



# People and Culture Strategy 2025-2030



# Introduction

The People and Culture team is five years old. This strategy shifts cultural focus from embedding, foundational and developmental to integrated, impactful and mature and focuses on achievement of our 2025-2030 Strategic Aims through our functions: Communications, Data and Digital, Equality Diversity and Inclusion, Governance, Health and Safety, Information Technology and People.

At the core of this strategy lies performance excellence, effective customer delivery, leadership responsibility, data integrity, system co-production and effective communication with positive governance and total inclusivity running through everything.

The Strategic Aims supported by this strategy are:

- **Customer Insight through digital solutions and inclusive communications**
- **The recruitment of Board Members, with a focus on customer involvement**
- **The continued development of Team Orwell**
- **Health, wellbeing and happiness at work**
- **A self-sustaining culture that supports and encourages innovation**
- **A diverse team that reflects our customer demographic**
- **Organisational Collaboration**

The achievement of these will be through the drivers of success outlined in this strategy and in more detail in the associated sub-strategies.

Through the next five years the team will continue to role model, shifting towards the role of enablers, facilitators, supporters and cheerleaders: encouraging everyone to take responsibility for decision making, cultural engagement and innovation, and moving from any assumption that People and Culture 'control' or have sole responsibility for values and culture.



# Operating Environment

Our operating environment continues to be challenging for both colleagues and customers, including cost of living difficulties, a rise in discrimination across certain characteristics, political unrest, regulatory requirements requiring additional resources, ongoing competition for talent and financial pressures/limitations that stretch our capability. This strategy aims to counteract external influences and support Orwell to thrive despite adversity.

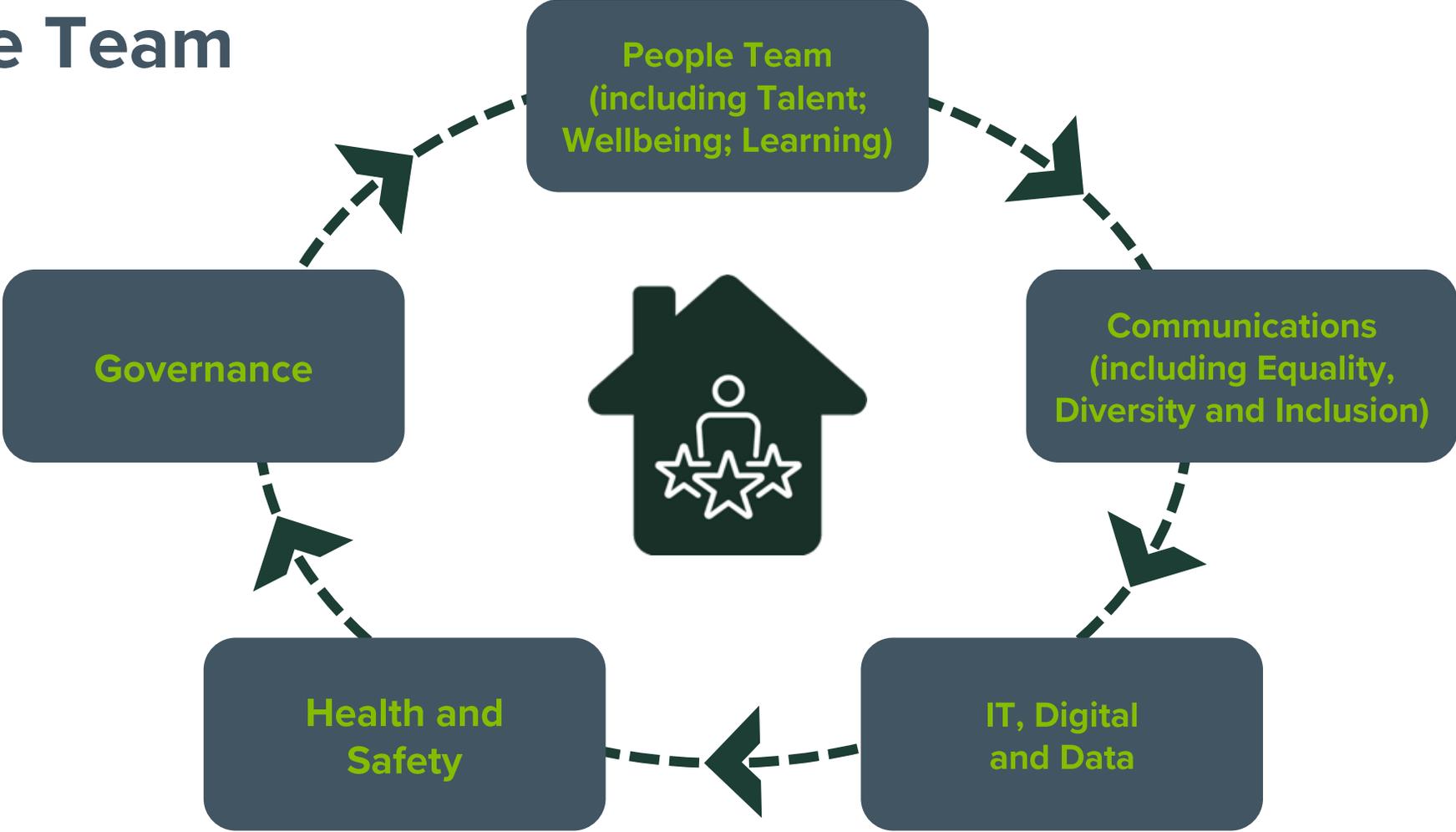
Customers remain at the heart of all we do. To achieve excellent customer service and true social value, colleagues must understand their impact and feel they belong. To do this our Governance will remain robust and inclusive; we will recruit for values; develop skills, knowledge and succession through learning; keep people safe, well and happy; provide a great colleague experience; be clear on expected behaviour and performance; ensure we have the digital solutions to achieve our goals and trusted data to inform our decisions; inclusive platforms to hear our customer voice and shout about our achievements; demonstrate our people as experts and celebrate Team Orwell.

We have a reputation for friendly, committed colleagues working for a cause they love: this strategy celebrates this and looks to encourage accountability, creativity, innovation and professionalism.

A healthy, values-led culture is everyone's priority and success in a role is judged not only by skills but also by values-led behaviour and a highly professional, self-motivated approach. Our organisational evolution continues: maturing, streamlining, innovating and being data-driven whilst putting people at the heart of what we do: ensuring everyone knows about the impactful work we all do and the difference it makes to our customers and communities.



# The People and Culture Team



# Putting People at the heart of what we do



## We will...

Continue to grow professionals through a learning and coaching-based approach.



## We will achieve this by:

Creating opportunities for colleagues to acquire knowledge from cross-sector Organisations and individuals recognised as leaders in their field

Enabling creative thinking and shared learning/best practice through promotion of our Innovate scheme and cross-organisational inclusion in project groups

Embracing a future-focused perspective: anticipating change and using opportunities to enable agility and proactivity alongside succession planning and talent management

Encouraging curiosity: enabling colleagues to develop and apply new knowledge and skills by adding new content to the Building Leaders Programme (BLP) and supporting continuous development through the Orwell Academy and 'My Contribution' appraisal

# Putting People at the heart of what we do



## We will...

Create an environment where our people can flourish and be proud of what they do.

## We will achieve this by:

Continued expansion of the BLP and through coaching support, ensuring leaders have the skills and confidence to influence and inspire colleagues to achieve high performance and demonstrate behaviours that bring our PACE values to life

Ensuring workplaces are engaging, through culture and design, so that colleagues have an environment in which they are motivated to be and do their best, happily going the extra mile and recommending Orwell as a great employer

Achieving and maintaining safe and supportive workplaces that fully embrace wellbeing, happiness and inclusivity, leading to high levels of satisfaction by coaching leaders to be compassionate role models who confidently manage and reward success

Creating fair, individualised, total reward: researching reward in the marketplace and implementing regular new benefits to ensure our offer is competitive and interesting, has individual appeal and links to values-based performance

# Being ambitious for our Homes and our Communities



## We will...

Deliver effective and accessible omnichannel communications that support colleague, customer and community engagement.

## We will achieve this by:

Elevating brand visibility and reputation through showcasing and storytelling with cultural focus. Exploring partnering opportunities and delivering a refreshed brand toolkit with clarity around tone of voice

Championing inclusive and accessible communications, reviewing channels used, providing learning/support around accessible communication practices and ensuring diversity of format styles to reach the widest possible audience

Integrating channels for cohesive two-way communication via an integrated in- and external communications plan, campaign management processes, more efficient platforms and effective feedback loops

Driving meaningful engagement for colleagues, customers and communities by refreshing monthly engagement initiatives and ensuring we are data led: using metrics and analytics to know where we have most impact

# Being ambitious for our Homes and our Communities



## We will...

Ensure digital services are secure, inclusive and empower customers and colleagues.



## We will achieve this by:

Harnessing high quality, integrated data to drive evidence-based decisions, efficiencies and continuous improvement

Ensuring best practice in cyber security, governance and resilience to protect customer and organisational data

Delivering inclusive, user-friendly digital services that are accessible and co-designed with customers and colleagues

Modernising core platforms and processes whilst leveraging digital innovation and automation to increase efficiency, support sustainability and ensure effective operations

# Collaborating with others to achieve more



## We will...

Further develop a diverse, inclusive and respectful organisation to ensure our colleagues can better serve our customers.



## We will achieve this by:

Knowing our customers/colleagues through insight-driven inclusion: collecting data to ensure we are fully aware of customer need, using these insights to co-create and shape policies, measure progress and report transparently

Achieving meaningful and relevant accreditations to ensure and enhance accountability and identify areas of strength and improvement

Ensuring accessible recruitment practices, using pipelines to encourage diversity and putting in place inclusive leadership programmes and clear succession planning using data to evidence change

Empowering colleagues to be actively anti-discriminatory through awareness raising, storytelling, learning and colleague supported campaigns: creating safe spaces for sharing and lived experience

Building a network of experts, allies and partners, working more closely with our communities to strengthen knowledge and amplify our impact: jointly celebrating diversity through events and shared initiatives

# Being an effective team and organisation



## We will...

Drive a data led culture where information drives decisions, informs strategy and improves services.

## We will achieve this by:

Ensuring effective skills, resourcing and education is in place and also ensuring data is accurate, centralised, consistent and accessible

Strengthening data governance to ensure data is secure, owned, compliant and trusted

Using data and insights to design, deliver and continuously improve services, assistive technology, communication and efficiency

Evolving towards a data-led organisation where colleagues understand the value of data and through learning are equipped with the skills and tools needed to use data effectively

# Being an effective team and organisation



## We will...

Nurture a proactive health, safety and wellbeing culture, prioritising psychological and physical health, enabling all colleagues to feel well and to excel.



## We will achieve this by:

Integrating Health, Safety and Wellbeing into the Building Leaders Programme to empower leaders to engage and become role models for promoting the importance of Health, Safety and Wellbeing within their teams

Creating a recognition programme to celebrate and promote contribution to Health, Safety and wellbeing goals

Raising awareness of proactive stress prevention and ensuring ongoing absence monitoring and reporting, to develop a more resilient and present workforce who can identify and minimise stressors and build a healthy work/life balance

Continuing to build a culture of shared responsibility where all are equipped, empowered and held accountable for implementing our Health, Safety and Wellbeing policies, procedure and culture

Ensuring Heads of Service qualify in 'Managing Safely' and Executive Team qualify in 'Leading Safely' to lead by example and demonstrate senior level commitment to Health and Safety

# Metrics of Success



1

Achieve 90% colleague satisfaction

2

Reduce overall organisational absence levels year on year by 0.5 of a day

3

Hold colleague EDI data to ensure match to customer diversity. Hold customer data to understand need, co-create, shape services and offer individualised support

4

Retention to sit above 80% at all times

5

At least two colleagues per annum trained as coaches or mentors with 60 leaders coached or mentored by 2030

6

Achieve re-accreditation with Housing Diversity Network, Disability Confident Leader, LGBTQ+ Housing Pledge and Gold Good Health at Work awards

7

To have a fully accessible web resource with integration to all customer communication platforms to enable us to better hear customer voice





## People and Culture

If you would like this document in another language or format, please email [comms@orwell-housing.co.uk](mailto:comms@orwell-housing.co.uk) or call **0345 60 100 30**

