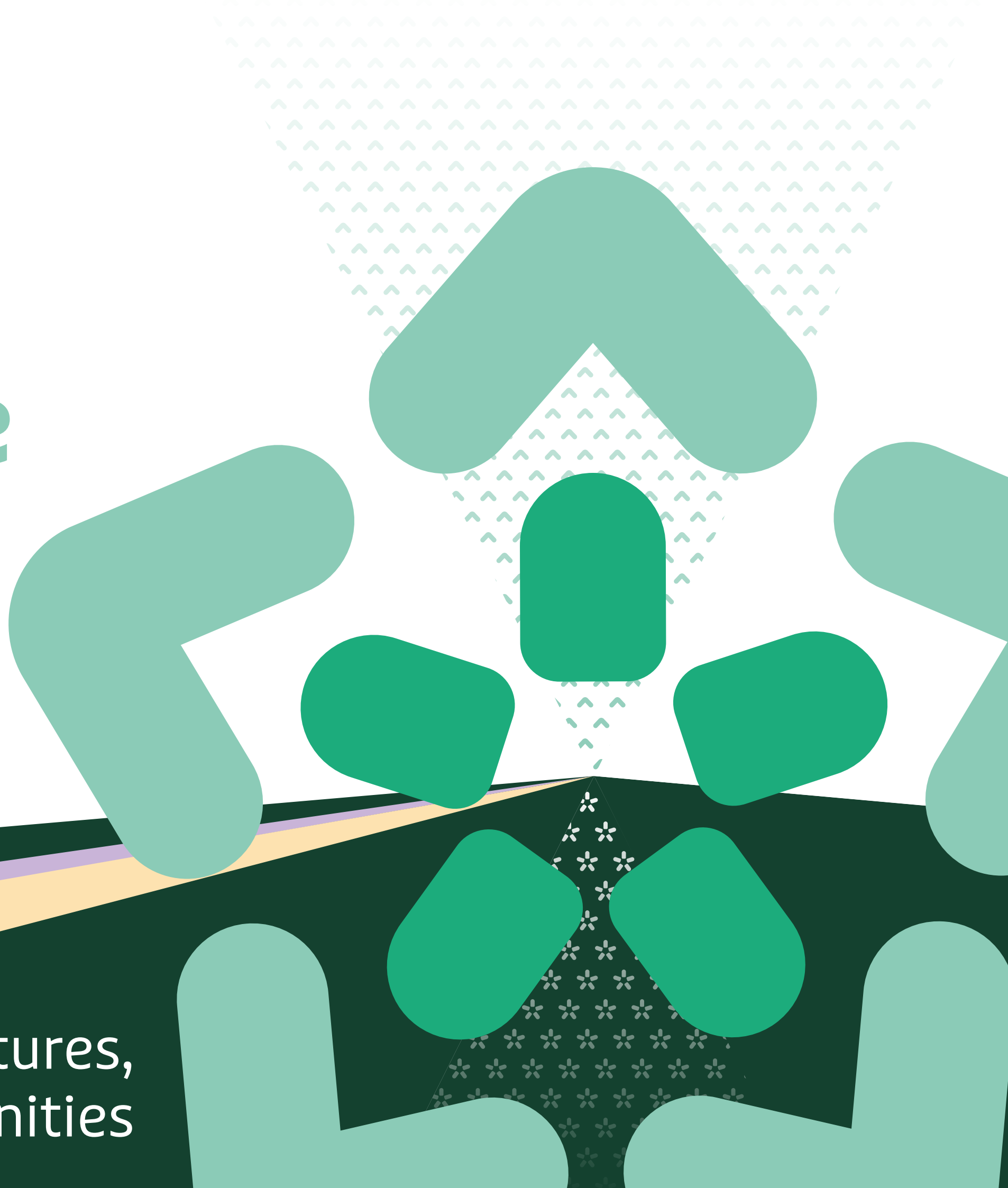


Vico Homes 

# Colleague Experience Plan

➤ 2028

Better futures,  
vibrant communities





# Welcome

We know that our people are our greatest asset and through our teams' hard work and dedication, we will achieve our new strategy. Our Colleague Experience Plan reinforces this. Progress is well underway and the People and Culture Team has successfully taken forward a range of initiatives that support its delivery over the years.

The world of work has changed and it's getting harder to recruit, keep and reward great people.

We know how valuable a good work life balance is, which is why we value our flexible, WorkSmart approach. It enables our teams to work flexibly, get the job done and do what is best for customers.

But we want to go further to make Vico Homes more efficient and effective, delivering the experience and services customers want and need, whilst being more skilled, resilient and responsive in the face of a changing world. We must use technology to increase efficiency and productivity and support our growth as an organisation.

This Colleague Experience Plan will help us get there. It sets out our commitments for the future, based on feedback, making sure that Vico Homes is a great place where people want to work, feel truly valued for the skills and experience they bring.

## The Vico Executive Team





# Our culture, values and behaviours



Our values shape our culture and drive how we do things. Our values connect us back to our communities and our purpose. We will always be a value led organisation, to get the best from our colleagues.



**Caring**

Everyone is different and we love that! We know how important it is to treat people fairly and flexibly and to really care. Most of all, we know that at the end of every interaction, there's a person to be treated with respect.



**Confident**

We want our people to “own it”. We encourage each other to make and own our decisions, build our skills and fulfil our potential. It's why we love where we work.



**United**

We're driven by a powerful common purpose, to create positive impact through the places people live. And we do that by working brilliantly together throughout the organisation.



**Ambitious**

We look to the future knowing that the changes we make today create the homes and communities of tomorrow. We set the standard for transformational social housing, championing innovation and creativity to go further and do more for our customers.

## We ask all our colleagues to:

### > Be customer driven

Be informed by, and focused, on our customers and their needs.

### > Be empathetic

Everyone treated with kindness and respect.

### > Be responsible

Focus on and grow your effectiveness to deliver in your role.

### > Be decisive

Make well informed and thought through decisions in a timely way.

### > Be a team player

Work well together to achieve shared goals.

### > Be clear

Share information in a way that is easy to understand and influences your listener.

### > Be focused

Create clear goals and priorities, managing performance to deliver on our goals

### > Be curious

Embrace new ideas, change and continuous improvement.



# Listening to our colleagues

Our colleagues have told us what is important to them. We'll use this great feedback to help shape their experiences and our offer.

## Listen to colleagues and act on their feedback

Our Colleague Experience Plan emphasises the importance of listening to colleagues and acting on their feedback, ensuring that senior leadership is aware and engaged. We trust our people and foster an environment where senior leadership is approachable. Celebrating our wins, both as Vico Homes and recognising individual colleagues and teams, is a key part of our culture. We are committed to maintaining a welcoming environment and a friendly culture, which are fundamental to our success.

## To be provided with flexibility in their roles

We aim to provide colleagues with flexibility in their roles, empowering them to make decisions and use their initiative. We will continue to be adaptable and flexible, ensuring fairness and equity, whilst considering individual needs and preferences. This approach fosters a dynamic and supportive work environment where colleagues feel valued and empowered to contribute to Vico Homes' success.

## To feel valued and recognised for the work they do

We will acknowledge great performance through various means and share outstanding work. We aim to nurture talent and celebrate diversity, recognising and rewarding both individual and team contributions. We will also consider how we monitor and manage performance to support these goals effectively.

## To provide an inclusive and collaborative culture

At Vico Homes we aim to create an environment where people feel they belong that is inclusive, cohesive, problem-solving, data-driven, and happy. By breaking down operational siloes and granting permission to fail, we encourage innovation and growth. Cross-functional teams will be instrumental in driving change, through collaborative working. This approach ensures that everyone feels valued and empowered to contribute to our collective success.



We are committed to regularly carrying out surveys to check overall satisfaction and how we are doing against the areas colleagues say are important to them. We will use this data to make informed decisions, taking action to improve experiences and deliver the best outcomes for colleagues.



# Our promises to customers

Everything that we do at Vico Homes is focused on doing what is right for our customers and our promises to them set out our commitment to delivering a great Vico customer experience, delivered by our caring and professional employees. In delivering the aims set out in this plan, we will support our colleagues to ensure we can all fulfil our promises to customers and achieve our vision to build better futures and vibrant communities.

## Relationships

We will always treat you with kindness and respect. Our relationship with you will be honest. We will be open about the decisions we make and the things that affect you and we will keep any information we hold about you safe.

1

## Communication

We will give you important information about your home and community clearly, when you need it and in a way that you can understand. We'll let you know about our services and how we are performing, how we are run and how we can continue to improve.

2

## Voice and influence

We really want your feedback. We know that you want to have a say on the things that affect you and we want that too. So we'll give you a range of ways to share your feedback, get involved and help improve services for you and your neighbours. Your feedback is really valuable to us. It lets us know when we're doing well and where things aren't quite right so we can make things better.

3

## Accountability

We will provide opportunities for you to scrutinise our services and hold us to account for the services we provide and the quality of your home.

4

## Quality

We will make sure you get great customer experiences as well as a quality, well maintained, safe and well managed home.

5

## When things go wrong

We don't always get things right and sometimes things go wrong. When that happens, we'll give you the advice and support you need. We have simple ways for you to tell us when we've got things wrong, so complaints are resolved quickly, consistently and fairly.

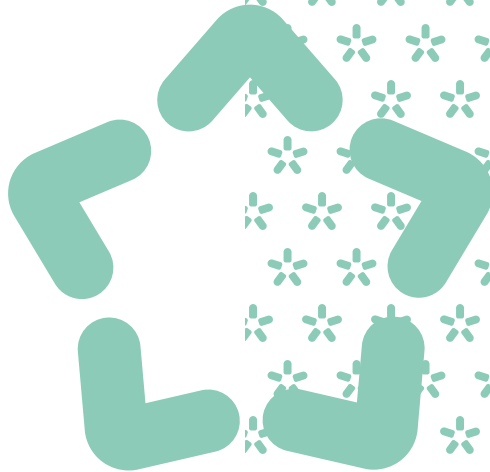
And we're not afraid to say sorry when we get it wrong.

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## Equality, diversity and inclusion

We know how important it is to hear from a diverse range of voices, from a whole range of groups, backgrounds and experiences. That's why we reach out to under-represented communities at every opportunity. We'd love to hear from more of you to help us to shape our services and we'll help you to do that in any way we can.

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# Our vision

Better futures, vibrant communities

## Our goals



Provide experiences  
to be proud of



Make an impact to  
be proud of



Create places to  
be proud of

## Our Colleague Experience Plan

We'll provide a Vico  
colleague experience  
to be proud of

We'll enable our  
colleagues to support  
our customers

2025 - 2028

## Our mission

Changing lives through the places people live

## Our Foundations

Our financial strength

Our data

Our partnerships

Our support for tenants  
and creating social impact

Our environmental impact

Our governance

Our people





## **We'll provide a Vico colleague experience to be proud of**

We want to make sure that the colleague experience with Vico Homes is excellent in every way. The next pages show how we will enable an experience to be proud of across each stage of the colleague journey.

### **Attracting and recruiting the right colleagues**

We want to attract and recruit individuals from the widest pool of talent with a more diverse range of skills and backgrounds, whilst maintaining fairness and transparency in our recruitment processes.

Our goal is to improve the organisation's capability in attracting and recruiting individuals at all stages of their career journey.

### **Bringing skills from a range of sectors.**

One of our key areas of focus is to review our recruitment processes. We want to simplify our approaches to create efficiencies whilst ensuring we are attractive to potential colleagues. A key element in making this successful will be the introduction of an electronic recruitment system.





## Welcoming new colleagues

We want to ensure all new Vico Homes colleagues feel a sense of belonging and are up and running as quickly as possible from joining with a clear outline of what they are here to achieve. Onboarding will be based on three core elements:

**Culture:** Introducing our values and behaviours.

**Connections:** Providing opportunities to make connections with key teams and colleagues across the organisation.

**Career:** Providing opportunities to develop and progress careers within Vico Homes.

Our key areas of focus to 2028 are:

- Introduce settling in periods when we welcome new colleagues, developing personal progress plans, outlining how they will be supported during their journey with us. As part of this, new starters will be provided with important information and what to expect from life at Vico Homes.
- Clearly outline the training and development available to all colleagues in their first year and beyond, creating career pathways.
- Introduce a standard onboarding approach to ensure a consistent and comprehensive induction to Vico Homes.





## Valuing and keeping colleagues

We want colleagues feel valued, with a great reward and recognition offer.

We want our colleagues to take ownership of their career progression, creating a culture where talented people are recognised and promoted.

We already have a strong offer in terms of colleague support and provide inclusive experiences that meet individual needs. This includes our Occupational Health Employee Assistance Programme, physiotherapy, wellbeing initiatives, network groups and our Colleague Voice group, and regular surveys, but we know we can go even further.

### Our key areas of focus to 2028 are:

- Review our pay and grading system to see if it's still fit for purpose.
- Review our benefits offer to make sure our colleagues feel valued.
- Establish a career portal for progression / career pathways that aligns with our offer.
- Continue to provide proactive mental health and wellbeing support for those who need it.





## Developing our colleagues

We want to ensure Vico Homes is a place where employees thrive, want to stay and where they achieve their career aspirations.

Our key areas of focus to 2028 are:

- Continue to develop our colleague engagement, learning and development, and equality, diversity and inclusion programmes to increase performance and satisfaction.
- Increase the diversity of our employees, across all levels, to increase diversity of thought.
- Ensure Vico Homes is a place where colleagues feel they belong and where they can be themselves.
- Continually review and improve the colleague offer based on feedback and take appropriate action.
- Lead on the embedding of the new values and behaviours.



# We'll enable our colleagues to support our customers

To enable our colleagues to deliver great customer experiences, we will ensure we have the right teams, the right people with the right skills, in the right areas. By investing in colleagues' development and providing the necessary resources and training, we will empower colleagues to excel in their roles. And our colleagues are always here to support each other, creating a strong sense of community and teamwork. Whether facing challenges or celebrating successes, we stand by one another, making sure that no one feels alone.

These approaches not only enhance our ability to meet customer needs effectively but also fosters a culture of collaboration, continuous improvement and excellence, where everyone feels valued and empowered. Through this, we will ensure that our workforce is well-equipped to provide outstanding services and experiences, driving customer satisfaction and loyalty.

Our key areas of focus to 2028 are:

- **Implement comprehensive training programmes:** Develop and rollout training programmes that focus on both technical skills and great customer experience. They will be tailored to roles, ensuring every colleague has the knowledge and skills needed.
- **Establish cross-functional teams:** Create cross-functional teams that bring together colleagues to collaborate on projects aimed at improving customer experience. These teams will work on identifying pain points, brainstorming solutions, and implementing changes that enhance service delivery.
- **Regular performance reviews and feedback:** Conduct regular performance reviews and provide constructive feedback to colleagues. This process will help identify areas for improvement, recognise outstanding performance and ensure that colleagues are continuously developing their skills. It will also align individual objectives to Vico Homes' goals, so colleagues can be proud of the impact they have on customers.





## How will we know we've been successful?

**$\geq 8.0$**

**colleague  
satisfaction**

**$< 10\%$**

**colleague  
turnover**

**Reduce  
our gender  
pay gap**

**Reduce our  
ethnicity  
pay gap**



### **Making it happen**

Our key aims are:

- We'll provide a Vico colleague experience to be proud of.
- We'll enable our colleagues to support our customers.



# Vico Homes



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A charitable Community Benefit Society registered under the Co-operative  
and Community Benefit Societies Act 2014. Register Number: 7530

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