People and Organisational Development (P&OD) Strategy

2026 - 29

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Introduction from our assistant director of people and organisational development, Matt Price

This strategy sets out what we want to achieve over the next three years. It builds on what we've already achieved and focuses on making sure our organisation, and our people, are well prepared for the future.

We know we're starting from a strong position. Our Great Place to Work results are positive, and residents tell us they're happy with the services we provide. This reflects our values of respect, engage and fair. Even so, we know there is more we can do.

Over recent years, we've seen a lot of change. Our workforce has grown by 65%, and our teams now work in different ways depending on their roles.

The next three years will begin to reshape how we work and how we deliver services. This will lead to changes and improvements across the organisation. We'll also be moving some of our services to a new hub site. This will give us more space to grow our in-house services and expand our social value work.

This strategy, and the annual action plans that support it, reflect a period of change for the organisation. It sets out our ambitions and confirms our continued commitment to investing in our people. Making sure our teams have the right tools, skills and confidence to do their jobs well is central to our success.

This strategy supports our 2026-30 Purpose and Plan, IT strategy and Equality, Diversity and Inclusion (EDI) strategy.

Our people

Category	Age Group	Number of males	Number of females	Average length of service
Gen Z	16-29 years	22 males	27 females	1.5 years
Gen Y	30 - 45 years	49 males	68 females	4.8 years
Gen X	46 - 61 years	60 males	68 females	9.4 years
Baby Boomers	62 - 80 years	14 males	10 females	12.4 years

Gen Z - They are tech-savvy, advocate for diversity, and prioritise meaningful work and workplace flexibility. They expect instant access to information and personalised experiences.

Gen Y - They value purpose, feedback, and growth opportunities. They prefer flexible work arrangements and a seamless integration of work and personal life.

Gen X - They seek autonomy, independence, and recognition. They value workplace benefits and a collaborative environment.

Baby Boomers - They value stability, recognition, and a traditional organisational structure. They appreciate clear hierarchies and a strong work ethic.

Our culture

Our culture is built on engagement, collaboration and wellbeing, guided by our values of respect, engage, and fair.

Our teams work in different ways to meet the needs of our residents and communities. Some roles, like our technicians and rangers, are out in the community and in residents' homes. Others, such as repairs advisors and schedulers, work from the office more frequently. Many roles involve a mix of office, community, and home working. By embracing flexible ways of working that suit both our people and the business, we continue to create a supportive, people-focused environment where everyone is treated with respect. Collaboration and contribution are encouraged, and decisions and actions are always fair.

In our most recent Great Place to Work survey, **87% of our colleagues agreed that Havebury is a great place to work,** compared with 54% at a typical UK company.

Alongside this feedback, in 2025, we were recognised in a variety of 'Best Workplace' lists, highlighting our work in development, wellbeing, and support for women.







What our people say:

More clarity in procedures and policies, appreciating that not everyone learns in the same way.

More collaboration between teams is needed to reduce the 'us and them' culture that sometimes surfaces.

I can honestly say Havebury Homes is overall the best company I've worked for in my 22 years at work.

I can't fault my manager. She's approachable, professional and has really helped me develop my own leadership skills since I've been working with her. She always demonstrates our values and is one of the main reasons I remain working at Havebury, as well as my own team!

It is truly the most genuine and open place that I have ever worked and I am thrilled to be part of this culture.

This is feedback from our 2025 Great Place to Work survey.

Our objectives

Workforce planning and future skills

Our goal:

Understanding our people, closing important skills gaps, and making sure we have clear succession plans for key roles.

What we want to achieve:

By investing in skills and leadership, we'll create a culture where people can grow and take ownership of their careers. Teams will see clear paths for development, including opportunities for apprentices to start and build a career with us. This boosts confidence, morale, and helps people stay with us.

Research shows that when people understand how they contribute to the organisation and can grow their skills, engagement and loyalty go up. We aim to keep building on our strong employee engagement scores and make Havebury a place where everyone feels respected, engaged, and fairly treated.



People experience supported by AI

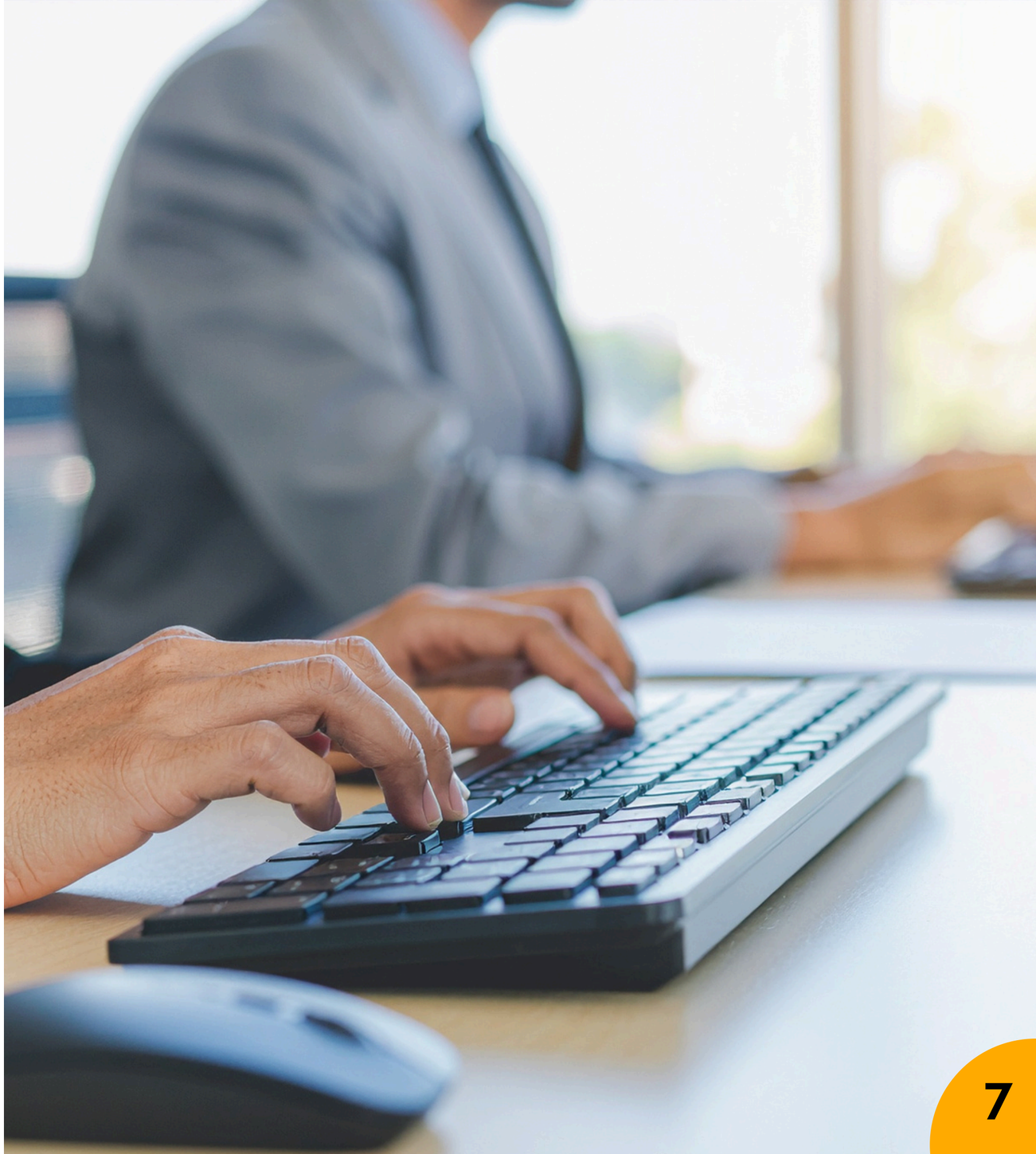
Our goal:

We will use one reliable People system with AI to make HR processes quicker, simpler, and clearer. This will reduce manual work, support fair decisions, and make it easier for people to access information and learning. It will also help our managers respond better to colleagues' needs and allow our P&OD team to focus on supporting people, not paperwork.

What we want to achieve:

By combining AI with a unified people data system, we will create a modern, transparent, and insight-driven people function. Automation will free up time for higher-value work, while personalised learning pathways will support skills growth and career development across all teams. Predictive analytics and dashboards will make workforce planning faster and help leaders act on potential risks early.

This approach supports a culture of innovation, clarity, and trust. When decisions about promotions, pay, and workforce planning are backed by clear, accessible data, colleagues feel greater fairness and confidence in leadership.



Evolved HR business partnering (HRBP)

Our goal:

Support our HR business partners to focus more on strategic advice and make sure clear leadership standards are understood and lived across Havebury.

What we want to achieve:

By setting clear leadership standards and regularly reviewing them, we will build a culture of accountability, consistency, and integrity. People value leaders who are open, fair, and act in line with what they say.

We'll continue to develop our leaders through our Elevate Leadership and Management programme and launch our Aspire programme for colleagues who are not yet managers but want to become leaders in the future.



Wellbeing, inclusivity and resident-focused outcomes

Our goal:

Support the wellbeing and inclusion of our teams, while helping residents to thrive.

What we want to achieve:

Taking care of people means looking beyond work tasks and performance. We already have support in place to help colleagues feel well supported and resilient, and this will continue throughout the life of the strategy.

By connecting our work with the communities we serve, we help people feel a real sense of purpose and belonging. We know our teams value making a positive difference in residents' lives, and we want to keep building on this.



What the next three years look like:

Year 1

- Implementation of the new Competency & Conduct standard for all employees.
- Succession planning will be complete for business critical roles.
- Skills maps produced for all roles.
- Our new people system will be launched which makes HR processes quicker, simpler and clearer.
- Management competency framework developed and launched.
- Working groups launched for wellbeing and inclusivity.

Year 2

- Skills gaps closed.
- Successful strategic partnerships for all team projects.
- All managers have completed our Elevate leadership programme and we've launched our Aspire programme for aspiring managers.
- Resident focused learning pathways set up and launched.

Year 3

- Strategy review to help shape our next strategy.

We will review this strategy every year to make sure it continues to support our teams and residents, and reflects changes in regulation and best practice across the sector.

Our action plan

Action	What success looks like
Workforce planning and future skills	• Everyone meets our Competency and Conduct standards. • We have a clear picture of our workforce, including the skills people have. • We have succession plans in place for all critical roles. • We've reduced the time to get new starters and colleagues up to speed and compliant by 30%.
AI-enabled people experience	• 50% of HR tasks are completed through automation. • 90% of our roles have personalised learning pathways. • We publish quarterly AI-driven workforce insight reports. • We have a single, reliable source of People data with automated dashboards. • We've integrated monthly analytics reviews into our HR business partner planning. • Workforce planning and risk monitoring are completed 20% quicker than before using predictive analytics. • We use dashboards to model future needs of the team, including retirements and turnover trends. • We have automated alerts for critical workforce risks such as succession gaps, compliance issues, or diversity imbalances.
Evolved HR business partnering (HRBP)	• Our business partners deliver strong, strategic work that supports the organisation to perform at its best. • We have a clear leadership and management framework, with quarterly check-ins to make sure it is being used consistently, which has helped us remain a Great Place to Work and increased our scores for trust, transparency, and credibility. • We carry out annual reviews of leadership expectations across the organisation, which have enabled our leaders continue to grow and respond to the changing needs of our people.

Action	Measure of success
Wellbeing, inclusivity and resident-focused outcomes	• We have clear wellbeing and inclusion standards, and everyone knows what support is available and how to access it. • We have learning and support programmes for residents to help them maintain their tenancies. • Our EDI policies have been reviewed every year, and our ways of working are fair and inclusive.



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