

*Making a Difference*

# **Delivering together**

People Strategy  
2025-2030



**watford**  
community  
housing

People are the **heart** of what we do. We work **together** to deliver for our communities and make a real **difference** to our customers' lives.

The vision, dedication and talent of our people is what makes it possible for us to succeed.

We set high standards for ourselves, because we know our customers have a right to good-quality homes and services, and they expect us to deliver for them.

Our People Strategy sets out how we will meet these standards by building a strong values-based culture, attracting and nurturing talent, and making a difference to the working lives of our employees – so that every one of us is empowered to do more for the communities we serve.





# *A culture built on strong values*

Our desire to deliver for our customers gives us a clear shared purpose.

Through our commitment to our values, excellent people management and positive employee engagement, we will foster a culture that gives us the foundations to do more.

***We are all in it together.***



**A culture built on strong values**

**Getting the best out of people**

We want every member of our team to take pride in the important work we do. As a community-based organisation, we are in a position to make a real difference to people's lives, and we want to embrace that opportunity. Just as we aim to foster strong communities in the neighbourhoods we serve, we also want to ensure that our employees feel that they are part of a close-knit community at work.

By praising people for their efforts and recognising their valuable contributions, we will continue to

nurture an inclusive, respectful and engaging workplace culture.

We will ensure that everyone is equipped with the skills, knowledge and resources they need in order to deliver for our customers. Our people managers will be given the training, development, information and support to effectively and confidentially manage their employees.

Through continuous performance management – supported by accessible technology for all employees – we'll empower our managers to make sure their teams can meet their goals.



**Employee satisfaction  
- our goal**

During 2025-2030 we will consistently achieve an employee net satisfaction score of at least 75%.





### **Living our values**

Our three core values were created through collaboration from across our organisation, so they represent the best of who we really are, what we believe and how we work.

We will keep our values at the core of our everyday activity, to guide how we support each other and work together. Sticking to these principles will help us to build strong relationships with our customers, deliver excellent services

and achieve our goals.

We will **live** and **breathe** these **values**, starting with our leaders, who will be proud to set the tone for their teams and act as role models. Through active internal communications, we will promote our values and celebrate those who embody them through awards and recognition.

## **Our values**



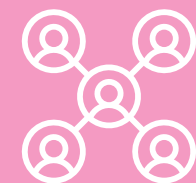
### **Professional**

We are honest, open and respectful. People trust us to keep our promises.



### **Forward-thinking**

We have a can-do attitude and embrace opportunities to improve and innovate.



### **Collaborative**

We work together as one team and build lasting partnerships to get results.





# *A workplace for everyone*

Everyone should feel comfortable to be themselves.

We are proud to have built an inclusive culture, with a workforce that reflects the diversity in the communities we represent.







### ***Championing equality, diversity and inclusion (EDI)***

We will continue to proudly support inclusivity as part of our everyday work. Employee awareness will be a central part of our ongoing training programme, and we'll support events both within our organisation and in the wider community, through partnership working and corporate sponsorship.

We have a dedicated EDI group, made up of people from across the organisation. They will continue to engage closely with our Group Board's Culture and Workforce Champion, as well as taking ownership for our EDI-related activities, ensuring that everyone has a voice.

'Employee awareness will be a central part of our ongoing training programme, and we'll support events both within our organisation and in the wider community.'

### ***Mirroring our communities***

To help us meet the needs of the areas we serve, we want our workforce to reflect the demographics of our local communities. We have a newly expanded set of EDI key performance indicators (KPIs), which we will use to monitor our progress and help ensure that no group is under-represented.

We will also continue to use a wide range of media to attract and recruit the best talent, with a focus on maintaining the diversity within our workforce. We will also ensure that our rewards and recognition package celebrates all cultures and reflects different people's needs.

To reinforce our commitment to EDI, we will look to gain accreditations that show prospective candidates, partners and people across our communities that we are a proudly inclusive organisation.



**‘We will look to gain accreditations that show prospective candidates, partners and people across our communities that we are a proudly inclusive organisation.’**



# *Attracting and retaining top performers*

To help us deliver excellent services for our customers, we want to attract high-performing talent across all areas of the organisation.

Our approach to recruitment and retention will ensure we are built to succeed.

### **Telling our story**

Every day, we change lives for the better by providing homes and services that people rely on – and by giving our employees opportunities to learn and grow. To attract high-quality candidates, we'll continue to build our employer brand as a values-driven organisation that empowers people to reach their potential and get the best out of life.

Our external recruitment campaigns will sell the job role, along with the organisation and the amazing opportunities we offer for those looking to develop their careers and make a real difference in the world.

Our aim is to entice a wide range of applicants, including people whose background is not in the housing sector, but who can bring transferable skills and new insights that can help us to grow and improve.



**'Every day, we change lives for the better by providing homes and services that people rely on – and by giving our employees opportunities to learn and grow.'**

### **Finding the right fit**

To benefit the communities we serve, we'll also seek to maximise local employment opportunities. As part of this, we'll actively promote vacancies at Watford Community Housing to our residents, to raise awareness of opportunities to work with us and play a hands-on role in their communities.

Throughout the recruitment process, we'll demonstrate our values and the strong standards of professionalism that make us a desirable destination for prospective candidates.



### **Set for success**

In any new job, it's vital to get off to a good start. Our induction experience will consistently deliver the information, guidance and support our new starters need, setting them up to work in line with our values, perform well and enjoy their role.

So that new employees know how they are performing, we will have clear and well-managed probation periods, ensuring that expectations are set, development needs are identified, and any performance concerns are addressed openly and honestly.

By setting new employees up to succeed, and building a culture that allows all employees to thrive, we will keep voluntary employee turnover to a minimum. We will monitor this, ensuring we remain in line with other organisations that are similar in terms of their size, the age diversity of their workforce and their geographical area.



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# *Investing in our future*

Our people are the lifeblood of our business.

By creating pathways for talented individuals to achieve personal success, we can develop the leaders of the future – putting us in a stronger position to make a difference for our customers.





### ***Unearthing talent***

We're committed to helping everyone be their best. As well as recruiting top performers, we will keep a keen eye on the attributes of every employee to ensure that we are quick to identify and nurture talent.

By holding appraisals that are honest, open and meaningful, we'll give all employees the chance to regularly discuss their progression, career goals and their hopes for the future. To help meet these goals and ensure strong succession planning for our future, we'll create bespoke development plans for our rising stars.



### ***Growing our own***

We'll maintain a robust pipeline of talent by ensuring that apprentices and graduate trainees make up at least 5% of our workforce.





**'We will invest at least 1% of our annual turnover in training, engagement and development.'**

### ***Unlocking potential***

We believe that everyone should feel that they have opportunities to showcase their potential – and to learn and develop through their work. To support the personal growth of our employees, we will invest at least 1% of our annual turnover in training, engagement and development.

Because our most important mission is to deliver for our customers, our resourcing decisions will always be driven by our business needs. However, we're also determined to help people fulfil their potential, so we will always aim to provide opportunities for identified talent to bolster their skills and experience too.

We already have a strong reputation as a valuable partner to others, and we'll build on this to expand our training and collaboration opportunities across all areas of the business by developing partnerships with local organisations.

We'll build our relationships with local schools, colleges and universities, creating awareness of opportunities within the housing sector and helping to create a pipeline of local talent that will benefit both us and our communities. We'll also work with other housing associations to help develop talent in the sector, through initiatives such as graduate placements across multiple organisations.



### ***Delivering through professionalisation***

The governmental review of professionalisation within the sector has sharpened the focus on the competence and conduct of those responsible for delivering housing services. We are driven by our desire to deliver excellent services for our customers, and we will continue to build on our strong track record by embracing the professionalisation challenge.

We will actively support our staff on the journey to professionalisation, with a commitment to giving employees the resources and backing they need to be amongst the best in the sector.



# *Rewarding endeavour*

We want every one of our people to feel appreciated for the great work they do, making a difference for our customers.

Through an enticing total reward package and ongoing recognition, we'll attract and retain talented people who help us do more.







### ***The complete package***

Remaining competitive will be at the heart of our approach. We will continue to develop a rewards package that ensures we stand out from the crowd.

We will retain our existing commitment to benchmarking our pay and reward offering every year, so that it remains competitive within the wider market and in the top quartile for employee benefits.

Everyone will also have a voice. We'll regularly engage with employees and our Staff Gateway on the competitiveness of our offer, giving everyone the opportunity to shape the rewards package and have their say over any changes we are considering.

'Everyone will have a voice. We'll regularly engage with employees and our Staff Gateway on the competitiveness of our offer.'





### ***Promoting wellbeing and personal growth***

Our whole package will be geared towards helping staff feel fulfilled – enabling them to succeed at work and supporting their personal wellbeing in all areas of their lives.

Beyond financial reward, we will keep strengthening our employee benefits offer through training, professional development and a wide variety of initiatives to support mental, physical and social wellbeing.

We will continue to offer the flexibility needed to maintain a healthy balance between professional responsibilities and life outside of work.

### ***Valued and primed to perform***

We believe that everyone should feel valued at work – we celebrate success and recognise individual effort. Our rewards and recognition offer will reflect this, ensuring that good work is acknowledged, and people feel appreciated.

To help deliver the highest level of service possible, we will make sure that employees are equipped with the knowledge and support they need to feel confident that they can do their jobs well.



# *A bright future*

We are hungry to deliver more for our communities and to keep improving for our customers, so we are always thinking ahead.

We will plan carefully, so that our people have all the right resources in place to match our ambitions and help us achieve our goals.







### ***Empowering people to guide our success***

We value the knowledge and wisdom of every employee. Their own unique experiences can offer us valuable insights which help us to keep improving. Through our Staff Gateway, we'll continue to give everyone a voice and ensure that we are able to respond to their feedback about all areas of our work.

To succeed in our overall goal of meeting our customers' expectations, we'll also continue to invest in the right platforms and digital solutions to allow our people to work effectively and deliver great results.

### ***A team built for growth***

Our aim is to deliver great services to as many people as we can, because we know we can help to change lives for the better. By ensuring that we have the right level of staffing to support any opportunities for growth, we'll make sure we are in a position to make even more of a difference in our communities.

Because collaboration is at the heart of our success, we will have dynamic plans in place to ensure effective team-working across the organisation. We also understand that people at different stages of their career require different support for their development, so we'll offer bespoke and tailored training to meet the needs of every individual.



## A safe place to work

We believe that everyone has the right to live in a home that helps them to stay healthy, and to return home safely at the end of each day of work. People's health, safety and wellbeing must always be our top priority - from our customers and employees to members of the public and those we work with.

We will continue to build on our strong health and safety culture, ensuring that we manage risk effectively and promote safe working practices in everything we do. We'll also apply these same standards to our contractors, so that this culture is reflected throughout our supply chain and in all the work that's done on our behalf.

Our employees' wellbeing is important to us, both at work and throughout their lives. We will proactively monitor health, particularly for frontline staff, and continue to foster a working culture that empowers people to maintain a positive work/life balance. By offering a range of services and resources, we'll ensure employees have comprehensive support with both physical and mental health, helping them to get the best out of life both at work and at home.



'We believe that everyone has the right to live in a home that helps them to stay healthy, and to return home safely at the end of each day.'



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