

People & Organisational Development

Strategy 2021 - 2025



Living Longer, Living Better



Outstanding People



To be an outstanding employer of choice



To #LoveWhereYouWork



Our Key Facts:



Number of colleagues, 222 headcount, including Astraline, as at 30/03/21



Number of colleagues based FTE is 185.55 including Astraline, as at 30/03/21



Salary spend is £6.4(m)

Our Corporate Priorities:

2021/
2022



Our reputation attracts and retains our best people.



We are flexible, resilient and always improving performance.



We invest in our digital skills for the benefit of our colleagues and customers.

2022/
2023



Be a truly diverse and multi-generational team, mirroring communities we are proud to be part of .



Our colleagues are empowered without direction and do the right thing.



We use life-long learning approaches to 'grow our own' with formal qualifications.



We have a joined up approach to social value and colleagues engaged with CSR/volunteering activities

2024/
2025



We use technology to automate so we really add value.



We are running an apprenticeship and graduate programme.



We'll be ready for our Investors in People assessment so in May 2024 we achieve Platinum.



We secure the liP wellbeing award.

johnniejohnson
HOUSING

living longer, living better



Measures:

| Measures | 2021/22 | 2022/23 | 2023/24 | Source |
|---|--|--|---|-------------------|
| Improved engagement levels as indicated in data driven by colleague surveys | <p>Continued improvement, year on year;</p> <ul style="list-style-type: none"> Engagement to be maintained at more than 85% Improve, from 83%, to 85% where colleagues feel that working more flexibly will enable them to more easily achieve their objectives. | Happiness related measures to be achieving 87-90% | Happiness related measures to be achieving 90-92% | Pulse Survey |
| Positive impact on absence by utilising wellbeing initiatives | <ul style="list-style-type: none"> Reduced absence – year on year | Work related sickness absence reduced | TBC | MyPOD |
| Successful on-boarding and year 1 retention data | <ul style="list-style-type: none"> 85% retention | 87% retention | TBC | MyPOD |
| Increased attraction of talent from the marketplace | <ul style="list-style-type: none"> Increased number of applications advertised externally and increased numbers for short-listing Increased number of applicants via social media platforms | 7% increase in applications from diverse groups | Advert to hire time reduced by 25% | Blue Octopus, ATS |
| Positive impact of colleague development and learning | <ul style="list-style-type: none"> Number of training hours delivered Succession – MyAspirations / MyExecutive / colleagues on structured development Internal promotions | <p>Increase in training hours, by 10%</p> <p>Increase in number of internal promotions, by 20%</p> | Advert to hire time reduced by 25% | Blue Octopus, ATS |
| Closure of pay gaps – gender and ethnicity | <ul style="list-style-type: none"> Improve our pay gaps data more positively | Positive improvement, year on year | Positive improvement, year on year | MyPOD |



Market Trends and External Analysis

Challenges

Covid and lockdown has presented opportunities to embrace new ways of working alongside the challenges faced emotionally...



The age demographic and diverse range of the population will mean our colleagues have different wants and needs...



The talent pool will be ever changing, and for key skills we need to adjust to that as necessary...



Technology change has never moved at such pace...



People's commitment to the environment to work for an ethical organisation is becoming more and more important...



Action

We are utilising the things we've learnt about working differently and developing our approach to wellbeing, being bold about offering colleagues a flexible approach to working to fit their life balance.



In response to this we will offer choice around how, when and where people work; and will be supportive of activity to demonstrate our commitment to corporate and social responsibility.



To attract the best we need to be creative – with choice of benefits, opportunities and engagement approaches.



We will support current and future colleagues with a digital skills pathway and support them on this development journey.



Our external colleague material will reflect our commitment to our priorities around this and we will provide opportunities for colleagues to be involved in projects that interest them.



Our Risks and Mitigations

- JJH RISK OP 01a - Insufficient Capacity to Deliver the Strategies, Adversely Impacting the Business Plan
- JJH RISK OP 01b - Pandemic outbreak affecting employees, supply chain and or customers
- JJH RISK OP 01c - Adverse Impacts Caused by Delivery of MyLifestyle Working



Our Current and Future Residents



Key Elements of Our Strategy

| Theme | Measures of Success | VFM/Efficiencies |
|---|---|--|
| Implementation of the MyLifestyle contract and way of working | Agile working successful implemented: <ul style="list-style-type: none"> • positive pulse survey responses continued • people transferred to revised T&C's • improved productivity | <ul style="list-style-type: none"> • Reduction in operating costs • Increased productivity – based on costs & income versus salaries |
| Job evaluation & pay/reward benchmarking | <ul style="list-style-type: none"> • Completed to plan • Minimum appeals, and any efficiently resolved | <ul style="list-style-type: none"> • Reduced turnover of good talent • Reduction in recruitment costs |
| Create and deliver a digital skills pathway programme | <ul style="list-style-type: none"> • Colleagues upskilled to use the tools their role requires • Ongoing pathway development for each role | <ul style="list-style-type: none"> • Increased productivity - based on costs & income versus salaries |



Our Financials – Budgets



Our Partners

- DAC Beachcrofts – employment law legal advisor
- Health Assured – Employee Assistance Programme provider
- Inbucon / EMA – job evaluation
- Blue Octopus – recruitment partner
- External training partners – (tbc)

Our Risks and Mitigations

- Manage and monitor activities using Pentana
- Information Centre show exceptions, weekly
- Monthly Exec Report and Annual Board Reports show progress against Success Measures
- N&R Committee makes appropriate decisions or recommendations to Board
- Investors in People accreditation
- This framework aligns with our Assurance Map
- Investors in People Assessment (Gold achieved in May 2021 assessment)
- Internal Audit (BP Stress Testing) Jul-19 Substantial Assurance
- Part of the GMHP HR group –at Head of Service, Operational and Learning & Development levels
- Inbucon and EMA, remuneration benchmarking
- CIPD qualified colleagues in the People & OD Team, as required by role, with membership maintained
- DAC Beachcroft – legal advice and assurance on associated risks with projects / matters as required

