



**People Strategy  
2021-2026**

# INTRODUCTION

Our People Strategy has been developed to support and enable the achievement of our Business Plan and the aims, objectives, vision and values of Waverley Housing. Our People Strategy brings together how the company will support staff to deliver our strategic priorities.

We want every employee to feel proud to work for Waverley Housing and we want to be recognised as a good employer, and a great place to work.

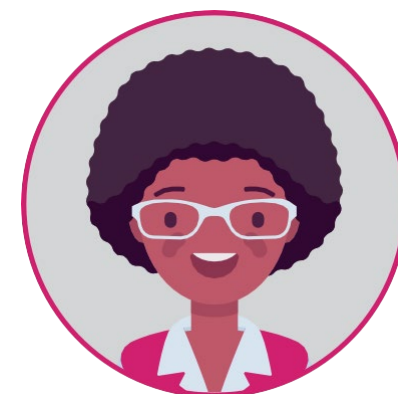
We are a Registered Social Landlord and Registered Charity. We provide housing for those in need, and we help improve neighbourhoods, by providing services that improve the quality of our tenant's lives.

To do this we need to attract, develop, support and retain enthusiastic people who are committed to ensuring that Waverley Housing remains a well-respected, and reputable housing provider and employer, within the Scottish Borders.

We have a zero-tolerance approach to discrimination of any kind, and we promote equality and diversity in everything we do.

Fraser Kelly

Chief Executive

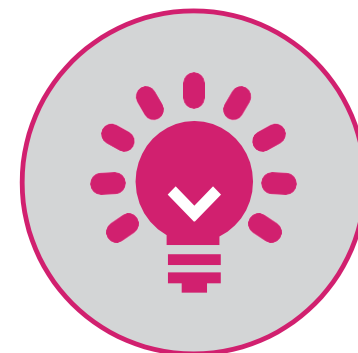


# ATTRACT AND RECRUIT

We want to attract the right people, with the right attitudes, skills and values and to do this we will provide good terms and conditions of employment, benefits and rewards.

We will do this by:

- ensuring that we have a consistent, clear and transparent recruitment process in place;
- paying competitive salaries and offering a collection of other benefits, which make working here worthwhile;
- continuing to offer modern apprenticeships when the opportunities arise;
- benchmarking our salaries and benefits package with other, similar employers, every three years as a minimum;
- keeping abreast of changes in modern working practices and making sure that these are reflected in the way we work;
- being a health and safety conscious place to work;
- promoting equality and diversity in all aspects of our work;
- respecting the role of the Staff Focus Group as a route for two-way communication.



# DEVELOP, ENGAGE AND RETAIN

We want everyone who works for Waverley Housing to enjoy their work and see the company, as a place where they feel valued and respected, for the job that they do.

We will:

- make sure that we have an effective induction process in place;
- give employees the knowledge, skills and equipment, to do their job efficiently and effectively;
- provide regular appraisals and give staff, a say in how they work;
- keep our annual appraisal process under review to make sure it adds value;
- promote a 'can do attitude';
- provide the necessary training for the jobs which each member of staff does;
- consult with staff to ensure that they are involved in decisions affecting them and their jobs;
- review our working practices regularly, considering and evaluating, new ways of working to improve productivity and staff wellbeing;
- offer Health and Wellbeing advice and regular occupational health support;
- encourage and support personal, as well as professional, development;
- support our Employee Social Club.



# GUIDING AND MANAGING

We want you to know that you are working for a well governed and well managed company, and that decisions are always made in the best interests of the business.

We will do this by:

- making sure that the role of the Board is clearly understood by all staff;
- providing managers with the best information, training, advice and support to effectively manage performance;
- making sure that management decisions are consistently applied and clearly communicated;
- developing manager's skills, to make sure they provide strong management and leadership;
- promoting confidence by making sure managers are fair, reasonable and approachable;
- maintaining our own trades service to meet the needs of tenants and respond to new business opportunities;
- holding 1:1s to allow two way communication and feedback;
- continually reviewing and renewing our methods of communication to ensure they remain interesting and valued;
- creating opportunities for teamwork and teambuilding, which are relevant and practical;
- being open to feedback from all members of staff;
- succession planning.



# MEASURING OUR SUCCESS

We will measure the success of the objectives outlined in this Strategy by:

- undertaking a 3 yearly employee satisfaction survey;
- setting and monitoring relevant Key Performance Indicators e.g., staff turnover, customer satisfaction, attendance;
- reviewing our Risk Register specifically in respect of low staff morale.

