

**Developing and Managing Individuals and Teams**  
**LCLM5002 – Component 2 Resit**

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## **Introduction**

Human Resource (HR) management plays an important role in helping organisations respond to changes in technology, labour markets and employee expectations. Notting Hill Genesis (NHG), a major housing association operating in London, faces several contemporary HR challenges that may influence its organisational performance and long-term sustainability. This report examines three key factors: adapting to technological advancements, talent acquisition and retention, and diversity, equity and inclusion (DEI). It evaluates contemporary HR practices that could address these challenges and critically considers how departmental managers can implement them effectively. The report concludes by providing practical recommendations for NHG based on the findings of the analysis.

## **Key Factors Affecting Notting Hill Genesis**

Notting Hill Genesis (NHG) is one of London's largest not-for-profit housing associations, providing more than 65,000 homes and employing approximately 1,800 people. The organisation is currently undergoing significant transformation, making effective human resource management particularly important. Three key contemporary HR issues for NHG are adapting to technological advancements, attracting and retaining talented employees, and managing diversity, equity and inclusion (DEI). These factors can directly affect organisational performance, employee engagement and the organisation's long-term sustainability.

### **Adapting to technological advancements**

Technology is changing how organisations deliver services and manage employees. NHG has identified digital transformation and self-service platforms as part of its focus on improving customer experience. This creates an HR challenge because employees need the skills and confidence to use new technologies effectively (Notting Hill Genesis, 2025a). The increasing use of artificial intelligence (AI) also means that HR needs to consider how technology changes job roles, skills requirements and employee responsibilities. The CIPD (2026) highlights that HR has an important role in workforce planning, job design, reskilling and ensuring that technology is introduced responsibly.

For NHG, successful technological change could improve productivity, communication and the quality of services provided to residents. However, poorly managed change could create employee anxiety, resistance and skills gaps. Providing appropriate training and involving employees in the change process can therefore improve engagement and help employees feel more confident about the future. In the long term, developing digital skills will help NHG remain adaptable and sustainable.

### **Talent acquisition and retention**

Attracting and retaining skilled employees is another important HR challenge. NHG employs around 1,800 people and requires a wide range of professional skills to manage homes, provide services to residents and deliver its development plans. The organisation is also working in a challenging housing environment, with rising costs, regulatory pressures and

increasing service demands (Notting Hill Genesis, 2025a). Competition for skilled employees can therefore make recruitment more difficult, while losing experienced employees can increase recruitment costs and reduce organisational knowledge.

Effective talent management should involve competitive rewards, career development, training, supportive management and opportunities for progression. NHG states that it is committed to professional development and provides employees with opportunities to develop their potential (Notting Hill Genesis, 2025b). Strong development opportunities can improve employee engagement because employees are more likely to feel valued and see a future within the organisation. Retaining experienced employees also supports organisational performance by maintaining knowledge, skills and service quality. Therefore, effective talent management is important for NHG's long-term sustainability.

### **Diversity, Equity and Inclusion (DEI)**

DEI is also an important consideration for NHG because it employs people from different backgrounds and serves diverse communities across London. NHG actively monitors workforce diversity and aims to improve representation at different organisational levels. Its 2024–25 EDI report shows that ethnic diversity has historically been less represented at senior levels, although there has been some improvement in the upper pay quartile (Notting Hill Genesis, 2025c).

Effective DEI practices can improve employee engagement by creating a workplace where employees feel respected, included and able to progress. A diverse workforce can also provide different perspectives and experiences, which may support better decision-making and understanding of residents' needs. However, DEI needs to be more than policies; NHG must continue addressing representation and pay gaps and ensure that employees have equal opportunities. This can strengthen organisational performance, employee trust and long-term sustainability.

Overall, technology, talent and DEI are interconnected HR challenges for NHG. Managing these areas effectively can help the organisation develop a skilled and engaged workforce, improve performance and remain sustainable while responding to the changing needs of its employees and residents.

### **Evaluation of Contemporary HR Practices**

To address the three HR challenges identified at Notting Hill Genesis (NHG), contemporary HR practices should be strategically aligned with organisational objectives. The most appropriate approaches include digital HR systems and workforce analytics, strategic workforce planning and employee retention practices, and inclusive recruitment combined with leadership development.

#### **Digital HR systems and workforce analytics**

Digital HR systems and workforce analytics could help NHG manage its workforce more effectively. HR systems can provide information about employee turnover, absence, skills and engagement, allowing HR professionals to identify trends and make evidence-based decisions. CIPD (2026) highlights that workforce planning and people analytics can support better organisational decision-making. For NHG, this could be particularly useful during

technological change because workforce data could identify digital skills gaps and training requirements.

The main strength of this approach is that decisions are based on evidence rather than assumptions. It could improve workforce planning, productivity and employee development. However, technology also has limitations. Poor-quality data could lead to inaccurate decisions, while excessive monitoring could reduce employee trust. There are also concerns about privacy and the responsible use of AI. Therefore, NHG should combine workforce analytics with employee consultation and ensure that technology supports rather than replaces human judgement.

### **Strategic workforce planning and employee retention**

Strategic workforce planning would allow NHG to identify the skills and number of employees required to meet future organisational needs. CIPD (2025) explains that workforce planning can help organisations anticipate future workforce challenges and connect people requirements with longer-term business objectives. This could help NHG respond to changing housing requirements, technological developments and competition for skilled employees.

Employee engagement and retention strategies should complement workforce planning. These could include career development, learning opportunities, recognition, wellbeing support and flexible working. The strength of this approach is that retaining experienced employees protects organisational knowledge and reduces the costs associated with recruitment and training. However, retention initiatives may be ineffective if they focus only on financial rewards and do not address employees' underlying reasons for leaving. NHG should therefore regularly use employee feedback and workforce data to understand what employees value.

### **Inclusive recruitment and leadership development**

Inclusive recruitment and leadership development could help NHG address its DEI challenges. Inclusive recruitment could include diverse interview panels, accessible recruitment processes and consistent selection criteria. NHG has already identified diverse interview panels and development opportunities as part of its EDI approach (Notting Hill Genesis, 2025b). These practices could improve fairness and help NHG build a workforce that better reflects the communities it serves.

The strength of inclusive recruitment is that it can widen the available talent pool and reduce potential bias. Leadership development can also help ensure that employees from different backgrounds have opportunities to progress. However, policies alone will not guarantee equality. If managers are not held accountable, recruitment and development initiatives may have limited impact. NHG should therefore monitor recruitment, promotion, pay and representation data and hold leaders accountable for progress.

Overall, these contemporary HR practices could provide NHG with a balanced approach to its HR challenges. Digital systems can improve decision-making, workforce planning and retention can strengthen organisational capability, while inclusive recruitment and leadership development can improve fairness and representation. However, their effectiveness depends on implementation, employee involvement and regular evaluation. NHG should therefore use

these practices as interconnected elements of a wider people strategy rather than treating each issue separately.

### **Critical Evaluation of Managerial Implementation**

The successful implementation of contemporary HR practices at Notting Hill Genesis (NHG) depends heavily on the actions of departmental managers. Although HR can design policies and strategies, managers are responsible for applying these practices consistently in employees' day-to-day working environment. Therefore, implementation should be treated as an urgent management responsibility rather than solely an HR activity.

### **Leadership accountability**

Managers should be held accountable for implementing digital HR, talent management and DEI initiatives within their departments. This could be achieved through individual objectives, regular reviews and measurable targets. NHG already demonstrates leadership oversight through its people committee, which monitors people data, staff satisfaction, management development and progress against its people strategy (Notting Hill Genesis, 2025a). Extending this accountability to departmental managers could improve consistency. However, accountability can become a tick-box exercise if managers are measured only on whether activities have been completed rather than their actual outcomes. Managers should therefore be assessed on meaningful results such as employee engagement, retention, development and diversity.

### **Communication strategies**

Clear and regular communication is essential, particularly when employees are experiencing technological and organisational change. Managers should explain why changes are necessary, how they will benefit employees and what support is available. Two-way communication is particularly important because employees should have opportunities to raise concerns and provide feedback. This can reduce resistance and increase trust. However, communication alone will not create engagement if employees believe that management does not act on their feedback. Managers must therefore demonstrate that employee concerns lead to appropriate action.

### **Monitoring and performance measurement**

Managers should use measurable indicators to evaluate whether HR practices are producing the intended results. These could include staff turnover, sickness absence, employee engagement scores, training participation, internal promotion rates and diversity data. CIPD (2025) argues that effective performance management can align employee performance with organisational objectives and support development. NHG could therefore use regular departmental dashboards and employee surveys to identify areas requiring improvement. Nevertheless, excessive reliance on numerical measures may overlook employee experiences. Quantitative data should therefore be combined with qualitative feedback from employees.

## **Organisational culture**

Managers also have an important role in creating a culture that supports inclusion, development and technological change. Their everyday behaviour can influence whether employees feel respected, supported and able to speak openly. CIPD (2026) highlights the importance of trust-based, people-centred leadership for employee engagement and sustainable performance. Therefore, NHG managers should model inclusive behaviour, encourage employee voice and recognise employee contributions. A major limitation is that cultural change takes time and cannot be achieved through policies alone. Consistent managerial behaviour is therefore essential.

## **Barriers and overcoming them**

Potential barriers include resistance to change, limited managerial time, insufficient skills, financial pressures and inconsistent management practices. CIPD (2024) identifies lack of capacity, training and support as important barriers when HR responsibilities are devolved to managers. NHG could overcome these barriers through manager training, clear implementation plans, HR support and regular progress reviews. Prioritising the most urgent workforce risks would also prevent managers from becoming overwhelmed.

Overall, effective implementation requires NHG managers to combine accountability, communication, measurement and positive leadership. The most effective approach would be to provide managers with sufficient training and support while holding them accountable for measurable outcomes. This would increase the likelihood that contemporary HR practices become embedded within NHG rather than remaining policies that exist only on paper.

## **Conclusion**

The analysis demonstrates that NHG needs an integrated HR approach to respond effectively to technological change, competition for talent and DEI challenges. Digital HR systems and workforce analytics can support evidence-based decision-making, while strategic workforce planning and employee-focused retention practices can help maintain organisational knowledge and skills. Inclusive recruitment and leadership development can also strengthen diversity and employee progression. However, the effectiveness of these practices depends on strong managerial accountability, communication, monitoring and a supportive organisational culture. HR strategies therefore need to be implemented consistently and evaluated regularly.

## **Recommendations**

Based on the analysis, NHG should prioritise the following actions:

**Strengthen digital capability:** NHG should invest in appropriate digital HR systems and provide employees and managers with regular training to develop digital skills. Workforce data should be monitored responsibly to identify skills gaps and workforce risks.

**Improve talent retention:** NHG should strengthen career development, learning opportunities, employee recognition and workforce planning. Regular employee feedback should be used to identify the main reasons for turnover and improve retention strategies.

Strengthen DEI accountability: NHG should establish measurable DEI objectives for departmental managers and monitor recruitment, promotion and representation data. Leadership development should also prepare managers to promote inclusive behaviour and provide fair progression opportunities.

Improve implementation: Managers should receive clear responsibilities, training and HR support, with progress reviewed through regular performance measures. This would help ensure that HR initiatives become embedded within NHG rather than remaining policies that are not consistently applied.

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