

People Strategy

2024 - 2027



Our 2030 Plan

Our 2030 Plan sets out our ambitious strategic aims to achieve transformational change by 2030, responding to the challenges in the present and future of the social housing sector. We identified six transformational projects in collaboration with customers and colleagues that form an significant programme of change.

We believe that a good quality, affordable home is the cornerstone of a successful life. Our focus on providing more quality homes and extending the impact of our services reflects our dedication to our customers, communities and the planet. We aim to develop an outstanding workplace that attracts and retains top talent, fostering excellent performance with our diverse and skilled workforce.

We pride ourselves on being a responsible landlord which is well-connected with and reflective of our communities. We build sustainable places where people can thrive. Our customers are at the heart of everything we do; by working together we aim to build a resilient and prosperous future. Our colleagues are central to the success of these ambitions.



Our 2030 Plan (cont.)

This People Strategy has been developed with colleagues to support and underpin the delivery of the transformational projects detailed in Our 2030 plan. This strategy will particularly support the delivery of our transformational programme:

“Work and workplace of the future: because a strong, stable and skilled workforce is essential for us to deliver high-quality services for our customers.”

We will achieve this ambition by:

- Creating a **diverse** and **inclusive** environment where colleagues are **well informed** and feel they belong, removing barriers to **opportunities**
- Promoting the value of **development and learning** to create personal and professional **opportunities**
- Creating a **supportive** workplace with a focus on the **health and wellbeing** of our team
- Developing a **best-in-class** people services function, supporting the whole **employee lifecycle**

This three-year strategy will also be a key contributor to the delivery of the other transformational projects, unlocking organisational capability and agility and driving high performance and productivity in our teams. We will build on these foundations and enable the successful completion of Our 2030 Plan, ensuring we continue to meet our mission and ambition.



Our values

Our culture is built on our strong values, with diversity, inclusivity and support for our customers at the heart of our work.

Our values set out a clear expectation of 'how we do things around here'. They are our core beliefs which inform our decision-making and help shape our organisation.

These values and behaviours will drive the achievement of Our 2030 Plan and the People Strategy, inspiring colleagues to work together, be empowered and maintain high standards of service and approach.

Our shared values have been developed through consultation with a wide range of colleagues and were launched alongside Our 2030 Plan to emphasise their importance in achieving our strategic ambitions.

We expect all colleagues to live our values, and we will hold each other to account in the way that we behave and interact with others.

Our organisational culture is inclusive and values-led, supporting customer-focused outcomes in an agile way, and creating a high-performing workforce. This strategy is underpinned by our values and culture, and we will be anchored by these in pursuing our strategic priorities and the transformational programmes in Our 2030 Plan.



Trustworthy

You can rely on us.
We are honest in everything we do.



Respectful

Valuing people and treating everyone with empathy and fairness.



Accountable

Taking responsibility for our actions and owning the delivery of our promises.



Collaborative

Achieving great things by working together.



Excellent

Striving to be the best and delivering the best outcomes for customers and the organisation.

Strategic context

Our 2030 Plan and the People Strategy have been influenced by several internal and external factors which contribute to the strategic context. The climate emergency, increasing financial insecurity and political instability has had a profound effect on our customers and our business. Changes to the operating environment, legislation and the labour market have caused skills challenges across the sector. This strategy acts on these and future challenges to develop our organisational preparedness.

Data-led decisions and predictive analytics are key to the successful achievement of Our 2030 Plan and our ability to attract, develop and retain talent is fundamental to this.

We also know that the demographics and expectations of our workforce and the labour market are changing, and we will respond by delivering a workplace of the future which prioritises organisational agility and skills development.

We also recognise the significant and growing financial pressures within the sector and our business and will respond by delivering smarter, data-led resource planning for our leaders.

We accept that expectations on our services and colleagues are growing, and we will meet these expectations by continuing to professionalise our approach, developing colleagues and enabling a high-performance culture.

People Strategy 2024 - 2027

This strategy will drive and enable change in the organisation to unlock the capabilities required to deliver Our 2030 Plan. It must be underpinned by a high-performance culture where data-led decisions enable effective future planning and organisational preparedness.

We recognise that, to achieve the ambitions of Our 2030 Plan, we will need to work in different ways, using novel approaches, emerging skills and digital solutions to develop and deploy our resources strategically. We want to be a destination workplace where colleagues are developed and fulfilled.

The People Strategy is structured around three strategic priorities:

**Organisational
capability**

**Colleague
experience**

**Inclusion and
engagement**

By prioritising these themes, we will take significant steps in delivering a workforce for the future, strengthen our performance and agility whilst enhancing our positive culture.

We recognise that a single strategy cannot deliver these ambitions in isolation, the Communications Strategy, Diversity and Inclusion Strategy, Colleague Development Strategy, Wellbeing Strategy, Social Justice Strategy and Housing and Communities Strategy are all complementary. We have embraced this and, where appropriate, themes, actions and performance measures have been shared to ensure a collaborative approach and to maximise impact.

We also recognise the significance of our customer voice and feedback in shaping some of our decisions as an employer and will work closely with the Customer Engagement Team and alongside the Colleague Voice Strategy to achieve this.

People Strategy 2024 - 2027 (cont.)

Each of the strategic priorities has several focus areas and is supported by an action plan. The action plans are intended to be dynamic, leaving space for additional initiatives or reviewing delivery dates, particularly in year 3, but also recognising that several key actions/objectives must be sequenced correctly to ensure they have maximum value and support the overall direction and outcomes of the strategy.

A series of success measures, underpinned by key performance indicators, will also provide assurance on progress against the strategic priorities, focus areas and overall impact of the People Strategy.



Strategic priorities and focus areas

Organisational capability	Colleague experience	Inclusion and engagement
Organisational design and development Strategic workforce planning Leadership capability and development	Our offer (EVP) Best-in-class People Services Performance and talent management	Wellbeing and fulfilment Accessibility and representation Engagement and voice
<ul style="list-style-type: none"> • A build, buy, borrow and bot approach to workforce and resource planning. • Organisational and leadership development solutions that drive productivity and capacity utilisation to meet our future needs. • An agile, skilled and professional workforce, with clear but dynamic team structures. • Change-capable leaders who inspire and develop their teams whilst living our values. • A customer-focused, enabling and standardised operating model. 	<ul style="list-style-type: none"> • Strategic business partnering to enhance our offer, shifting to a future-focused approach. • A compelling Employee Value Proposition that delivers choice and flexibility. • A high-performance culture that maximises opportunities for colleagues to develop and realise their potential. • Continually-developing services that embrace technology and best practice. 	<ul style="list-style-type: none"> • An inclusive, respectful and values-led culture where colleagues feel they belong. • A workforce and leadership team that is reflective of our customers and communities. • A workforce that is engaged with Our 2030 Plan and contribute to decision making and success. • Clear, professional career pathways. • An environment where wellbeing is strategically prioritised.

Our organisational culture is inclusive and values-led, supporting customer-focused outcomes in an agile way, creating a high-performing workforce.

High level outcomes

Organisational capability

- Attract and develop our talent using a build, buy, borrow and bot approach.
- Design and deliver a workforce of the future, focusing on skills and agility.
- Develop change capability for our managers and leaders to deliver Our 2030 Plan.
- Develop a consistent approach to defining and communicating operating models and target operating models.
- Develop a strategic workforce plan to anticipate future resource needs, skills gaps and dynamic workforce solutions.
- Launch a refreshed apprenticeship programme, focused on future skills need.
- Define a leadership competency framework and launch an accredited leadership development programme.
- Build and sustain relationships with external partners to identify new practices and benchmark our approach.

Colleague experience

- Improve the choice and flexibility in our reward, benefits and recognition offer.
- Improve the visibility and accessibility of our employer brand.
- Review and enhance all core HR lifecycle processes to deliver a best-in-class service and improve experience.
- Harness digital solutions and efficient working practices.
- Work with our Communications Team to enhance internal communications, ensuring colleagues are well informed.
- Develop a talent management framework that identifies and develops future leaders.
- Develop the Performance Management Framework, aligned to Our 2030 Plan ambitions and values.
- Further 'professionalise' our customer-facing services to enhance performance and delivery.

Inclusion and engagement

- Create equity in our approach by improving accessibility to opportunities.
- Develop clear professional career pathways, linked to the Performance Management Framework.
- Work with partners to improve opportunities for local communities and customers.
- Significantly improve our D&I training.
- Improve the data we hold for colleagues, enhancing our understanding and measuring the impact of our decisions.
- Use Colleague Voice to amplify the views and contributions of colleagues and to create better transparency.
- Enhance our colleague engagement activity and influence a sense of belonging in the workplace.
- Provide colleagues with the resources, support and opportunity to recognise and respond to their wellbeing.

Our organisational culture is inclusive and values-led, supporting customer-focused outcomes in an agile way, creating a high-performing workforce.

Our commitment and success measures

Our commitment

We will deliver a best-in-class People Services offer, challenging ourselves to improve and enhance the support, services and processes available to managers and colleagues.

We will collaborate with internal and external partners to deliver positive strategic outcomes through effective strategic business partnering.

We will engage with representative bodies like Colleague Voice and the Joint Negotiating Committee to listen and understand the needs of our leaders and colleagues, working to deliver solutions that drive the achievement of our strategic ambitions.

We will assess our progress honestly, measuring and reporting on performance indicators and responding to the changing environment and unexpected challenges.

We will be proactive, future-focused and forward thinking and will challenge the organisation to think in the same way.

We will empower our leaders to make data-informed decisions about their people, ensuring these are aligned to our strategic ambitions.

Success measures

The ultimate success of this People Strategy will be in the effective delivery of Our 2030 Plan up to 2027.

We will measure quarterly and annual progress against key performance indicators to provide assurance on progress against the strategic priorities.

A dynamic action plan will further provide assurance on progress and to ensure accountability for the delivery of key initiatives and programmes.

Success measures

Annual	
Colleague engagement > 80%	Employee net promoter score > 40
Wellbeing risk index < 30%	Confidence in management > 80%
Diversity and inclusion index > -10 and < 10	Flight risk < 20%
Confidence in management > 80%	Colleague pride > 80%

Quarterly			
Voluntary turnover < 10%	Sickness absence < 4%	New starter retention > 90%	
Internal appointments > 20%	Colleagues D&I data disclosed > 85%	Vacancy time to fill < 45 days	
Core learning compliance > 90%	PMF Compliance > 90%	Capacity utilisation > 90%	Diversity of leaders < 2% different from colleague base



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