



Our People and Wellbeing Strategy 2025-2030

**'Skilled, ambitious, innovative and responsive people
working in an inclusive, agile and collaborative
environment'**

'Being the best that we can be..'

INTRODUCTION

People and their wellbeing are central to delivering Thenue's vision, ambitions and strategic objectives. We aim *to be the best that we can be*, creating a working environment that enables and supports everyone to work collaboratively and effectively to deliver excellent services for our customers. To achieve this, we will develop leadership, professional and personal skills, realising people's potential through personal growth and recognising achievement. People's wellbeing is intrinsically linked to personal effectiveness and Thenue's performance and we aim to see the whole person - mental, physical and lived experience. Delivering our People and Wellbeing Strategy will enable Thenue to effectively adapt and respond to the challenges of a changing world of work while understanding and embracing the need for change.

We aim to achieve our main people strategic outcome for [2030]:

'Ensuring we are skilled, ambitious, innovative and responsive people working in an inclusive, agile and collaborative environment.'

SHAPING OUR STRATEGY - CHANGING EXPECTATIONS AND WORK ENVIRONMENT

We operate in a changing world of life and work that is shaping people's expectations, both for our people and customers and for our partners, resulting in challenges and opportunities for organisations. For example, demands from customers for 24/7 access to services and support, with technology providing opportunities for greater customer ownership of processes and for personalised services. At the same time people in the workplace increasingly expect greater autonomy, engagement and flexibility in how they contribute and manage their life/work balance and value the need for personal growth, recognition and care for their wellbeing.

The organisation's operating environment is also changing with challenges in attracting and retaining talent, with organisations' reputations as employers and their ability to meet expectations of employees. In addition, skills in certain areas are becoming increasingly in demand and scarce in areas such as digital transformation, AI and modern communication. To succeed in this new technological environment organisations are looking at how they change their cultures and development programmes so they are able to embrace and support digital thinking and take advantage of emerging technologies. At the same time there are continuing economic pressures resulting in the need for increased productivity, efficiency, value for money at the same time as a need to operate sustainably.

To be the best we can be, we aim to be agile and ready to successfully adapt to meet these changing demands

OUR THENUE STRATEGY

OUR PURPOSE

‘Delivering quality and affordable homes with excellent customer service....improving homes, lives and communities’.

OUR VISION

‘Quality homes and stronger communities where people want to live’

We want to make a lasting positive impact on our tenants' lives and the neighbourhoods in which they live.

OUR VALUES

PASSION

We are committed, determined and motivated

EXCELLENCE

We aim to be the best we can be

RESPECT

We treat everyone with courtesy and dignity, embracing diversity

CONNECTION

We listen and actively engage with our customers and communities

OUR STRATEGIC THEMES

CUSTOMERS – ‘Customer First’truly placing the customer at the centre of our actions and decisions.

HOMES – ‘Fit for the Future’home that are designed, build and maintained to meet the needs of the future.

PEOPLE – ‘Skilled and Valued’prioritising the development and retention of skilled employees, embedding a culture of learning.

COMMUNITIES – ‘Sustainable and Connected’supporting the wellbeing of our residents and environment.

OUR ENABLERS

Enablers help us to seize opportunities for innovation and development, enabling us to execute the planning and delivery of our services. These enablers help us to optimise our resources, finances and enhance our decision-making, accountability, and transparency. Some of our primary enablers are highlighted below:

PARTNERS – ‘Collaborating to enable success’truly placing the customer at the centre of our actions and decisions.

DIGITALISATION – ‘Innovative, modern and agile’home that are designed, build and maintained to meet the needs of the future.

FINANCIAL STRENGTH – ‘Robust and efficient’prioritising the development and retention of skilled employees, embedding a culture of learning.

GOOD GOVERNANCE – ‘Compliant, transparent and accountable’supporting the wellbeing of our residents and environment.

These strategic themes and enablers are key in our people achieving our strategic objectives. The strategic objectives for our People and Wellbeing Strategy are outlined in the next section.

OUR STRATEGIC OBJECTIVES - PEOPLE AND WELLBEING

1. Invest in our people and their wellbeing – development, personal growth and succession.
2. Effective leadership that develops a forward-looking, supportive and motivating working environment.
3. Demonstrate a ‘customer first’ ethos in all we do – customer-driven, personalised approach; and positive relationships with all our customers and our communities, built on understanding, respect and trust.
4. Continue to develop our culture – we live our values, actively collaborate, learn and innovate, are forward-looking and solution-driven.
5. Understand and embrace digital transformation opportunities.
6. Deliver modern performance management that supports and recognises excellence and reinforces the values and behaviours that underpin our desired culture .

Investing in our people - development, personal growth and succession

To deliver our strategic objectives we will invest in continuous professional and personal development (CPPD) that recognises the changing needs of the organisation and the person, both for their work and their personal growth and ambition. Development will be agreed through our performance management process and linked to our succession planning. We aim to retain and grow talent within Thenue and attract new talent by enabling lifelong learning that helps people realise their personal ambitions.

We will do this through a mix of online and in person opportunities, encouraging people to take responsibility for their own development and access resources when best suits them, in addition to work specific requirements for learning.

Succession planning for the Board and employees of Thenue will reflect the changing needs of the organisation and will be supported by specific training and development plans.

We will also encourage equality, diversity and inclusion monitoring our progress in being a fair and inclusive workplace, accessible to all.

Specific aims:

- Deliver enhanced online and in person development and learning opportunities for:
 - developing skills - communication and behaviour in line with the communication strategy eg development of strategic conversations and engaging communication.
 - awareness of future changes and impact eg digital transformation impact and opportunities and developing resilience.
- Embed a culture of learning, encouraging people to share and use their talents and passions in the workplace.
- Develop performance management skills, including on the job/dynamic feedback, coaching and mentoring.
- Develop leadership skills and emotional intelligence.
- Invest in professional development and trainee opportunities, linked to individual and business needs. Helping our people to move positively towards achieving their personal ambitions.
- Gather meaningful data which will help us to understand our workforce diversity and use it to inform our recruitment and succession planning.

Investing in our people - wellbeing

At Thenue we recognise that people's wellbeing is directly related to their effectiveness at work. Generally, there has been growing awareness of what wellbeing means and greater expectation by employees that their organisation will recognise and support it.

Employee wellbeing is seen as embracing the whole person – physical and mental health, both inside and outside of the workplace and is greater than simply an absence of ill health and disease, it is a feeling of physical, emotional and psychological wellness.

We aim to work with employees to understand how we develop our wellbeing approach, finding responsive and creative ways to enhance people's wellbeing and ultimately their effectiveness at work eg: through wellness initiatives, work-life balance, autonomy over managing work, having a valued voice in how the organisation develops strategically and operationally.

Specific aims:

- **Mental, emotional and physical wellbeing** - we will make available a range of services and benefits to support mental, emotional and physical wellbeing in addition to developing a supportive working environment.
- **Social wellbeing** – in line with our value of 'connection' and in response to the impact of greater flexible and remote working, we will ensure we have opportunities to come together and have a voice both formally and informally to continue to build relationships and influence how Thenue develops.

- **Financial wellbeing** - we are a living wage employer and will continue to offer fair and competitive salaries. We will make available awareness sessions on managing personal finance and pensions.
- **Building our collaboration** – creating opportunities for joint purpose, inclusiveness and initiatives that provide a sense of achievement.

Effective leadership – forward-looking, supportive and motivating environment

Our leaders need to have the skills and knowledge to respond to and plan for the changing world of work and create a working environment and culture that enables them and their teams to be as effective as they can be in delivering for our customers. Looking outwards from Thenue and the housing sector, developing relationships with other organisations and their leaders will be crucial in understanding and embracing future opportunities and developing Thenue’s reputation within our communities and more widely.

Within Thenue, our leaders aim to ensure that people have a working environment where people feel safe, supported and encouraged to be open and fully engaged, contributing effectively to the delivery of our strategic objectives. This means a working environment that enables people to feel they are in a safe space, able and encouraged to express their ideas, questions and concerns and learn from mistakes. Leaders enable inclusive decision-making, and their feedback is constructive and supportive; and through coaching and mentoring a growth mindset and innovative, thinking is encouraged. Engaging communication around the strategic context will also enable understanding of the big picture and greater ability for everyone to fully play their part in meeting objectives.

We recognise that everyone in Thenue has a leadership role to play and we all have a role in encouraging collaboration and open communication, embracing continuous learning.

Specific aims:

- Develop a leadership strategy, competency framework and training that goes beyond the Executive Team and Operational Management Team to everyone in the organisation.
- Continue to build relationships internally and with other organisations sharing best practice and establishing Thenue as a partner of choice.
- Build a supportive, flexible working environment that offers a safe, supportive and encouraging space, championing wellbeing.
- Develop skills for enabling strategic thinking and conversation.

‘Customer First’ ethos in all we do

We are clear that our priority is our customers, building relationships with our tenants, owners and wider community that are built on understanding, respect and trust. We also recognise we have other customers ie other teams and people within Thenue, our partners and our contractors. Integrating a ‘customer first’ ethos into all we do will enable us to personalise our approach to deliver what is needed and valued by all of our customers.

Good communication is at the heart of effectively engaging with our customers and communities. We aim to encourage involvement and collaboration in developing and delivering services, raising understanding of opportunities and challenges. To enable Thenue to become more customer-driven

we also need to empower people. Thenue's Communication Strategy contains specific communication objectives, some of which are highlighted in the following sections.

Through meeting our communication goals and the strategic objectives in the following sections, we will ensure that we continue to develop our 'customer first' ethos and people are fully supported and equipped to deliver excellent customer service.

Continue to develop our culture

Everyone in Thenue has a role in continuously developing our culture to meet our objectives and *be the best we can be*. The areas we will focus on over the coming years will be:

- 'Customer First' ethos; customer first campaign. Thinking yes, encouraging our thinking and approach to Customer First.
- Living our values of passion, excellence, respect and connection and embedding values, behaviours and processes that promote an inclusive culture, building our collaboration.
- Taking a forward-looking and solution-driven approach to proactively face and address the various challenges in our changing environment.

Understand and embrace digital transformation opportunities

Digital technologies have revolutionised the way we communicate, work, learn and play. They have created new opportunities and challenges for organisations. To thrive in a digital age, organisations need to adapt to changing needs and expectations, embracing digital thinking and building digital capability. Digital thinking includes new ways of working that involve streamlining processes and new organisational structures within which there will be new roles and skills required. Data will be captured and used to develop services and new technologies, including AI, will continue to enable self-service, proactive and responsive communication and services, support mobile and flexible working and provide greater access to networking opportunities.

Increasingly, in a rapidly changing working environment skills/characteristics that will be valued by organisations and important for people's personal growth will be:

- creative and analytical thinking
- resilience, flexibility and agility
- motivation and self-awareness
- curiosity and lifelong learning.

Specific aims:

- Build digital capability - ensure that people understand the opportunities relating to 'digital thinking' and have the skills to think and act in new ways that support digital transformation. Understanding the need for process thinking, data driven services and opportunities relating to emerging technologies eg: to further support our 'Flexible First' approach and more productive/efficient working.

- Leadership style and skills to be developed - supports transformation; develops a supportive culture, engages and empowers people to collaborate, innovate and change ways of working.
- Thenue's structure develops to reflect new requirements of the working environment, need for redefined roles, lifelong learning and digital transformation roles as appropriate.

Developing modern performance management

An effective approach to performance management is key to personal development, delivering for our customers, and to the organisation meeting its goals ie: 'being the best we can be'.

Specific aims:

- Continue to develop personal/team objectives and expected behaviours to ensure understanding of how individual contribution delivers our objectives.
- Implement formal development plans.
- Communicate opportunities for development and growth and encourage personal ownership of plans.
- Recognise people's impact on delivering high performance and encourage accountability and personal responsibility.
- Feedback is provided in a way that meets people's needs; the 'check in' appraisal process is regularly reviewed alongside a growing emphasis on 'on the job'/real-time feedback which provides on-the-spot support and recognition.
- Focus on wellbeing and health, recognising the whole individual and providing a safe space to develop trust and encourage open and honest communication.
- Review reward and recognition, in conjunction with our people.

OUR PEOPLE AND WELLBEING STRATEGY OUTCOMES

1. Our people have the skills and wellbeing for personal growth and to be effective in a changing business environment. Thenue has a robust succession planning process linked to needs, personal ambition and development.
2. A supportive and motivational workplace that is inclusive, and responsive to change.
3. 'Customer first' ethos in all we do – customer-driven, personalised approach, positive relationships with all our customers.
4. A culture built on collaboration and trust where people actively learn and innovate, are forward-looking and solution driven.
5. Digital transformation opportunities effectively embraced in developing new ways of working and delivering services.
6. A modern performance management approach that supports people in their roles and recognises excellence.

MEASURING SUCCESS

An action plan which has the activities we will carry out to deliver our objectives will be produced and updated each year. This will enable measurement of progress along with the following:

- Key measures for each of our strategic objectives identified from surveys (staff and customers) and other feedback (eg: IIP status) that is monitored, and progress reported.
- Increased involvement, collaboration and empowerment through refreshed and new opportunities developed by people and introduced; to include specific campaigns eg: Customer First. Measures of impact taken in real-time.
- New and enhanced learning and wellbeing opportunities available and uptake/impact measured and used to ensure relevant and effective.
- Refreshed performance management system introduced that is more dynamic and supportive.
- Robust succession plan linked to training and development/performance management and changing needs of the organisation.

EMBEDDING OUR STRATEGY

To embed the strategy across our organisation:

- Our leadership team will lead and sustain communication of our people and wellbeing objectives, involving and collaborating with their teams in order that everyone understands the strategy, what it means for them and how they can play a part.
- Engagement and empowerment are at the heart of delivering an effective working environment and enabling people to realise their potential. People will set their individual/team objectives for supporting delivery of our objectives.
- Ensure we are able to measure progress and share this within the organisation so that we can review and react where needed, but also demonstrate the progress we make.
- New style of performance reviews and increased performance and recognition feedback, shaped by our values and associated behaviours, and delivering our strategic objectives.

CONCLUSION

In a changing world of life and work that is shaping people's expectations and demands of our organisation, delivery of our People and Wellbeing Strategy will enable us to be prepared for and succeed in the future. Through the development of our culture to reflect our values, personal and professional ambition and development and a supportive and enabling working environment we will be able to meet challenges and take advantage of opportunities *to be the best we can be.*

We aim to achieve our strategic outcomes for 2030:

'Ensuring we are skilled, ambitious, innovative and responsive people working in an inclusive, agile and collaborative environment.'