

# Strengthening Sector Leadership

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# Thirteen's approach to Talent Management

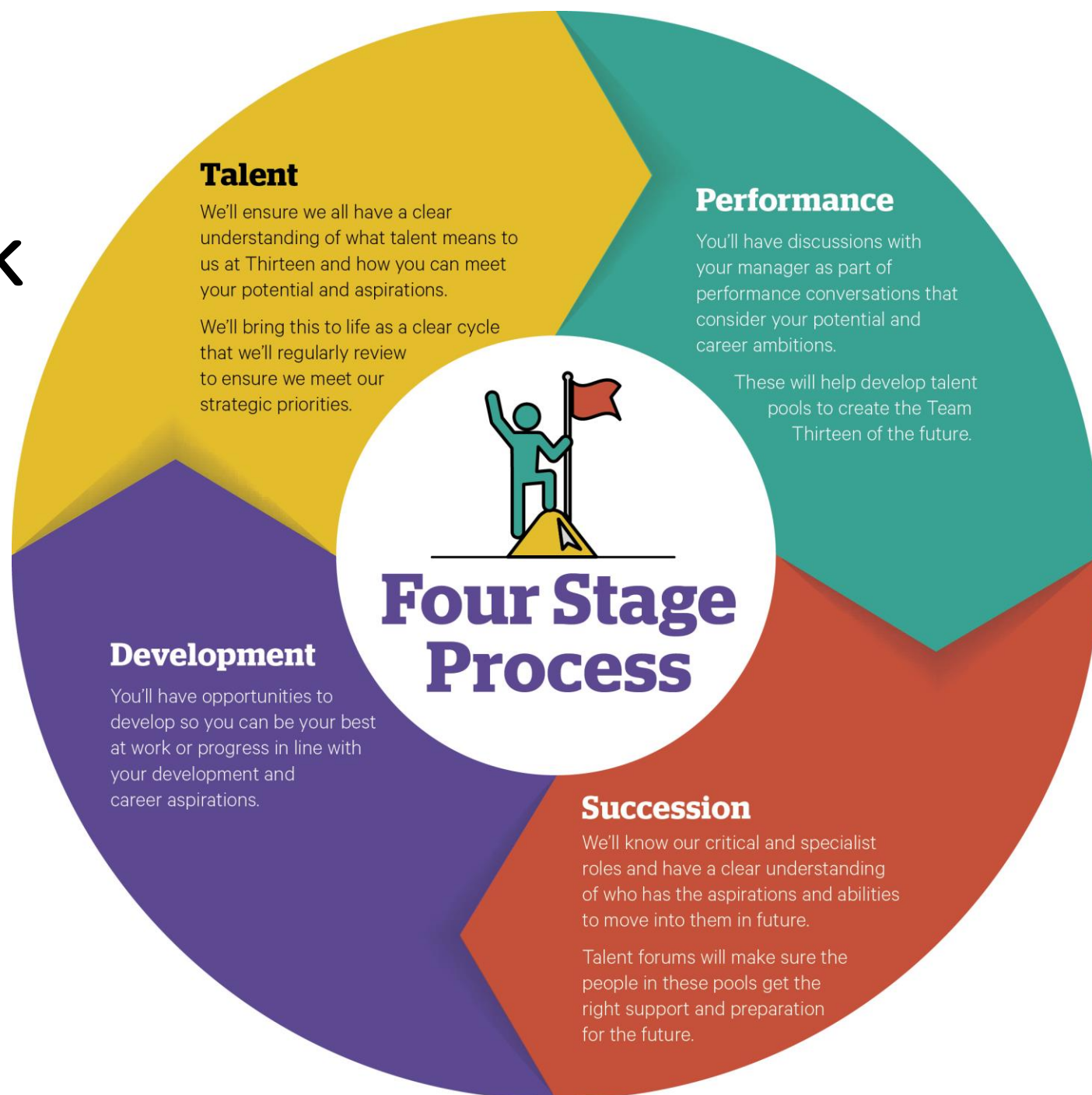
**Strategic plan**

**Business change**

**Talent Framework**

**Ownership & Futureproofing**

# The Talent Framework



# We linked performance review outcomes to our talent categories

## **GROWTH**

Scores 4s in both values & performance

## **CORE**

Scores 3 in either values & performance

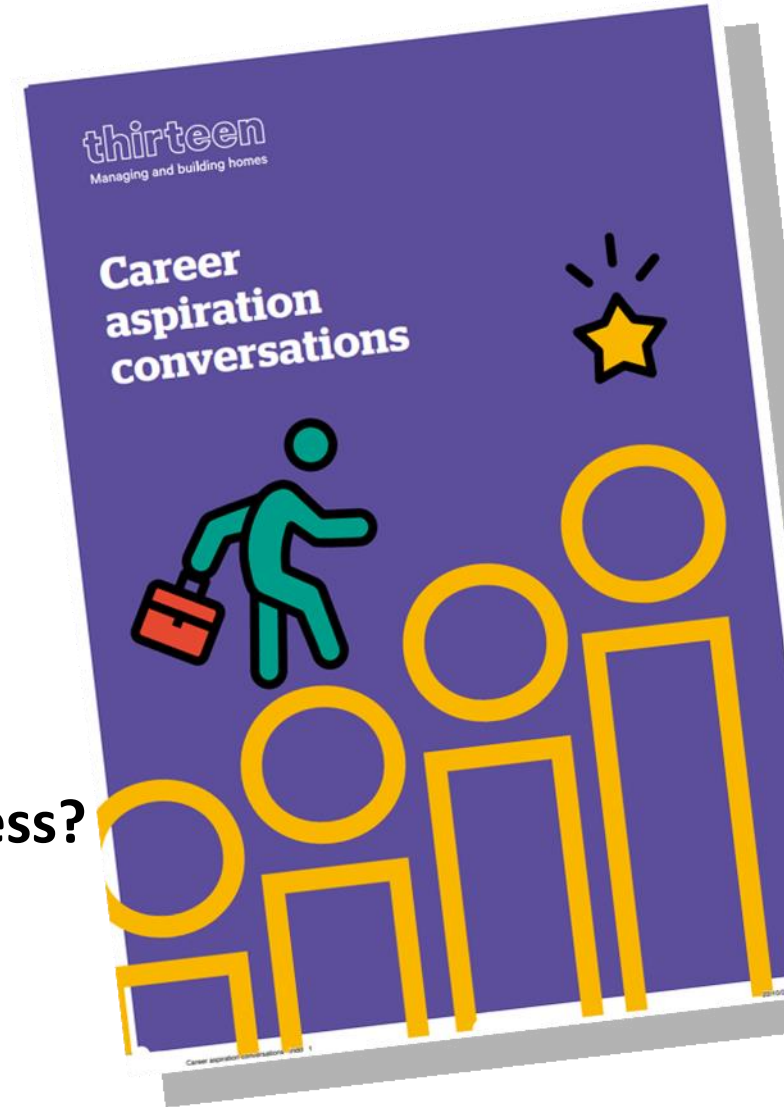
## **UNDISCOVERED**

Scores 1 or 2 in both values & performance

## Career aspiration conversations

- Our new performance review process gives everyone the opportunity to discuss their **current** career aspirations.
- This allows us sight of 'talent' throughout the business and effectively match opportunities as and when they become available.

**So how do we better understand the future needs of the business?**



## Living Well Project

- Established early 2021 with the aim of understanding how we can help our customers to live well, for longer
- Cross-cutting project that has required lots of research to help us properly understand the context, nationally and locally
- Research included in-depth conversations with our support staff, colleagues in NHS and social care and customers living in our supported schemes
- Discovery phase concluded with over 100 colleagues and customers attending an 'exhibition' of the work and helping us to prioritise the next steps







## What the discovery phase told us

- **It's not about age.** We should be designing approaches around vulnerability, not age.
- **Some people plan well for their older age and some don't want to or aren't able to think about it at all.** Like with everything, people need choice.
- **The evidence suggests we should be exploring more intergenerational and multi-generational housing, close to or in town centres.** Big drivers for people moving into more appropriate accommodation when their needs change are proximity to shops and activity
- **The research indicated that 'what' people wanted to move into (for instance, a two bedroomed bungalow) was less important than 'where' the property was located.** People living in their own homes did not want to move from their community, even if that meant staying in a property that isn't appropriate for them.
- We need to do more to support tenants to engage in **activity which is meaningful to them**
- **We need to do more about prevention and we need to better understand how we could support people living with dementia.**
- Underpinning all of this was learning related to the need for **better data** about our tenants that would enable us to provide advice and support when their lives change, as well as exploring **how tech plays a part** in solving some of the problems we identified.





## Next Steps

The learning identified fourteen themed work strands including:

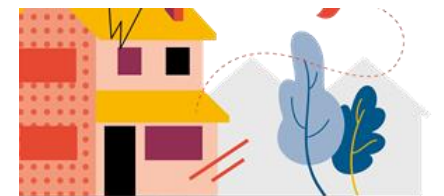
- Using Internet of Things technology to better support our customers
- Better advice for customers, families and carers on housing options
- Intergenerational and multi-generational housing
- Designing meaningful activities for customers to engage in
- Reviewing how we can offer town centre accommodation
- Removing age as a qualifying criteria in our schemes and devising a new assessment model that focuses on ability

We're now prioritising these strands and making decisions about what to progress



## What does this mean for sector leadership?

- Care and Support is a complex business! Leaders need skills and ability to navigate a range of partners, stakeholders, commissioners and funding streams.
- Co-designing with customers is key to getting innovative solutions that work
- Technology is going to be at the forefront of gathering better information that helps our customers and automates certain tasks to free up time to provide better in person support
- Data is key - we need better means to collect data, analyse it and ensure it can inform future direction
- Continued passion, belief and care for our customers!



**Thank You**