



Our People Strategy

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Welcome

Welcome to South Liverpool Homes' (SLH) People Strategy for colleagues which builds on the foundations of the 2015-2022 Every Person Positive Strategy.

This document sets out our approach to colleague engagement with the primary driver of ensuring our people are empowered, appreciated and healthier at work. It forms a key part of our 2022-27 corporate plan, aligning with the strategic goals of the organisation.

Our vision, through this strategy, is to ensure that we have colleagues who are engaged and empowered to deliver our corporate objectives. In developing the strategy, we have worked in partnership with colleagues and managers through the many colleague engagement initiatives we have introduced, to ensure it addresses the hopes and expectations of our colleagues.

This strategy and accompanying action plan detail the activities that we will undertake over the coming years to support our vision of Great Homes | Strong Communities | Bright Futures.



What is employee engagement?

Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of wellbeing.



Where are we now?

Current position

The world in which we work will continue to change; colleagues are working with a greater number of customers in increasing need whilst experiencing the cost of living crisis themselves. We must ensure that our colleagues are provided with the training, support and facilities to deliver the aims of our corporate plan providing necessary services to our diverse residents.

The 2020 Social Housing White Paper highlighted the need for increased professionalism in the sector and so it is important that we ensure that our colleagues are fully equipped with the necessary skills and knowledge to be able to deliver a consistent and professional service that ensures good quality housing for our residents and strong communities that enable them to thrive.

We work in an agile way and our colleagues are no longer required to work from the office five days a week, instead adopting an approach to work which enables them to operate from wherever they are most effective. This arrangement will be regularly reviewed to ensure that it remains the right approach and serves the needs of our residents.



Where do we want to be?

Link to SLH's vision and strategic themes

SLH's vision is: To deliver Great homes. Strong communities. Bright futures.

We will achieve this through four key strategic themes.



People - Colleagues who are engaged and empowered to deliver SLH's objectives. Engaged and included residents who can access a range of services to support their health, wellbeing, and economic aspirations.



Place - Building homes to meet current and future needs whilst investing in existing homes. Building strong communities – places where people choose to live and stay. A good quality home will be the foundation to tackling social inequality.



Planet - Preparing our business, our homes, and our communities to meet net zero carbon targets; going a step further by providing cleaner, greener neighbourhoods and helping our customers navigate the energy challenges they face.



Pound - Creating a sound financial platform to deliver our vision, maximizing investment opportunities, and working together with others to deliver more.

Vision for the strategy

Colleagues who are engaged and empowered to deliver SLH's objectives

Strategy objectives

The following objectives underpin the other strategic themes in our corporate plan and are understood to be critical in achieving the vision of the strategy:





Strengthen our workforce to create a resilient and high performing organisation

SLH is committed to supporting hybrid working which we believe can offer benefits to both colleagues and the organisation by helping colleagues to achieve a greater work-life balance.

As we continue to operate with a customer-centric approach to our services our colleagues are therefore expected to ensure that service delivery standards are maintained, and our residents continue to receive the highest quality service. To ensure this, the agile working model will be reviewed regularly alongside customer satisfaction information to ensure that it continues to best serve the needs of our residents.

However, whilst everyone is very much in favour of flexible and hybrid working, there is also the recognition that this does come at a cost to the SLH culture and the ability to build relationships with new colleagues easily. We will continue to seek feedback on the approach to flexible and hybrid working and create opportunities for the organisation and teams to get together face to face on a regular basis to support collaborative working.

Developing high performing teams is a key part of our people strategy and we will work with colleagues to identify what high performance looks like across different roles and teams across SLH and how best to achieve it.

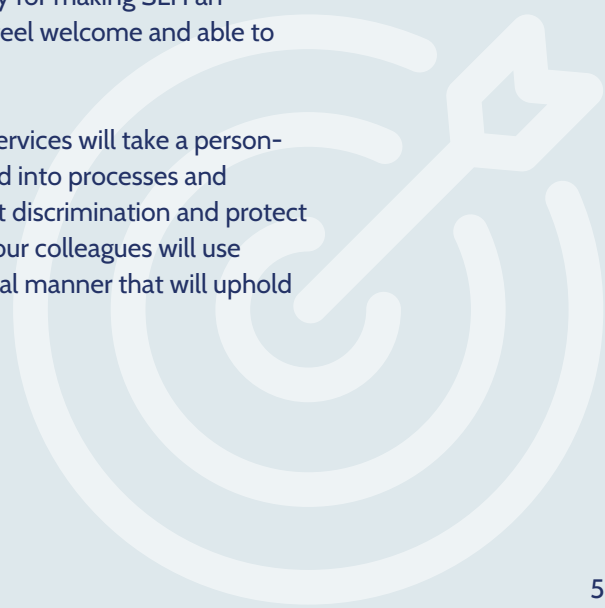


Ensure that equality, diversity and inclusion is at the heart of everything we do

SLH aims to prevent any discrimination, eliminate prejudice, promote inclusion and celebrate diversity within the organisation ensuring that all colleagues and customers are treated fairly and with respect, taking account of the diverse nature of their culture and background.

EDI requires a strong commitment and concerted action to build an inclusive environment where opportunities are open to all, diversity is valued, and where everybody can reach their full potential without fear of harassment, prejudice or discrimination. Every colleague therefore has a responsibility for making SLH an inclusive environment where all customers and colleagues feel welcome and able to be their authentic selves.

As an organisation committed to achieving inclusivity, our services will take a person-centred approach, with diversity considerations incorporated into processes and delivery to ensure they are accessible to all. This will prevent discrimination and protect the dignity of our customers and colleagues. We expect all our colleagues will use appropriately inclusive language and behave in a professional manner that will uphold the dignity of colleagues, customers, and stakeholders.





Create opportunities for colleagues to have a meaningful voice

Our colleagues are our most valuable asset. Ensuring that they feel valued and listened to will not only help the organisation grow and succeed, it will also encourage them to be ambassadors for our organisation. Helping our customers to understand what we do, why we do it and how we will deliver services.

Providing colleagues with the ability to have a meaningful voice is the crux of effective internal communications. The 'colleague voice' is about giving colleagues the opportunity to give feedback, express their ideas, ask questions and influence how we deliver our services.

We recognise that 'one size does not fit all' so it is important that we allow colleagues to exert this through robust communication channels that they feel comfortable with, and in an inclusive environment where they will be listened to and where ideas are valued. Developing effective communication channels is crucial to this, ensuring that they are fit for purpose which will in turn help build trust, encourage innovation and foster a positive work culture.



Create a learning environment that enables professionalism

Through the development of an effective learning culture, we will create an enabling environment which will allow teams to connect, reflect and work together more effectively, ultimately leading to enhanced business performance, improved colleague engagement and retention.

An environment where colleagues are accountable for their own personal development supported by a well-designed and targeted learning and development framework which is aligned with strategic priorities and supported by regular career conversations. This will ensure that we are fully equipped to embrace the ongoing professionalisation of our sector.

Such an environment will encourage our colleagues to keep up to date with best practice and become more curious and reflective, contributing to innovation and continuous improvement. This will be reflected through improved customer and colleague satisfaction and result in the delivery of an enhanced level of customer service.

We will equip our colleagues with meaningful and relevant learning opportunities which provide them with the tools to maximise their potential and contribute to a culture of collaboration and continuing professional development.

Assessing the impact

Progress against the strategic themes of this strategy will be regularly monitored through the Culture & Communications Operational Plan. The team will ensure that all actions continue to contribute to the achievement of SLH's corporate objectives. The Executive Management Team will receive regular reports on the status of the operational targets outlined in the operational plan.

Feedback from external inspections (audits), achievement and maintenance of relevant standards (including Investors in People) and internal performance indicators will be used as a measurement of the success of this strategy

Frequency of review

To ensure that colleague engagement remains central to our corporate objectives the implementation of this strategy and the associated delivery will be reviewed regularly by the Culture & Communications team, led by the Executive Director of Culture & Communications.

Great homes.
Strong communities.
Bright futures.





Great homes | Strong communities | Bright futures