



# Our People Our Culture

# Our Foundation and Drivers

We seek to develop high performing teams who are committed to **our purpose, way and impact** and who take ownership of the services we deliver.

Having the right people equipped with the right skills to deliver our services is important to us, as is our organisational culture expressed through **Our People, Our Culture**.

We continually invest in our team, whether that be staff or committee members, and aim to recruit high quality individuals to work with us. To support our people, we ensure we have high-quality leadership throughout the organisation.

Being an employer of choice, developing and retaining the best people and providing a culture where everyone can thrive is central to achieving our strategic goals.

We recognise that increased flexibility enables us to tap into a more diverse talent pool as well as developing a more accessible service for our customers.

**Our People, Our Culture** sets clear and accountable expectations of how we work; enabling a positive and people-centred culture.

We will use effective talent management and succession planning to identify and nurture talent within our people, in turn, providing a strong and diverse talent pipeline. **Growing our own** people is a key focus.

We welcome everyone and we are passionate about equity and ensuring people feel included, valued and engaged.

Supporting wellbeing helps our people flourish. We will continue to support and champion the physical and mental wellbeing of our people through our Health and Wellbeing Group led by our staff team.

**Our People, Our Culture** sets out the steps we are taking to embed a working environment where people can thrive.

We will hold ourselves accountable for making clear progress against our objectives and we are building a suite of data that will enable us to measure the impact of our actions.



## Equity, Diversity, Participation and Rights

We believe that building our know-how and making progress towards equity, diversity, participation and rights are critical for delivering our **purpose, way and impact**.

We want our progress to be measured by change, and we encourage feedback, challenge and ideas from everyone we work alongside.



### What do we mean by Equity, Diversity, Participation and Rights (EDPR)?

- **Promoting Equity**

We seek to develop opportunities and promote better outcomes for people who have been impoverished, excluded and marginalized for different reasons, including discrimination.

- **Valuing Diversity**

We recognise and value differences. Having diverse experiences woven into decision-making and our workforce being representative of all our partners will make our work stronger.

- **Promoting Participation**

Genuine participation goes far beyond consultation. We believe that participation is the key to unlocking effective solutions to poverty and trauma. We will ensure diverse voices actively shape both the questions we ask and how our decisions are made. Increasing and deepening the participation of experts by experience will help to narrow the distance between WSHA and the people and communities we are here to serve.

- **Advancing Rights**

Everyone is entitled to have their fundamental human rights secured, underpinned by values of dignity, fairness and respect. Working to ensure that everyone can access these rights in reality is central to our **purpose, way and impact**.

We know that not everyone has the same opportunities. The Scottish Government's **Best Start Bright Futures Plan (2022-26)** to tackle Child Poverty told us that children in Black, Asian and Minority Ethnic households, lone parent households and households with disabled people have much higher rates of poverty than others in Scotland.

People from ethnically minoritized groups in Scotland are more than twice as likely to be living in relative poverty after housing costs than White Scottish or British people. Analysis of DWP records in Scotland found that 44% of people from ethnically minoritized groups live in poverty compared with 18% of White people (**JRF Briefing: Ethnicity, poverty, and the data in Scotland**).

We will strive to act with integrity as we learn from the experiences of others and seek to learn what we don't know. We know that we will not get it right every time, but we commit to sharing our progress and our learning with the **purpose** of contributing to ambitious actions to **advance equity, diversity, participation and rights** within our communities.

# What is Our People, Our Culture?

**Our People, Our Culture** is a comprehensive plan that aligns human resources, corporate services and talent management practices with the organisation's overall strategic priorities. It encompasses various elements such as attracting, developing, managing and retaining talent.

**Our People, Our Culture** aims to ensure that the right people are in the right roles, are motivated and engaged, and are equipped with the skills and support needed to achieve the organisation's objectives.



## Drivers



People-Centred Processes



Skills and Capability



High Performing Workforce



Culture and Wellbeing

## Foundations



Support and Confidence



Clear Values and Behaviours

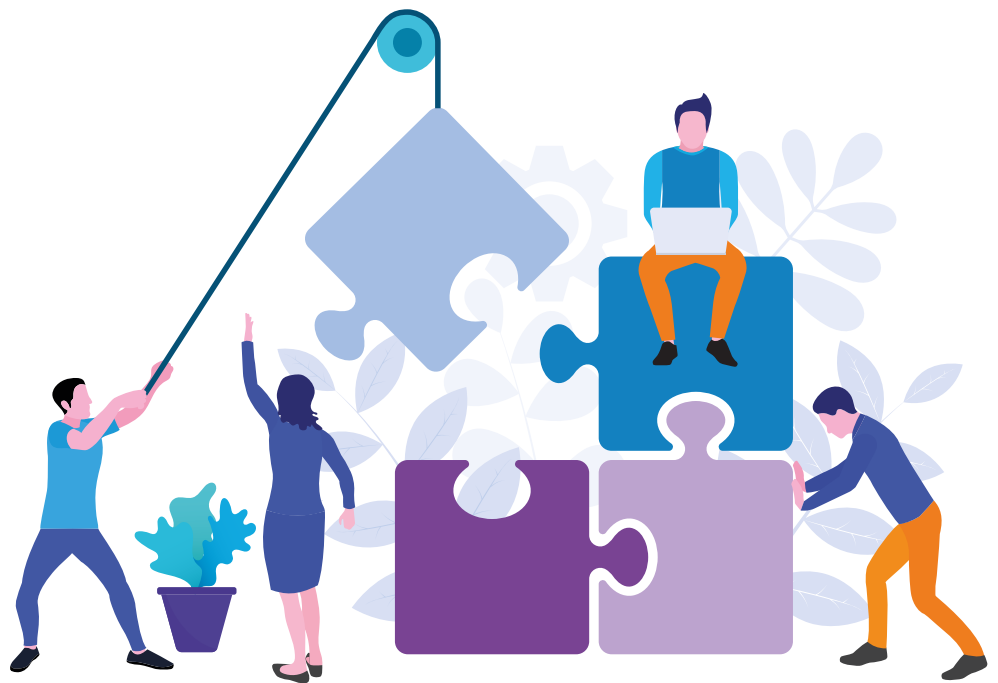


Diverse and Inclusive Workforce



Right Skills and Competencies

# Building Our People, Our Culture



The way employers and employees interact and how they nurture their relationship impacts job satisfaction, productivity and organisational success.

Our People, Our Culture has been crafted to ensure that this relationship is positive and productive, creating a work environment where everyone thrives.

## Understanding the Needs of our Employees

We gain input from our employees via staff satisfaction surveys, staff away days and regular conversations.

Recognising and addressing our employees' needs is fundamental to creating a people strategy that supports and motivates everyone.

### Key focus areas:

**Employee engagement and satisfaction:** Conduct surveys to assess employee engagement levels and satisfaction.

**Feedback mechanisms:** Create continuous feedback loops where employees share their needs, concerns and suggestions.

**Career aspirations and skills growth:** Invest time and resources to understand individual career goals and professional growth, aligning employee learning and development plans with desires.

## Aligning with Strategic Priorities

Our People, Our Culture is aligned to the following Strategic Priorities:

- ✓ Outcome 2: **Customers First**
- ✓ Outcome 3: **Great People**
- ✓ Outcome 5: **We are Efficient and Deliver Value for Money**

### Key focus areas:

**Goal integration:** Create goal setting that aligns employee roles with the organisation's strategic priorities and Purpose, Way and Impact; creating a sense of purpose.

**Performance metrics:** Define clear performance indicators that reflect both individual contributions, operational and strategic priorities. Conduct regular performance reviews to assess and improve outcomes.

**Digital enablement:** Empower employees to perform at their best by providing the necessary equipment and technology.

## Developing a Supportive Workplace

A supportive work environment fosters trust, promotes authenticity and results in higher productivity.

### Key focus areas:

**Inclusive culture:** Build a culture that values diversity, equity and inclusion where all employees feel welcomed as their authentic selves.

**Professional growth:** Set individual learning and development plans and visible career paths that foster growth among employees, tailored to their career aspirations and goals.

**Psychological safety:** Create a supportive environment that encourages authenticity and autonomy.

## Prioritising Wellbeing

Prioritising employee wellbeing increases job satisfaction, reduces burnout and improves overall performance.

### Key focus areas:

**Health and wellbeing programmes:** Offer health and wellbeing programmes that address physical, emotional and mental health needs.

**Work environment:** Ensure a safe, healthy and comfortable work environment by compiling, implementing and promoting best practice.

## Recognition and Reward

Recognition and reward motivates employees and reinforces positive behaviour, increasing employee engagement.

### Key focus areas:

**Recognition:** Acknowledge and celebrate employee contributions and success.

**Rewards/Incentives:** In addition to competitive remuneration and benefits, offer incentives to motivate employees.

**My Conversation:** Implement a conversational approach to appraisals to ensure employees feel valued and heard.

## Examine Data

Analysing data and using evidence-based practice helps us make informed decisions, track progress and refine our people strategy based on real-time information.

### Key focus areas:

**Data collection:** Use surveys, performance metrics and engagement tools to gather relevant data.

**Analysis:** Analyse data to identify trends, areas for improvement and success metrics.

**Adjustments:** Use insights to make data-driven adjustments and address any emerging challenges.

## Communicate

Clear and consistent communication will ensure our people understand our strategic priorities, regulatory requirements and legislative responsibilities, together with how their roles support these goals being achieved.

### Key focus areas:

**Regular updates:** Keep employees informed about organisational changes, goals and performance.

**Open channels:** Provide channels for employees to ask questions, give feedback and engage in dialogue.

**Two-way communication:** Encourage and facilitate open communication between employees and management to build trust and collaboration.

# People-Centred Processes

In order to modernise and integrate our people-centred processes, we will focus on these four key areas of activity. Our objective is to achieve alignment, balance and efficiency across processes to ensure our employee experience is positive, rewarding and engaging:

## 1. Performance Management

We intend to embed our **Purpose, Way and Impact, Strategic Priorities, Culture Code and CORE Values** within our performance management process and create a framework for competency and personal development.

## 2. Succession Planning

In the context of our future goals and priorities, we will review and apply the findings and recommendations from our data analysis into our workforce succession planning.

## 3. Recruitment & Retention

We will review and develop our recruitment processes and strategies to ensure competitiveness to increase our chances of attracting and retaining the right people to provide excellent services and support the delivery of our broader strategic commitments.

## 4. People Policies, Terms & Conditions

Our people-related policies and terms & conditions will be reviewed and revised in line with latest sector and industry standards to ensure flexibility and adaptability and contribute further to our employee offer for both existing and potential employees.



# Skills and Capability

We are prioritising these five key areas of skills and capability development to support the effective delivery of our strategic priorities within our business plan.

1.



## Digitisation

To support our digital journey we will continue to invest in the skills and capabilities of our people to enable our vision of a flexible and agile workforce which is fully equipped and prepared for the digitised workplace and services we provide.

2.



## Growth & Partnership

We will continue to promote collaborative working to develop the skills and behaviours of our people to further embed our strategic vision to develop great people. We will proactively prepare our people for the reality and impact of any organisational change through communication, support and inclusion.

3.



## Coaching & Mentoring

Through focussing on the development of coaching and mentoring skills we aim to embed a culture of empowerment and self-direction, which will, in turn, enhance wellbeing, job satisfaction and morale.

4.



## Leadership & Management Development

To strengthen our collective capability, we will invest in our leaders and managers by providing professional development and coaching, access to relevant expertise and specialist knowledge and exposure to best practice both within and beyond our immediate sector.

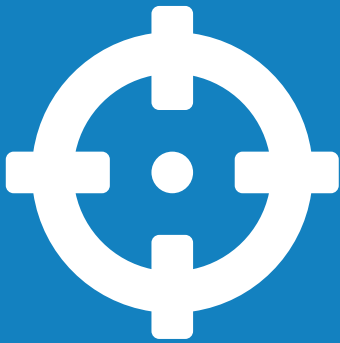
5.



## Bigger Picture

Through open and proactive sharing of organisational and sector information, we will support our people to understand the wider impact of their individual and team contributions to our performance in our peer group and against strategic and operational KPIs. We will continue to share learning from organisations in our field and other sectors to encourage innovation and creativity.

# High Performing Workforce



## 1. Efficient

We will critically examine how we utilise our resources and embed a mindset of continuous improvement and efficiency, maximising the impact of our investments and reaping the benefits of developing the skills and capability of our people through high performance across the organisation.



## 2. Collaborative Team

We will proactively support and enable collaboration at every level in the organisation, encouraging individuals, teams and departments to work together to achieve collective goals.



## 3. Growth Mindset

Our People, Our Culture will support the growth and development of our services by helping our people to develop their skills in order to deliver change and improvement to achieve our strategic priorities.



## 4. Resilient

Resilience is something we will develop as a by-product from the achievement of all of the above. As a result, we will be in a position to withstand challenging times and maintain performance even in the toughest of circumstances.

# Culture Code

Our Culture Code is a reflection of who we are as an organisation. As a community-based housing association, we have a shared purpose which goes beyond providing houses – our people help to create thriving communities. It guides our actions, shapes how we deliver our services and showcases how we treat each other and work together to contribute to make positive impacts. It captures the spirit, values and behaviours that make our work meaningful.

Each individual has a part to play in the success of the Culture Code. Together, our individual behaviours and actions create lasting impact and positive outcomes that extend beyond our daily work to embed into the community in which we are based.

The impact we create can be demonstrated through:

- Our homes being foundations for life.
- Delivering excellence with understanding.
- Growing stronger together.
- Putting people first.
- Delivering on our commitments.
- Taking pride in what we do.

The foundation of our Culture Code is our Purpose, Way & Impact statements. These show why we exist, the way we deliver our services, and the positive impact we can create. All elements of the Culture Code link back to our purpose, way and impact.

## Our Purpose, Way and Impact

### Purpose for generations

As a community-based housing association, our purpose is to provide quality, safe and affordable homes that will sustain individuals and families. It is our purpose to sustain and support the creation of equitable, secure and thriving communities that people are proud to call home.

### Way for generations

The way we deliver this purpose is through housing, investment, maintenance, community services and environmental services. We integrate our customers' aspirations, challenges, and needs, as stakeholders in our business and as neighbours in our communities. Together, we create opportunities to work and thrive and have a positive impact now and for generations.

### Impact for generations

We create communities, not just provide services. Our communities promote dignity through stability, equity and social connection. Our customers have a voice in decision-making and the opportunity to shape our services. Our impact is revealed in thriving communities where people trust and rely upon one another, where local voices guide decisions and where everyone contributes to ensure people, place and community flourishes. We exist to spark individual and community transformation – that generates sustainable, welcoming, reliable, thriving neighbourhoods for the people who call them home.

# CORE Values

## Customer First

Our customers come first, and we will always aim to achieve high quality outcomes for customers.

## One Team

We work as one team and build excellent working relationships to achieve our goals.

## Respect

We value high standards of fairness, treating everyone with consideration and dignity. We show this through our everyday words and actions.

## Excellence

We value excellence and quality and aim to achieve high standards in all we do. We always strive to be the best that we can be. We are accountable for our actions, and we take responsibility and ownership for outcomes.

The following statements capture the **beliefs** and values at the heart of our organisation:

- We believe safe, quality housing is a fundamental right.
- We believe in equal access to opportunities.
- We believe in transparency and accountability.
- We believe everyone deserves to have a voice and to be heard.
- We believe in empowering people to shape their own future.
- We believe in working together to strengthen our collective impact.



# Our Behaviours and Communication Methods

Our behaviours translate our CORE values and beliefs into tangible actions which guide how our people interact with each other, our tenants and the community to deliver in their roles.

Our communication methods foster transparency, collaboration and inclusivity to ensure we deliver our services in a respectful, efficient and effective manner.

## People-Centred Approach

*We approach every interaction with empathy and understanding.*

- We treat everyone with dignity, respect and fairness.
- We make every interaction count.
- We proactively engage and anticipate need to support individual and collective wellbeing.
- We actively listen and respond to individual needs and consider collective impact when decision making.

In our communications we are honest, respectful and inclusive.

We proactively communicate in a polite and professional manner, providing clear explanations and addressing any issues or concerns directly and constructively. We provide information in clear and inclusive language to create understanding and connection.

We communicate in ways that help and support people. When an individual engages with us, we acknowledge their experience, seek to understand their perspective and work together to find solutions.

We demonstrate this in our **actions** by:

- Taking time to listen to concerns.
- Finding flexible solutions for different needs.
- Supporting colleagues during busy periods.
- Ensuring people feel valued and heard.



## Accessible, Transparent & Accountable

*We take responsibility for our actions and decisions.*

- We are authentic in our interactions and reliable in our commitments.
- We make information accessible to everyone.
- We explain complex information in plain language.
- We maintain transparency in decision making.
- We engage in ethical and responsible business practices.
- We create opportunities for meaningful engagement.


We demonstrate this in our **actions** by:

- Using different communication channels for engagement.
- Adapting communication methods to each situation.
- Asking and understanding the communication preferences of individuals.
- Ensuring important information is available in different formats to suit individual needs.
- Acknowledging and responding to requests for information within relevant timescales.

Our communications balance professionalism with approachability. We use clear language that reflects our values and we ensure our communications are accessible for all, providing resources in different formats or languages to suit individual needs.

## Collaboration & Teamwork

*We collaborate together effectively to find solutions that work for everyone.*

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- We share knowledge, seek diverse perspectives and ensure everyone has a voice.
  - We encourage cross-team collaboration.
  - We support each other to deliver on commitments and gain the best outcomes.
  - We celebrate collective achievements.
  - We encourage inclusivity and mutual respect.

We demonstrate this in our **actions** by:

- Sharing knowledge and learning with colleagues.
- Supporting colleagues during busy periods and facing challenges together.
- Celebrating success and achievements.
- Seeking different perspectives.
- Embracing the diversity of knowledge, experience and perspectives within the team to help strengthen our ability to serve our people and the community.

We work together to find solutions through constructive and collaborative communication, actively encouraging feedback and continuously seeking engagement.

## Innovation & Continuous Improvement

*We transform challenges into opportunities and celebrate positive transformation.*

- We seek new, innovative ways to deliver on our key priorities.
- We apply creative thinking to solve problems.
- We embrace technology and innovation to improve our services.
- We learn from both successes and setbacks and always look for ways to improve our service.
- We continuously develop our skills and knowledge.

We demonstrate this in our **actions** by:

- Acting on feedback to provide better services.
- Sharing best practice.
- Attending training courses for professional development.
- Developing our skills and knowledge.
- Embracing change as a chance to improve.

We encourage everyone to share and contribute their ideas to help us continuously evolve and improve our service delivery through a constructive and solutions driven approach.

## Sustainability & Responsibility

*We manage our assets and resources responsibly and sustainably to ensure longevity and viability.*

- We consider long term impact in decision making.
- We balance immediate needs with future sustainability.

- We invest in community relationships.
- We maintain and improve our properties proactively to ensure we deliver sustainable, safe and affordable homes.

We demonstrate this in our **actions** by:

- Managing our resources responsibly.
- Pro-actively investing in our properties.
- Developing new services to support community need.
- Supporting the Whiteinch Centre as a Community Hub.
- Measuring our social value impact.



# Our Commitment

We understand that in delivering Our People, Our Culture we must build upon a foundation of respect, transparency, communication and collaboration. It requires an environment where people feel safe, valued and connected. Our People, Our Culture enables us to uphold these values that empower our people to deliver on our purpose.

Every interaction matters and we strive to create a safe, supportive environment where every voice is heard and where everyone feels respected and valued, communicating openly, acting with integrity, and contributing positively to our community.

## Together, we will:

- ✓ Listen actively and respond with understanding.
- ✓ Find creative and innovative solutions to complex challenges.
- ✓ Support each other through challenges and success.
- ✓ Celebrate the diversity that enriches our community.
- ✓ Hold ourselves and each other accountable.
- ✓ Learn continuously and grow stronger together.

Our Culture Code guides our decisions, shapes our actions and reminds us of why our work matters.

We all play a crucial role in upholding the principles, behaviours and values in the Culture Code to ensure we continue to make a lasting positive impact for everyone.

# Monitoring and Evaluation

## Our People, Our Culture Key Performance Indicators

### We will:

- ✓ Measure and aim for continuous improvement in the number of employees who consider the organisation as a people-centred employer.
- ✓ Measure and aim for continuous improvement in the number of employees who consider that the organisation looks after their wellbeing.
- ✓ Complete Annual Staff Satisfaction Surveys
- ✓ Complete 'My Conversation' Appraisals
- ✓ Measure Staff Turnover
- ✓ Measure Length of Continuous Employment
- ✓ Measure Staff Absence





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