stay with the organisation)
- Number of colleagues achieving an incentive payment
- Number of team members who increase their pension contributions
- Membership of ASPIRE Xtra scheme
- Number of ASPIRE Rewards achieved by Directorate
- Number of team members actively accessing, and utilising ASPIRE benefits

### 5.1.2 Workforce Planning

*SHG has a workforce plan, which is intelligent and diverse in its approach, proactive to the organisations changing needs and aligned to future goals.*

This will be achieved through the following actions:

- Keep under review SHG's structure, to ensure it is robust and has the flexibility and agility to adapt to the rapid pace of change and meet the diverse needs of a growing business
- Proactively challenge organisational change through an enhanced business partnering approach, acting as a critical friend to maximise outcomes and opportunities
- Ensure all people managers understand the principles and importance of workforce planning
- Review SHG people manager Values Charters and Goals outlining skills and behaviours required to support succession planning
- Undertake a thorough analysis of the present and future workforce across the organisation establishing need, identifying where posts should sit within the Group, future skills shortages or hard to recruit roles
- Review Farewell conversations to ensure they are more robust, and that the organisation can 'learn from those who leave' through business partnering
- Develop and embed an approach to 'Job Families' that gives clarity across the organisation, linked to pay and evaluation structures
- Undertake an age profile to identify potential retirement or skills flight risks
- Provide meaningful intelligence to inform decision making to implement a robust succession planning approach, utilising SHG's Apprenticeship scheme in at risk areas
- Support business growth by contributing to transformation projects, bids and managing the delivery of outcomes, including TUPE transfers

- Keep under review SHG's approach to recruitment and selection to ensure the best candidates are applying for and being appointed to roles, particularly during times when the market is experiencing difficulties post Pandemic
- Formalise SHG's approach to Apprenticeships linked to GMHP Charter and Employability Strategy
- Review and re-launch SHG's Development Pathway to support succession planning for business-critical roles
- Monitor and review the impact of SHG's Progression Pathway with focus on diversity and those who are high talent, high-flight risk
- Ensure that SHG's Learning, and Development (L&D) plan enhances team member competence and skill level linked to regulatory requirements, professional standards and competency frameworks
- Review and re-launch SHG's Retirement Pathway to support colleagues farewell journey

#### Outcome:

*SHG will have motivated and productive team members who are ready to face future challenges acting in the best interests of our communities; through being competent and compliant listening and acting upon 'customer voice' to exceed regulatory requirements*

#### Success will be measured by:

- Turnover (those people who leave the organisation annually)
- Retention (those people who stay with the organisation)
- Attrition (reduction of workforce due to; sickness, ill health, retirement, resignation/dismissal)
- Workforce profile as part of the annual Equality, Diversity and Inclusion report
- Number of people who successfully pass their probation (right person first time)
- Number of people who have secured progression within the group
- My Manager, My Company & My Team engagement scores
- Investors in People Accreditation

### 3.1.3 Maximising our Potential – “MOP”

*SHG has a fully flexible and connected workforce, who put Customers at the heart of everything they do and in doing so are empowered to choose when, where and how they work to provide exceptional services*

### This will be achieved through the following actions:

- Update SHG Flexible Working Policy to encompass new ways of working
- Support people managers manage by outcomes rather than presence (utilising the 6 C's Conversation Model) utilising coaching, workshops and One Team DMS
- Business Partners will regularly monitor and review arrangements in place across the organisation to evaluate the success and consistency of approach taken
- The outcomes of the monitoring and review of arrangements will be discussed quarterly at Directorate Management teams and Senior Leadership team, to ensure appropriate senior oversight of the approach
- Deliver a successful pilot of "MOP" and adopt this approach long-term
- Implement 'working flexibly' communications to support work life balance and wellbeing, developing a flexible culture
- Provide an integrated, progressive and high-quality operating model which supports the psychological and physical wellbeing of all team members, including occupational health, Active Listeners group, Employee Assistance Plan (EAP), Specialist Counselling and bespoke workshops
- Review and relaunch SHG's Vision for Facilitating Attendance approach
- Audit Values Conversations to ensure "MOP" principle are reflected with team goals
- Facilitate monthly team meetings, seasonal updates, annual Colleague Festival and Awards to ensure team members remain connected and celebrate the work they do
- Promote social and charitable activities to support SHG's Charity of Choice
- Promote SHG's Volunteering Pathway to utilise team member skills enabling them to 'give something back'

### Outcome:

*SHG will have healthy and dynamic team members who are dedicated and committed to their roles, maximising their potential to deliver with impact, exceptional services for customers.*

### Success will be measured by:

- Wellbeing and Giving Something Back Engagement Scores
- Investors in People Accreditation

- SHG Customer Satisfaction performance indicator
- Number of team members achieving one hundred percent attendance
- Number of days lost to sickness
- Occupational Health Referrals
- Specialist Counselling Referrals
- Flexible Working Requests
- Number of Values Conversations completed by Directorate
- Attendance at SHG events
- Amount of monies raised for SHG's Charity of Choice
- Number of Volunteering hours donated

#### 4.1.4 Digital Transformation, #BeDigital

*SHG has innovative team members who champion digital approaches to maximise organisational resources, future proofing colleague and customer experiences.*

This will be achieved through the following actions:

- Work in partnership with Manchester Digital to support the wider Digital transformation project (including recruitment, skills and good practice)
- Embed SHG's Digital Values Charter supporting all team members understand SHG's Digital transformation journey and their role/responsibility within this
- Review People Manager goals to reflect business development and growth mindset ambitions
- Monitor Values Conversation to ensure all team members have 'digital' goals
- Celebrate and communicate digital innovation and achievements through OD events
- Review and update all People and OD processes and practices to become automated and digitally compliant
- Ensure that SHG's recruitment, selection/assessment and on-boarding processes (internal/external) are digitally focused
- Update all Job Role Profiles to include digital skills
- Continue to evolve SHG's digital skills offer as part of the L&D Forward plan in line with Phoenix and Digital projects
- Utilise digital options to maximise development opportunities

- Embed the 'Digital Champions' Voice Group as trail-blazers and a support function for team members
- Ensure SHG's P&OD systems have efficient and accurate workflows to generate data to inform decisions relating to workforce planning and support service improvements

#### Outcome:

*SHG will have continued to reaffirm its position as a 'World Class' organisation, delivering cutting edge services through digitalisation, embracing commercial and growth opportunities, achieving the best outcomes for customers.*

#### Success will be measured by:

- Number of Values Conversations completed by Directorate (specifically digital goals)
- Number of completed Microsoft 365 workshops
- Number of team members successfully utilising SharePoint
- Efficiencies generated through digital automation
- Time taken to recruit (right first time)
- Quality of data linked to business transformation

### 4.1.5 Equality, Diversity and Inclusion (EDI)

*SHG engages the full potential of every team member, so that innovation and creativity thrive, and views, beliefs and values are integrated into a culture of belonging.*

#### This will be achieved through the following actions:

- Update SHG People Manager Goals to reflect EDI
- Develop inclusion-based objectives for senior leaders and people managers as part of Values Conversations
- Monitor Values Conversation to ensure all team members have inclusion-based strengths, goals and learning reflected within their roles
- Update all Job Role Profiles to reflect EDI responsibilities
- Refresh and further embed Be You - A vision for an inclusive workplace
- Utilise ASPIRE Days to engage colleagues in EDI initiatives
- Review and explore EDI feedback gained from on-boarding and farewell conversations, acting upon this

- Encourage and promote reciprocal mentoring especially at a leadership level
- Embed the Colleague Voice groups and encourage colleagues to take part by providing practical support, promoting engagement and delivering on findings, exploring opportunities to consider all protected characteristics
- Develop a Values Charter for all Colleague Voice groups so their core purpose can be communicated and embedded
- Monitor and evaluate the impact of the Progression Pathways and other development activity in supporting progression of under-represented groups
- Membership, sharing of good practice and accreditation through GMHP Change Champions Group, Inclusive Employers and Stonewall
- Work with Harry's Pals to review policies from the perspective of carers

#### Outcome:

*SHG will have high performing people and a culture of appreciation where people feel valued, difference is celebrated, and all efforts are recognised.*

#### Success will be measured by:

- Leadership, My Manager, My Team and My Company engagement scores
- Investors in People Accreditation
- Colleague Voice membership
- Stonewall Accreditation Index score
- Inclusive Employers Standard Accreditation
- Pay Gap outcome reports
- SHG workforce profile
- Progression by protected characteristics

### 4.1.6 Colleague Experience - A World Class Place to Work

*SHG has a unique and extraordinary 'people' offer, from pre-hire to retire, enabling team members to 'be the best they can be' and achieving positive outcomes for customers.*

This will be achieved through the following actions:

- Continuously improve colleague experiences to retain number one Housing provider status and employer of choice

- Review SHG's strategic approach to measuring and promoting engagement across the organisation
- Equip line managers to have the skills and focus to ensure excellent levels of engagement in their teams
- Review SHG Advertisements to reflect inclusive workplace
- Bolster SHG's Careers website utilising colleague footage illustrating and bringing to life why SHG is an 'employer of choice'
- Ensure that all new starters have access to digital on-boarding, so they are fully prepared to start their new role and feel welcomed
- Review P&OD Conversations Framework to ensure it is inclusive and progressive, including welcome, review, health check, personal growth, pre-retirement and farewell
- Promote SHG personal growth opportunities utilising colleague skills to enhance value for money and social impact focusing on facilitator, qualification, progression, mentoring, housing champion, digital champion, volunteering
- Review the impact of Fierce conversations and explore additional options for enhancing practical solutions to support leadership and management development
- Continue to innovate SHG events including SHG Induction, Directorate Management Seminars (DMS), One Team DMS, Colleague Festival, ASPIRE Awards, ASPIRE Days Seasonal Updates, Team Meeting Tool, focusing on collaboration, clarity and inclusion
- Continue to work with Colleague Voice groups to ensure all 'experience' activity is innovative, energised and world class specifically focusing on recognition initiatives including ASPIRE Rewards, team Away Days One Hundred Percent Attendance and Birthdays
- Develop an SHG 'communications and meetings' framework to provide clarity and connectivity
- Review and relaunch of SHG's Retirement Pathway and Conversations
- Formalise 'Friends of SHG' initiative, outlining guiding principles and promotion

### Outcome:

*SHG will continue to be an 'Employer of Choice', with a sustainable Group structure and a highly talented workforce supported by an aligned colleague and customer experience journey.*

### Success will be measured by:

- Best Companies Index (BCI) overall engagement score (or equivalent)
- Housing Sector, Large and North West Best Company to Work for List Placing
- Investors in People Accreditation Level
- SHG Key Performance Indicators (especially satisfaction with SHG as a Landlord)
- SHG external award achievements
- Increase in SHGs profile through positive media posts/articles

## 6 CONSULTATION

- 6.1 Consultation sessions were undertaken with each Directorate Management Team (DMT) to ensure the proposed themes of this strategy supported organisational direction and priorities, the outcomes of which were used to facilitate a 'Blue Sky Thinking' session with Wider Leadership Team (WLT). These sessions also enabled new ideas to be explored and expected strategy actions and outcomes to be developed.
- 6.2 Benchmarking was undertaken within HR and OD networks and good practice guidance was sought through the [Chartered Institute of Personnel and Development](#) (CIPD), [Best Companies](#), [Investors in People](#), [Engage for Success](#), Fierce Conversations, HR Disrupted and Human Experience at Work<sup>5</sup>.
- 6.3 Through this consultation and research six key themes were developed that became the foundations of this Strategy and are closely aligned to organisational priorities, with the focus on how people management, development and wellbeing can support the achievement of SHG's future goals. Plus, an emphasis on belonging and growth to create an environment where colleagues remain connected and thrive in their roles and as such continue to provide exceptional services to customers.

## 7 SUPPORTING ACCREDITATIONS AND POLICIES

- 7.1 The outcomes of SHG's P&OD Strategy will be reviewed regularly by external bodies. These include:

### 7.7.1 Investors in People (IIP)

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<sup>5</sup> Fierce Conversations, Susan Scott (2011), HR Disrupted, Lucy Adams (2017), Human Experience at Work, Ben Whitter (2021).

SHG first attained the Investors in People (IIP) accreditation in 2009. Since that time the organisation has been assessed every three years, successfully retaining accreditation. More recently in 2019, SHG was one of the first organisations in the North West to achieve 'Platinum' status, this has been retained annually and is due to be re-assessed in March 2022.

### 7.7.2 Best Companies

SHG's commitment to the 'engagement' of its people has been recognised over the last thirteen years through the 'Best Companies to Work for Lists' and Accreditation Index. During this time SHG has proved that it has 'world class' levels of engagement and 'the' best Housing Organisation (2021).

7.2 The P&OD Strategy links to and supports the following SHG Strategies and organisational policies:

- 7.2.1 SHG People & OD Policies
- 7.2.2 Pension Strategy
- 7.2.3 SHG Delivery Plan and Business Plans
- 7.2.4 Business Development Strategy
- 7.2.5 Equality, Diversity and Inclusion Strategy
- 7.2.6 Marketing & Communications Strategy
- 7.2.7 Group Risk Management Strategy

## 8 P&OD ACTION PLAN 2021-24

- 8.1 A full and detailed action plan outlining how the P&OD Strategy Actions and Outcomes will be achieved can be found in **Appendix I**. This action plan contains timescales and responsible individuals to support monitoring and progress.

## 9 EQUALITY IMPACT ASSESSMENT (EIA)

- 9.1 The EIA ensured there is an EDI theme within this Strategy from which actions provide a focus on P&OD activity. This will ensure there is a culture of belonging and inclusion within SHG through; EDI specific values conversations goals across all levels of the organisation, ensuring progression pathways are open to all, colleague groups which provide practical support and influence and that satisfaction of all groups of team members are equitable.

## 10 OWNERSHIP, MONITORING & REVIEW

- 10.1 Progress against this plan will be updated on a regular basis through business partnering, fed back to teams through catch ups, values conversations and team meetings or away days. This will then link into the wider P&OD Strategy Action Plan outcomes.

- 10.2 Outcomes derived from the actions undertaken will be monitored on a quarterly basis, with annual progress reports presented to the Operations Committee, SHG Senior Leadership Team (SLT), Wider Leadership Team (WLT) and Colleague Voice Groups<sup>6</sup>.
- 10.3 This Strategy will be reviewed every three years, or sooner should organisational direction and priorities significantly change, and it is deemed no longer fit for purpose.

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<sup>6</sup> This includes; SHG Colleague, Proud, BAME, Enable, Three Sixty, Digital, Apprentice Voice Groups plus Directorate Management Seminars.