



Report to:	<b>STOCKPORT HOMES MEMBER COMMITTEE</b>		
	<i>14 February 2022</i>		
Report of:	<b>EXECUTIVE DIRECTOR OF RESOURCES</b>		
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Type of Report	<i>Assurance</i>		
Title of Report:	<b>'STRENGTHEN BELONGING, NURTURE GROWTH' PEOPLE &amp; OD STRATEGY 2022-25</b>		
Purpose of Report:	To present SHG's People & OD Strategy 2022-25		
Recommendation(s):	The Member Committee are asked to note and make any comments or ask questions relating to the People & OD Strategy 2022-25 "Strengthen Belonging, Nurture Growth".		
Confidentiality	Non Confidential		
Resource Implications	The proposed Strategy themes result in the appropriate commissioning of activities and the most effective and value driven allocation of the People and OD Budget.		
Impact on Risk Appetite and Risk Register	SHG has an 'open' appetite for risk in relation to People and OD. The themes within the strategy support this appetite and capture the aspirations for continuing to invest in colleagues.  The strategy outlines how the risks in delivery and implementation will be managed and mitigated throughout is duration. The new Strategy themes will ensure risks are managed going forward as below:		
	Risk Number	Risk Description	Risk Mitigation
	18	SHG is unable to attract, recruit and retain a diverse	The Strategy's Workforce Planning

		range of employees and leaders with the appropriate skills and talents to meet SHG's current and future aspirations.	approach will further strengthen SHG as an employer of choice to ensure it has the right people with the right skills to meet business needs.
	19	Colleague engagement and motivation across SHG is not maintained at 'extraordinary' levels, as the business grows, evolves and changes, and this impacts on the overall culture and achievement of strategic ambitions.	The Strategy will further embed a business partnering approach to ensure outcomes support the achievement of organisational values and aims. Reward and Recognition initiatives will continue to be reviewed and new ways of working implemented to ensure colleagues can maximise their potential and services delivered to customers.
<p>Customer Voice</p> <p>For People and OD Strategies, customer voice relates to colleagues and those that will be affected by the Strategy. The Senior Leadership Team and Wider Leadership Team have been consulted on this Strategy, plus Colleague Voice Groups with regards to its development and implementation. In turn, having the right people who are developed and engaged will ensure high performance and customer satisfaction.</p>			

<p>Equality, Diversity &amp; Inclusion implications</p>	<p>The People and OD Strategy encompasses key actions from the Equality, Diversity and Inclusion Strategy. By working in partnership with the Policy and Performance Team key actions have been identified and will be delivered to promote an inclusive workplace. This is reflected in the desired outcomes of this strategy which have been developed in collaboration with Colleague Voice representative groups.</p>
<p>Regulatory compliance</p>	<p>This report provides assurance that organisational development activities undertaken across SHG ensure a supported, motivated, skilled and knowledgeable workforce to deliver services that are compliant with relevant legal and regulatory requirements. The proposed Strategy themes will address organisational responsibilities to ensure SHG colleagues are professionally and competency compliant in line with the recommendations of the Housing White Paper.</p>

# 1. INTRODUCTION

- 1.1 The People & OD Strategy 2022-25 “Strengthen Belonging, Nurture Growth” 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.
- 1.2 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’.
- 1.3 The strategic themes within the 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.

# 2. SCOPE

- 2.1 The 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”:

- **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.*

- **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.*

- **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*

- **Digital Transformation, #BeDigital**

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

➤ **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.*

➤ **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.*

### **3. CONSULTATION**

3.1 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.

3.2 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>1</sup>.

3.3 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.

3.4 An Action Plan has been developed to deliver the outcomes for each of the six strategic themes highlighted in the Strategy. This is subject to further discussion to firm up timescales. 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.

### **4. CONCLUSION**

4.1 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

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<sup>1</sup> Fierce Conversations, Susan Scott (2011), HR Disrupted, Lucy Adams (2017), Human Experience at Work, Ben Whitter (2021).

ensure that this Strategy takes them forward in terms of tangible outcomes and measurable impact on the future direction of SHG.

## **5. RECOMMENDATION**

- 5.1 The Member Committee is asked to note and make any comments or ask questions relating to the People and OD Strategy 2022-25 “Strengthen Belonging, Nurture Growth”.