

# Using Reward Strategy to Drive Organisational Impact

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**Purpose  
Driven**

**Performance  
Driven**

Trustful

Supportive

**Informing**

**Listening**

**Structured**

**Flexible**

**Innovative**

**Conservative**

**Fast Paced**

**Proactive**

**Collaborative**

**Competitive**



**Ethical**

**Challenging**

**Customer  
Centric**

**Employee  
Centric**

**Inclusive**

**Decisive**

**Recognising**

**Developing**

**Cautious**

**Ambitious**

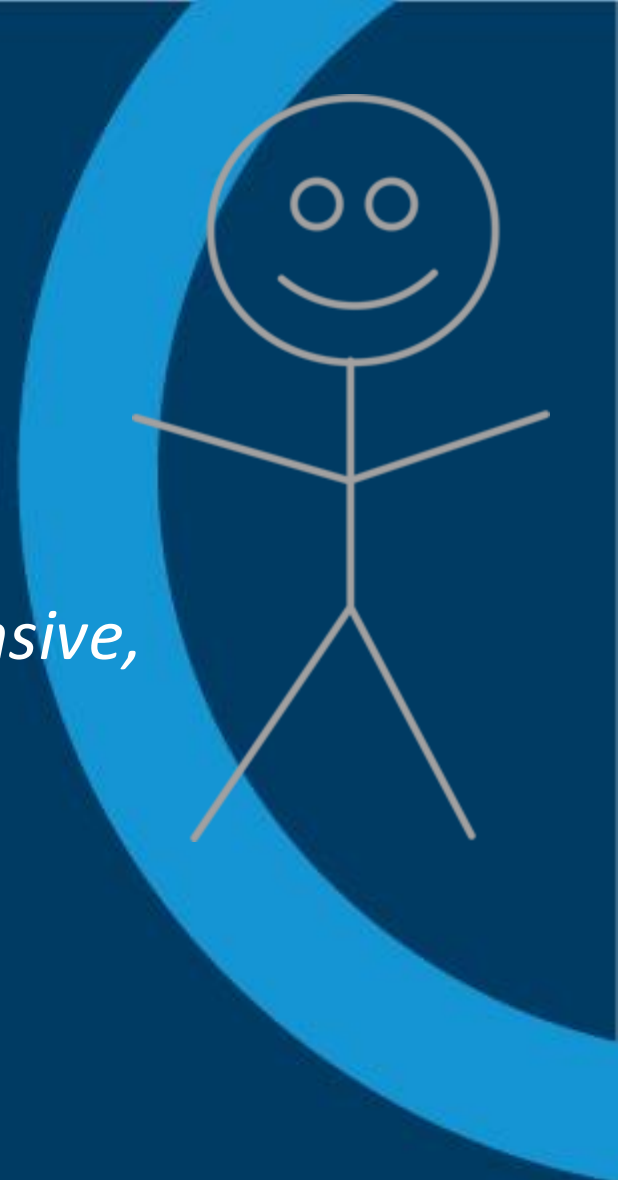
# Let's start by...

***...picturing your organisation as a person***

*e.g. caring, supportive, trendy, values driven, listening, responsive, traditional, transactional, risk taker, digital, agile... etc*

***Draw your picture as things come to mind and include the environment!***

***Be prepared to share! We will share ours later...***







Employee Benefits Awards 2025  
Winner  
Housing 21  
HR or Benefits Team of the Year  
Sponsored by Tusk

Employee Benefits Awards 2025  
Winner  
Housing 21  
Best Financial Wellbeing  
Strategy - Large Employer  
Sponsored by Visa

Employee Benefits Awards 2025  
Winner  
Housing 21  
Best Alignment of Benefits  
to Business Strategy



the chartered institute  
of payroll professionals

ANNUAL EXCELLENCE  
AWARDS 2025  
**SHORTLISTED**



**INVESTORS IN PEOPLE®**  
We invest in people Platinum

**BEST**  
♥ **PLACES  
TO WORK**  
2024 'GLASSDOOR'



Headline sponsor  
**pwc**

Recognising Leadership and Business  
Excellence in Pay and Reward

**Best Response to  
Cost-of-Living Crisis**  
**WINNER**  
**Housing 21**



**Recruiter  
AWARDS  
2025**

**WE'VE BEEN  
SHORTLISTED**



# Top 5 Tips...

*...to rethinking your total reward offer*



# Tip 1: Connecting People to Purpose

## About Housing 21

- Leading not for profit provider of **Retirement Living and Extra Care, empowering older people to live independently with on-site care or support.**
- Managing around **24,000 properties, 700+ schemes** and providing over **48,000 hours of social care** each week.
- People are at the heart of what we do with our guiding principles of **21, Better, Experience.**
- Our **values, diversity and inclusion** and feeling proud for working at Housing 21, each scored **4.6 out of 5 by 88% of our workforce.**
- Ultimately the success of Housing 21 rests on the **satisfaction we provide to our residents... 'Making a difference', feeling valued and proud...**
- **89% resident satisfaction**
- Our **People** are our **Purpose**



# Tip 2: Inspiring Leadership & Management

- Inclusive Decision Making
  - **Involve leadership** in the journey and connect ideas to the residents
  - Building reputations and **trust** – seat at the table
  - **Data driven** decision making
  - **Devolved model** – autonomous decision making (centralised enablers)
- Development
  - Leadership and Professional **Qualifications** offered in partnership with universities & colleges
  - **Inhouse L&OD team**, variety of learning activities, coaching, networks, etc.
  - Career pathways – ‘**Grow your own**’
  - **Personal** development – life skills
- Wellbeing, Diversity and Inclusion
  - Strategic agenda - **THRIVE**
  - ‘**Person first**’ culture
  - Employees said they ‘*can be myself at work*’ with a score of **4.5/5**
- High visibility and **connection to frontline** services, residents and employees



Enabling us to be our best

# Tip 3: 'Value' Driven Offer

- Benefits and Flexibility
  - **9-day fortnight** as standard
  - **2 paid volunteer days** – use at Housing 21 or other community activities (purpose)
  - **Pensions via salary sacrifice** – savings for employer and employees
  - **Healthcare cash plan** – paid for at level 2 for all employees (demographics & data)
  - **Wellbeing support** – OH, EAP and online GP – know your audience
  - **Financial wellbeing** – pension, salary sacrifice, shopping discounts, free/discounted gym, guest rooms, financial education
  - **Pay** – relationship with NLW, qualification enhancements, additional remuneration for responsibilities, interaction with recognition
  - **Professional and personal development** supporting careers in Housing and Social care
- Recognition
  - Culture of appreciation
  - Service based awards/Unexpected recognition
  - **Coming soon...** one stop shop recognition and benefits platform and annual celebration of performance and champions (individual, team and behaviours)



# Tip 4: Empowering Engagement

## Feedback that shapes our future

- **CEO updates** – ‘Keeping in Touch’ updates
- **Listening opportunities** - forums, surveys, working groups, focus groups, testing, team meetings, regular 121s, quarterly check ins
- **Communication** – feedback loop, important news, resident and employee stories
- **Platforms** – Workplace, Teams, Intranet, e-learning, My View
- **Types** – ‘Keeping Connected’ sessions, videos, webinars, posters, workshops

## Communities

- Events
- Partnership Working
- Affinity groups and networks



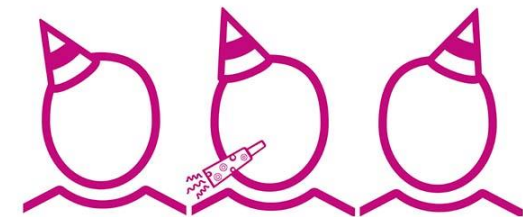
# Tip 5: Keeping it Real

Not taking ourselves too seriously...

- **Work in Progress**
  - **Guiding principles:** 21, Better, Experience - Culture of continuous improvement
  - **Investors in People** Platinum Partnership
  - Awards and accreditation **journey**
  - **Partnering model** – working closely with suppliers in Operations and People and Culture
- **Fun!**
  - Charity events
  - Digital social activities e.g. recipe book, Fantasy Football League, Run for All Team, competitions, sharing personal stories
  - **Celebrating success together** – 60<sup>th</sup> anniversary events
  - Celebrating with our residents



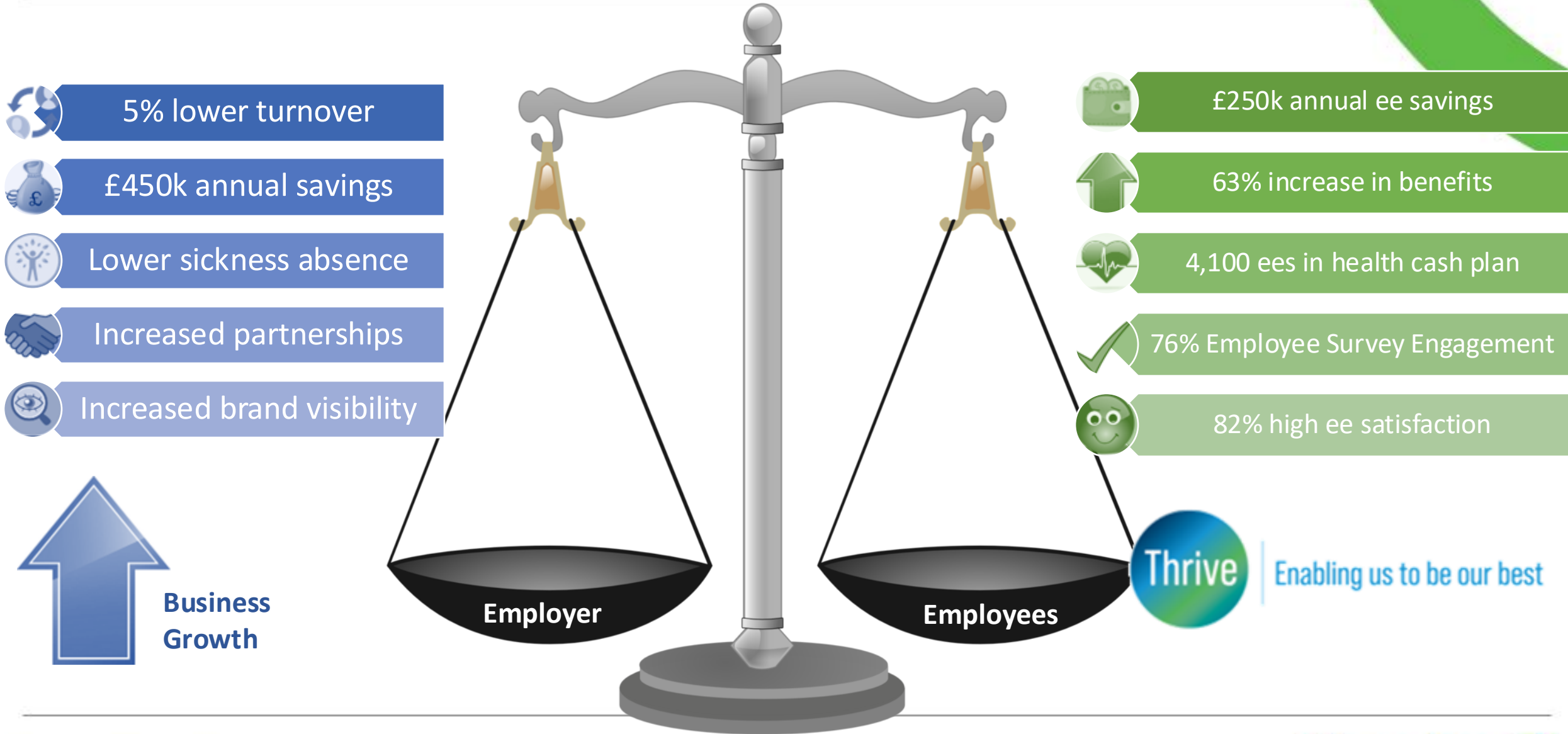
**WE'RE  
PLATINUM**







# Measuring our success



# Don't just take our word for it!

5.0 ★★★★★

11 Jul 2024

## Fab company to work for



Recm

Current employee, more than 3 years

Coventry, England

- ✓ Recommend
- ✓ CEO approval
- ✓ Business outlook

### Pros

9 day fortnight, good line managers, health plan

### Cons

cannot really think of any

5.0 ★★★★★

1 Aug 2024

still here!! :)



Local housing manager

Current employee, more than 1 year

Kingston upon Hull, East Riding of Yorkshire, Yorkshire and the Humber, England

- ✓ Recommend
- ✓ CEO approval
- Business outlook

### Pros

flexible working hours, great location, great salary, rewarding and challenging.

### Cons

ill have a think and come back to this one, if i dont come back then onwards we go.....

5.0 ★★★★★

14 Aug 2024

## Best Place to work



Local housing officer

Current employee, more than 1 year

Worcester, England

- ✓ Recommend
- CEO approval
- ✓ Business outlook

### Pros

Great company to work for lots of perks, holiday scheme, ...

### Cons

lots of different spreadsheets at times where the system c...

**BEST**  
♥ **PLACES**  
**TO WORK**  
2024 'GLASSDOOR'

5.0 ★★★★★

5 Aug 2025

## Great place to work



Building surveyor

Current employee, more than 3 years

March, England

- ✓ Recommend
- ✓ CEO approval
- ✓ Business outlook

### Pros

A fantastic company to work for. All employees have a willingness to assist and

### Cons

Yet to find anything I consider a negative.

5.0 ★★★★★

7 Aug 2024

## Great company



Care worker

Current employee, less than 1 year

Walsall, England

- ✓ Recommend
- ✓ CEO approval
- ✓ Business outlook

### Pros

Supported, encouraged to progress, pay above minimum wages, rewarding Job.

### Cons

There are no cons that I can think of

5.0 ★★★★★

## Housing 21 is the place for me



Anonymous employee

Current employee, more than 5 years

- ✓ Recommend
- ✓ CEO approval
- ✓ Business outlook

### Pros

· Great place to work · There a plenty of opportunities to le..

### Cons

I enjoy working at Housing 21, there are no cons.

5.0 ★★★★★

## Great company to work for



Assistant manager

Current employee, more than 8 yea

Derby, England

- ✓ Recommend
- ✓ CEO approval
- ✓ Business outlook

### Pros

Very supportive, look after employees, progression available. Very good employee benefits

### Cons

Nothing I can think of.

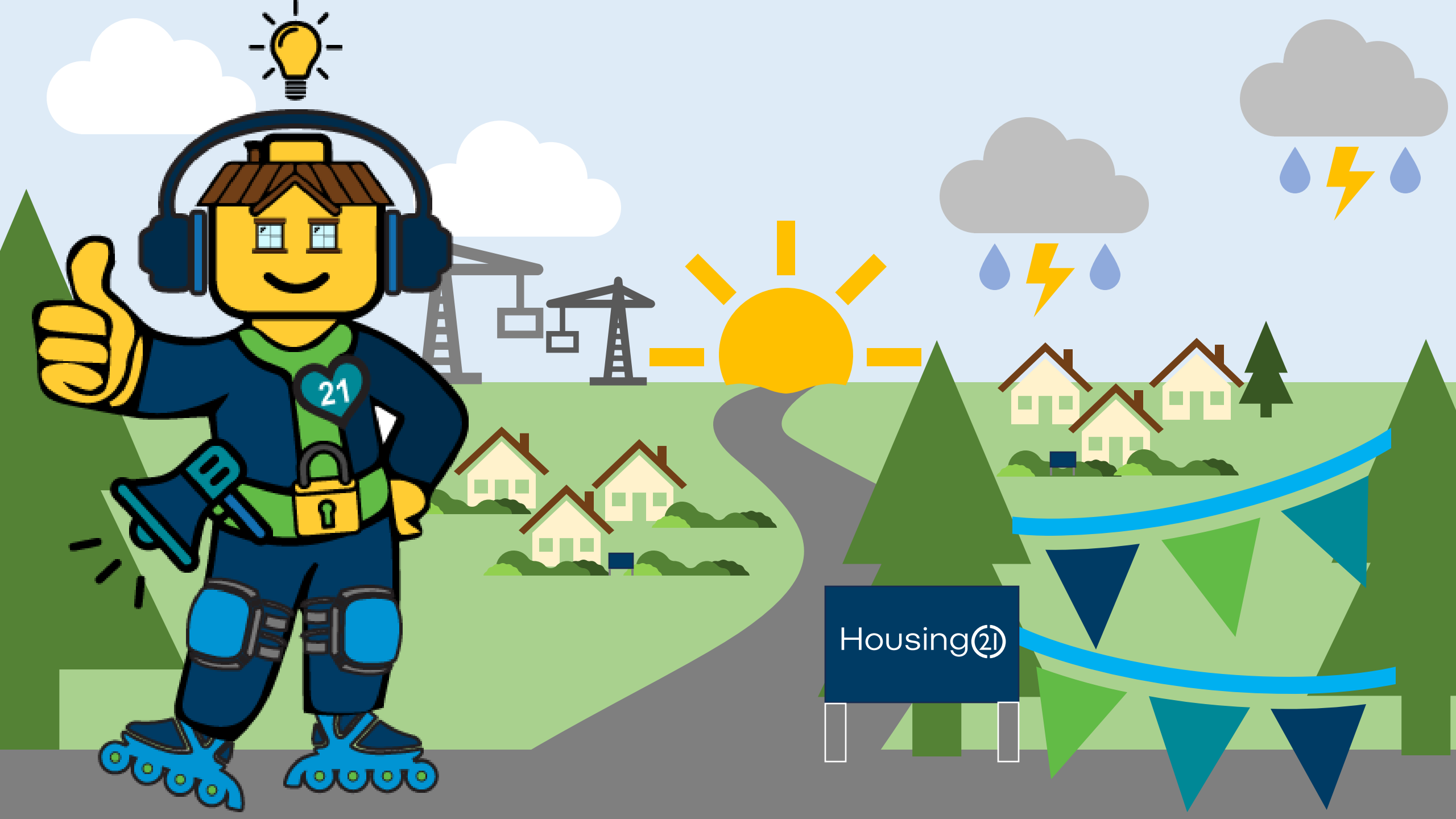


# Your employer...

*...as a person*

# And finally...

*...Housing 21 as a person*



Housing@21

# Rethinking Reward

## Our future guiding principles

1. Communication through technology
2. Wraparound wellbeing and family focus
3. Money matters
4. Sales environment and consumer mindset
5. Spillover between home and work
6. We are all allies
7. Inform, Educate and Guide
8. First impressions matter
9. Don't have to be first, but don't be last
10. Supporting employees to Thrive



# Thank you and Questions