



# People Strategy

2024 - 2027



Shropshire  
Towns and Rural Housing



Incorporating our  
8 STAR Strategies

[starhousing.org.uk](http://starhousing.org.uk)

 Shropshire Towns and Rural Housing

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# Welcome to our People Strategy

## Introduction

**Welcome to our People Strategy. This outlines our STAR Corporate Plan objective to empower our people and communities and will build on the excellent progress we've made in our journey to be an outstanding employer.**

We believe our people are the key to our success. We'll continue to develop a culture of respect, continuous learning and collaboration, aspiring to create an organisation where our people feel valued, supported and empowered. We're committed to fostering an inclusive, supportive and innovative workplace that values diversity, promotes growth and development and enhances the well-being of our people.

An environment that not only attracts top talent but also retains and develops the exceptional people who contribute to our success. Together, we'll build a workplace where everyone has the opportunity to excel and make a meaningful impact on the communities we serve.

Our People Strategy is built around three key objectives:

▶ **Attract**

Recruiting the best people for the role

▶ **Develop**

investing in learning, development and supporting our people

▶ **Retain**

Engaging our people and maintaining a positive culture



# Background


**At STAR we employ nearly 200 colleagues across a range of housing areas, including frontline staff such as housing officers, specialist support staff like community support officers, property maintenance staff and back-office support staff.**

We've increased our number of staff in recent years, and we now deliver more work streams directly such as refurbishing our empty homes. As part of an organisational restructure, we've also strengthened many of our frontline services, putting both STAR and Shropshire Council in the best position to be able to respond to changes within the regulatory and external environment.

We'll consider growing our staffing structure in a sustainable way to help deliver enhanced or additional services for our customers along with our partners. We'll also continue to explore opportunities to deliver services for Shropshire Council and partners where we're best placed and have the capacity.



Like many organisations within the sector, we have a maturing workforce and know we need to demonstrate the varied and exciting careers that working for an affordable housing provider offers. So, one of the key objectives of this strategy, is to develop a pathway for STAR to nurture and develop talent, by creating apprenticeships and training opportunities.



"As part of an organisational restructure, we've also strengthened many of our frontline services."

## Aims

# Attract



### Our aim

**Great people deliver great services.  
At STAR we want to attract people who are talented, committed, share our values and will support our customers.**

### How we'll achieve this:

- ▶ We'll develop a streamlined recruitment process which allows us to attract candidates to available roles
- ▶ We'll develop and implement a data-led workforce and resource plan that allows us to map current and future recruitment requirements
- ▶ We'll complete accreditations to demonstrate our approach to attracting and retaining talent
- ▶ By developing our Follow in Our Footsteps programme to help attract the next generation into a career within housing



### How we'll measure success:

- ▶ A new job evaluation and recruitment process will be in place by summer 2024
- ▶ A talent map will be created to show STAR's current and future employment requirements by spring 2025
- ▶ We'll achieve an Investors in People accreditation by summer 2025 to help attract talent
- ▶ We'll have supported at least 12 apprenticeships and school placements through our Follow In Our Footsteps programme and we'll maximise external funding opportunities by spring 2027



## Aims

# Develop

### Our aim

We value our people and are committed to ensuring that they have access to learning, development and training opportunities.



### How we'll achieve this:

- ▶ By providing opportunities for professional development and support continuous learning through mentorship, coaching and access to resources
- ▶ Our performance management framework will be developed to ensure that colleagues understand and can actively contribute to the success of the services we offer our customers and partners
- ▶ We'll strengthen our induction process to make sure it's timely, organised and engaging, which will lay the foundations for important relationships within teams and across the wider organisation
- ▶ We'll develop relationships with other housing organisations and partners to find ways to share best practice and develop sector wide training programmes

### How we'll measure success:

- ▶ By summer 2024, personal development will form part of annual reviews for all staff members where coaching and training opportunities can be identified
- ▶ We'll refresh and develop our induction programme by summer 2024
- ▶ A new performance framework for staff members will be created and put into place by autumn 2024
- ▶ By winter 2024 we'll create an internal mentoring scheme for existing staff and new starters
- ▶ We'll develop a plan for competence and conduct standard for social housing in partnership with other local providers by spring 2025

## Aims

# Retain



### Our aim

**By creating a healthy, ambitious environment and culture for all of our people, we'll create an organisation where staff feel valued and inspired to deliver STAR values.**

### How we'll achieve this:

- ▶ We'll recognise success and make it easier for managers to celebrate the work of their teams
- ▶ By introducing a range of staff benefits through our staff benefits offer
- ▶ By engaging with staff through the staff forum, engagement survey and other staff engagement tools
- ▶ We'll embed our Equality, Diversity and Inclusion policy across the whole organisation

### How we'll measure success:

- ▶ We'll develop a staff recognition scheme by autumn 2024
- ▶ We'll hold a staff away day and regular staff briefings
- ▶ A modernised HR and Payroll system will be in place by winter 2024
- ▶ All staff benefit schemes will be reviewed and updated by spring 2025
- ▶ Our staff forum and engagement tools will be modernised by spring 2025
- ▶ We'll undertake an annual external organisation culture review biannually





## STAR Strategies

Our STAR Strategies that specifically outline our objectives in key areas of our organisation, can be found and downloaded from the website at [starhousing.org.uk](http://starhousing.org.uk)

- ▶ Homes and Asset Management
- ▶ Customer Engagement
- ▶ Development and Investment
- ▶ IT and Business Transformation
- ▶ People
- ▶ Finance, Governance and Risk
- ▶ Neighbourhood and Community
- ▶ Customer

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Delivering vibrant communities in a changing world



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