













Raven
Housing Trust

One Raven Culture Handbook



Contents

Welcome	**3**
Our One Raven Culture Framework	**4**
Our Strengths Matrix	**5**
How do we use our Strengths Matrix?	**6**
Put Customers First	**8**
Customer Experience	10
Social Responsibility	12
Sector Specialisation	14
Always Be Curious	**16**
Being Open to Change	18
Working Flexibly	20
Continuous Improvement	22
Make It Happen	**24**
Operational Efficiency	26
Utilising Technology and Data	28
Partnership Working	30
Our People Management Strengths	**33**
Celebrating our Culture	**58**

Welcome

I am delighted to share with you our One Raven culture handbook - a guide to our culture statements and the key behaviours that help shape how we work together, to create a consistently great experience for our customers and one another.

At Raven our purpose is Building Homes and Changing Lives. We provide more than affordable housing. Day in and day out, we deliver what matters to our customers, investing in our homes to make sure they are good quality, fit for the future, and in neighbourhoods that are clean and safe.

We can only realise our purpose because of our people – you. That's why our culture is so important - it's the anchor and our greatest strength in all the decisions that we make. By working together towards the same outcomes, we all play a part in making a difference in people's lives.

Within this culture handbook, we've set out our Strengths Matrix. This tool brings our three culture statements to life by clearly outlining the organisational strengths that underpin our culture and drive our success, via our day-to-day behaviours and actions. We have also set out our People Management Strengths. This is because we recognise that managing and leading others requires a specific set of knowledge, skills, experience, and behaviours, to drive performance and engagement.

Whether you're just starting at Raven, or have been here for several years, this handbook has been created for you, by your peers.

As you read through, take a moment to think about how you can bring Raven's Culture Framework to life in your role through developing and consistently demonstrating our core knowledge, skills, and experience in all that you do.

Thank you for being part of our incredible team and making Raven a great place to work.

Jonathan Higgs, Chief Executive



"By working together towards the same outcomes, we all play a part in making a difference in people's lives."

Our One Raven Culture Framework

When we work as one unbeatable team, we satisfy our customers and make ourselves proud every day.

Our recipe for success? We **put customers first** in everything we do, we're **always curious** about how we can do better, and we work together to **make it happen**, leading to a great experience for our customers and one another.

Put Customers First

We care about our customers and so we understand, meet and pre-empt their needs; providing a consistently great experience.

Reliable • Honest • Empathetic

Always Be Curious

We ask questions, challenge the status quo, and learn from one another; continuously seeking ways to improve.

Inquiring • Inclusive • Solution-Focused

Make It Happen

We use our knowledge, experience and data to make decisions and take action; driven by our responsibility and commitment.

Accountable • Proactive • Collaborative

Our Strengths Matrix

Raven's Strengths Matrix sets out the organisational strengths (sometimes called 'competencies') that bring our culture statements to life.

It helps us understand what good looks like, support one another to develop the strengths, and hold each other to account for consistently demonstrating them in our actions and behaviours.

For each strength, we describe the core knowledge, skills, and experience across three levels: foundational, proficient, and advanced.

Your job description tells you which level applies to your role. The Strengths Matrix describes what that looks like in practice through the way we work, make decisions, and interact with customers and colleagues. Our key behaviours run through every level.

If you manage people, your job description will also show your level on the People Management Matrix, which sits alongside the Strengths Matrix. Please refer to the separate section at page 33.



How do we use our Strengths Matrix?

Day-to-Day:

The Strengths Matrix is for everyone at Raven. You can use it at any time to guide how you work, behave, and develop in your role.

For those in people management roles, the strengths described in the People Management Matrix at the applicable level also apply.

Look at the level that applies to your role and reflect on your strengths, where you could develop, and what you could do differently to be even more effective. Ask for feedback and use your Know Me, Focus Me, Grow Me conversations to agree actions and next steps with your manager.

You are not expected to have everything in place straight away, but you are expected to keep developing. Our key behaviours are the starting point for everyone and should be visible in all that you do.

Recruitment:

We assess candidates against the transferable knowledge, skills, and experience set out in Raven's Strengths Matrix and People Management Matrix, alongside the essential, job-specific requirements within the job description. This helps us choose the right people and identify any development needs early.

When interviewing for an internal role, you can use the Strengths Matrix (and the People Management Matrix where applicable) to help you prepare, by identifying ways in which you already demonstrate the strengths in your current role, how you will do so in the new role, and any areas you will need to develop.

Continuous development:

As part of our Know Me, Focus Me, Grow Me framework, you and your manager should regularly review how you are demonstrating the strengths in your day-to-day work, alongside your role-specific priorities and objectives.

Together, you and your manager should identify development areas, agree actions, and keep your personal development plan up to date so it supports you to grow in your current role or prepare for your next step.

Each year, we carry out a skills gap analysis across Raven to identify development priorities for individuals, teams, and the organisation, and to shape future learning and development activity.

Career progression:

All job descriptions are available on the Raven Intranet, along with a list of roles showing the relevant Strengths Matrix level and (where applicable), the level on the People Management Matrix.

If you are interested in moving into another role at Raven, you can use the Strengths Matrix and the People Management Matrix to identify the knowledge, skills, and experience you already have and what you need to develop, and build this into your personal development plan so you are ready when opportunities arise.









Put Customers

FIRST

We care about our customers and so we understand, meet and pre-empt their needs; providing a consistently great experience.

Reliable • Honest • Empathetic

Organisational Strengths

These are Raven's main strengths, which underpin our culture statements and drive organisational success. They are the combination of our knowledge, skills, and experience and the way we demonstrate these via our behaviours.

Customer Experience

Reliable • Honest • Empathetic

Core Knowledge, Skills, and Experience

These are the core building blocks for our organisational strengths and are necessary for all positions across Raven at foundational, proficient, or advanced level depending on role.

	Foundational	Proficient	Advanced
	This describes what the knowledge, skills, and experience look like on a day-to-day basis for all colleagues in every position, within our actions, decisions, and behaviours.	This builds on the foundational level and shows what the knowledge, skills, and experience look like day-to-day in these roles.	This builds on the foundational and proficient levels, and shows what the knowledge, skills, and experience look like day-to-day in these roles.
Customer Service	Knows who external and internal customers are and understands their own contribution to providing a consistently great experience.	Adapts approach to meet different customer needs and preferences.	Anticipates customer needs and offers proactive solutions.
	Demonstrates care, empathy, and respect in every interaction.	Balances efficiency with empathy to create a positive experience.	Contributes to service improvements based on customer insights and feedback.
	Responds promptly, consistently, and accurately to queries and requests using established processes.	Proactively engages with stakeholders to clarify expectations before taking action, providing regular updates to maintain trust and alignment.	Builds strong relationships with external and internal customers that increase trust and loyalty.
Communication	Ensures a polite and professional tone with colleagues and customers at all times.	Adapts communication style and method to suit the audience and situation.	Leads complex discussions, summarising key points and ensuring language is accessible to non-technical audience.
	Attentive during meetings and conversations, openly contributing to discussions and listening to others without interrupting.	Conveys ideas confidently and clearly.	Effectively interprets non-verbal cues.
	Proactively advises their manager or team leader of challenges, concerns, or specific support needs.	Asks clarifying questions to confirm understanding.	Identifies underlying considerations and concerns.
Handling Difficult Situations	Handles sensitive situations with tact, regulating personal emotional response.	Understands and applies basic principles of conflict resolution.	Resolves complex or sensitive conflicts confidently.
	Calmly addresses minor disagreements, seeking support from others as needed.	Supports open dialogue amongst relevant parties.	Pre-empts and mitigates conflict through effective engagement with relevant parties.
	Avoids gossip or causing unhelpful escalation of emotive situations.	Facilitates resolution of minor disagreements or misunderstandings.	Promotes a culture of constructive challenge as a positive aspect of collaboration.

Organisational Strengths

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Social Responsibility

Reliable • Honest • Empathetic

Core Knowledge, Skills, and Experience

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Equity, Diversity and Inclusion (EDI)	Understands what each of the terms, 'Equity, Diversity, Inclusion' mean, and how they apply at Raven. Recognises that customers and colleagues may have different needs, experiences, circumstances, and characteristics. Treats everyone with fairness and respect, reporting inappropriate behaviours using correct procedure.	Identifies and responds appropriately to customer needs, adapting approach to provide a fair and supportive service. Appropriately challenges disrespectful, abusive, or discriminatory behaviour, escalating as needed. Supports and facilitates open conversations about EDI.	Identifies actions that will improve equity, diversity, or inclusion within service delivery. Supports colleagues to recognise, understand, and respond effectively to diverse characteristics and needs. Incorporates EDI principles into policies, plans, procedures, and projects.
Value for Money	Recognises the need to use resources responsibly and applies this in their day-to-day role. Follows processes and procedures to ensure costs are controlled. Recognises opportunities to reduce waste and proactively raises these with colleagues.	Identifies and challenges inefficient processes and ways of working. Identifies opportunities to deliver better outcomes with the same or fewer resources. Considers financial implications when making decisions.	Balances quality, cost, and impact when making decisions. Builds value-for-money principles into plans and projects for service area. Drives long-term savings and service improvements through influencing others.
Environmental Sustainability	Understands how activities can impact the environment. Applies simple eco-friendly practices at work such as using recycling bins etc. Looks for ways to reduce environmental impact of daily activities such as keeping travel distances to a minimum.	Is familiar with Raven's environmental sustainability goals. Considers the environmental impact when making decisions in their day-to-day role. Suggests improvements to make processes or procedures more environmentally friendly.	Builds environmental sustainability into longer-term planning and projects. Balances service needs with environmental impact when making decisions. Champions environmentally responsible behaviours across teams.

Organisational Strengths

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Sector Specialisation

Reliable • Honest • Empathetic

Core Knowledge, Skills, and Experience

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Social Housing	Has basic awareness of why the housing sector exists and its purpose. Knows basic terminology used by Raven in relation to housing and tenancy types. Recognises basic needs of social housing tenants and the difficulties they may experience.	Has high-level awareness of the key challenges faced across the social housing sector. Knows the various services provided across Raven to external customers. Shares knowledge and experience within team to challenge misperceptions about customers or sector.	Keeps up to date with external changes that will impact the sector in the short, medium, and longer term. Contributes to decisions regarding service provision or approach in light of external changes impacting the sector and/or customer needs. Positively represents the social housing sector at external events.
Compliance and Risk Management	Understands that housing is a regulated environment and how this is relevant to own role. Follows policies, procedures, and guidelines to ensure fulfilment of compliance requirements, including completion of mandatory training. Recognises and reports basic risks in own work such as health and safety, safeguarding, and data protection risks.	Has good understanding of regulations and legislation that apply to own role or service area. Proactively identifies and assesses risks in own team or day-to-day activities, escalating as appropriate for inclusion on departmental risk register. Supports identification and implementation of actions to mitigate risks and maintain compliance.	Demonstrates solid and up to date understanding of key regulations and legislation that apply across areas of responsibility. Responsible for identifying, monitoring, and appropriately escalating operational risks in line with risk management framework. Collaborates with colleagues across teams to identify and implement actions to mitigate risks or prepare for regulatory and legislative changes.
Policy Implementation	Understands relevant policies, procedures, standards, and guidelines for own area of work. Closely follows procedures and processes to consistently and correctly implement policies in daily work. Proactively seeks guidance from appropriate colleagues when having difficulty implementing a policy, procedure, or process.	Considers value and impact of policies, procedures, and processes during day-to-day use, making suggestions for improvements as applicable. Supports colleagues to understand and follow policies, procedures, and processes. Contributes to development, review, and maintenance of policies, procedures, and guidelines within service area.	Oversees regular review and updating of policies and procedures in line with policy governance framework. Develops and oversees plans to effectively implement and embed policies and procedures across teams and service areas. Evaluates ongoing impact of policies including consistency of application and identifying improvements as needed.







Always Be
CURIOUS

We ask questions, challenge the status quo, and learn from one another; continuously seeking ways to improve.

Inquiring • Inclusive • Solution-Focused

Organisational Strengths

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Being Open to Change



Inquiring • Inclusive • Solution-Focused

Core Knowledge, Skills, and Experience

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 **Exploring Ideas**	Asks questions to understand others' experiences, how things work, or why we do things in a particular way.	Looks for creative solutions to problems and new ways of doing things.	Challenges assumptions and influences others to consider alternatives.
	Listens to others' ideas with an open mind.	Builds on others' ideas to make them stronger or constructively suggests alternatives. Builds upon others' ideas to strengthen them, or constructively suggests alternatives.	Turns ideas into practical improvements or strategies.
	Proactively shares own ideas for improvement.	Proactively seeks out different perspectives.	Brings ideas from other organisations, through attending external events and networking.
 **Sharing Knowledge**	Shares information readily and clearly with colleagues.	Shares and applies best practice approaches.	Adapts proven approaches to fit different situations.
	Learns from others' experience and expertise.	Proactively communicates useful insights with colleagues across teams.	Creates processes for sharing and recording knowledge at a team, department, or directorate level.
	Maintains accurate records via systems and documents.	Collaborates with colleagues to identify and implement lessons learnt.	Uses shared knowledge to drive improvement.
 **Informed Decision-Making**	Avoids assumptions and considers information carefully before making decisions.	Analyses information and identifies patterns or trends.	Makes well-informed decisions in urgent, complex, or uncertain situations.
	Asks questions to fully understand situations before judging or taking action.	Applies critical thinking when assessing information and making decisions.	Proactively engages with others to assess and constructively challenge current approaches.
	Uses initiative to make decisions within boundaries of policies and procedures.	Challenges assumptions held by self and others based on incomplete or inaccurate information.	Uses data and insight to shape plans and projects.

Organisational Strengths

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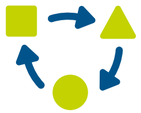
Working Flexibly



Inquiring • Inclusive • Solution-Focused

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 **Adaptability**	Readily adjusts to small changes in daily tasks, activities, or ways of working. Tries out changes with a positive attitude, providing feedback constructively. Collaborates effectively whether working in the office, vehicle, or from home.	Supports colleagues through periods of change. Readily takes on different tasks or activities as needed to support service requirements. Uses initiative to assess when it is appropriate to apply a policy or procedure flexibly to suit business need, seeking further guidance as needed.	Maintains a strong awareness of external changes that impact service area. Creates flexible plans to respond to evolving circumstances. Responds rapidly to sudden changes, collaborating cross-functionally to do so effectively.
 **Resilience**	Stays calm and focused when faced with routine pressures or setbacks. Persists with challenges, proactively asking for help and using basic coping strategies (e.g. taking breaks) to maintain balance. Demonstrates empathy and provides support to others as needed.	Maintains performance and positivity during periods of pressure. Manages setbacks constructively and without blaming others. Anticipates emotional reactions in self and others, proactively applying strategies to manage stress.	Remains effective in complex or uncertain situations, creating clarity for self and others. Supports the psychological safety of others through maintaining a calm and composed approach. Uses setbacks as opportunities for growth, learning, and continuous improvement.
 **Self Development**	Identifies own learning needs and seeks help when needed. Positively takes part in training or learning activities. Reflects on own performance to understand strengths and weaknesses.	Actively plans and works on personal development goals. Proactively seeks feedback and uses it to improve performance. Uses initiative to apply new skills and knowledge to daily work.	Aligns personal development with team, directorate, or organisational priorities. Seeks to develop knowledge outside of direct specialism or service area. Proactively takes on stretch objectives or outcomes to support further development.

Organisational Strengths

These are Raven's main strengths, which underpin our culture statements and drive organisational success. They are the combination of our knowledge, skills, and experience and the way we demonstrate these via our behaviours.

Continuous Improvement



Inquiring • Inclusive • Solution-Focused

Core Knowledge, Skills, and Experience

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 **Enhancing Processes**	Follows set processes and procedures to complete tasks correctly and provide a consistent service.	Actively seeks ways to enhance customer experience through improving processes within own service area.	Familiar with high-level principles of service design and how we use this approach at Raven.
	Suggests small changes in own day-to-day role to streamline tasks and processes.	Engages in regular review of activities and projects to determine what has gone well and what can be improved.	Collaborates with colleagues to improve quality and efficiency of processes across teams using insight and feedback.
	Takes account of how own actions and behaviours contribute to broader processes across teams.	Proactively shares better methods or approaches with colleagues.	Challenges outdated ways of working even when there is reluctance from others to change how things are done.
 **Using Feedback**	Listens openly when receiving feedback.	Actively seeks feedback from colleagues and managers.	Facilitates constructive conversations with colleagues in other teams around about areas for improvement.
	Reflects on own performance based on feedback from others.	Proactively uses feedback to identify and implement changes to own approach or behaviours.	Uses feedback from customers and colleagues to identify improvements at a team, department, or service level.
	Makes changes to approach and/or behaviours in line with guidance from manager or team leader.	Provides honest and constructive feedback to others.	Provides feedback to external suppliers and contractors based on regular review of performance against agreed service levels.
 **Learning from Mistakes**	Readily admits mistakes and takes accountability for them, using learning to inform future actions.	Analyses own mistakes to understand causes and identify ways to avoid them in future.	Uses own and others' mistakes as opportunities to improve processes and ways of working.
	Promptly reports issues to appropriate colleagues so they can be resolved in a timely fashion.	Openly shares learning from own mistakes with colleagues.	Collaborates with colleagues across teams to identify lessons learnt and how these can be implemented.
	Focuses on finding solutions rather than passing blame.	Proactively and positively supports colleagues to resolve mistakes.	Embeds the learning from previous mistakes or areas for improvement into longer term plans and approaches.







Make It
HAPPEN

We use our knowledge, experience and data to make decisions and take action; driven by our responsibility and commitment.

Accountable • Proactive • Collaborative

Organisational Strengths

These are Raven's main strengths, which underpin our culture statements and drive organisational success. They are the combination of our knowledge, skills, and experience and the way we demonstrate these via our behaviours.

Operational Efficiency



Accountable • Proactive • Collaborative

Core Knowledge, Skills, and Experience

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 **Time Management**	Orders day-to-day tasks in sensible manner in line with defined procedures. Consistently meets deadlines for routine tasks. Recognises when time pressures arise and proactively seeks support to manage them.	Plans and structures time effectively, making use of time management techniques such as time blocking. Delivers work on schedule while managing interruptions and deadlines. Anticipates workload peaks and plans ahead to stay on track.	Manages time and workload across multiple workstreams or projects. Develops processes that improve efficiency and productivity for self and team. Applies project management principles and techniques as appropriate.
 **Prioritisation**	Clarifies what's expected in own role and team, seeking direction when unsure what to prioritise. Clearly communicates realistic timelines and outcomes to ensure shared understanding. Adjusts priorities in a flexible manner when required.	Evaluates tasks based on urgency and importance to prioritise workload effectively. Balances competing priorities by setting boundaries and negotiating effectively. Makes informed trade-offs when priorities conflict, ensuring critical work is delivered.	Balances complex and competing priorities, sharing workload with others as appropriate. Ensures own priorities align with wider strategic priorities. Anticipates potential gaps or risks in expectations and proactively addresses them before they become issues.
 **Problem Solving**	Recognises when a problem has occurred and uses established processes to proactively resolve it or escalate as appropriate. Approaches problems positively, contributing ideas for solutions. Gathers straight-forward information to identify the cause of problems without jumping to conclusions.	Independently considers problems and weighs up options for resolving them, sharing these with others for input as needed. Collaborates with others within and across team/s to gather information and identify root causes for problems. Anticipates potential challenges or obstacles and puts actions in place to avoid them.	Tackles complex or ambiguous problems creatively, collaboratively, and in a structured manner. Balances short and long-term impacts when deciding on appropriate solutions. Anticipates potential challenges, issues, and risks at a department, directorate, or organisational level and proactively plans for them.

Organisational Strengths

These are Raven's main strengths, which underpin our culture statements and drive organisational success. They are the combination of our knowledge, skills, and experience and the way we demonstrate these via our behaviours.

Utilising Technology and Data



Accountable • Proactive • Collaborative

Core Knowledge, Skills, and Experience

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 **Digital Literacy**	Uses core digital tools and systems to complete duties and collaborate with colleagues. Follows procedures and guidance to ensure correct, consistent, and secure use of systems Aware that digital tools are evolving quickly and learns new skills with support.	Uses a range of digital tools confidently for daily work. Chooses the right digital tool to meet different requirements of the task, customer, or colleague. Supports colleagues within team to confidently use core digital tools.	Leads the adoption of new digital tools and systems across team, department, or service area. Promotes digital confidence and skills across team, department, or service area. Uses digital solutions to improve services and ways of working.
 **Data Literacy**	Understands the basics of what data is and how it is important in the role. Follows guidance to collect, record, and share data to ensure it is accurate and secure. Reads and uses simple data (e.g. basic charts or reports) in daily work.	Analyses data to find patterns, trends, or insights. Uses data to support problem-solving and decision-making. Shares data in clear and simple ways with colleagues.	Uses data to shape plans, develop approaches, and improve services. Uses data and insights when explaining the reasons for decisions or seeking to influence others. Ensures data is used responsibly, ethically, and effectively.
 **Using Performance Metrics**	Understands basic performance measures for own role and team. Participates in review of performance metrics during team meetings and one-to-ones. Implements actions agreed with manager or team leader to improve team or individual performance based on key metrics.	Understands performance measures for wider department or service area. Uses performance data to improve daily tasks within own role or team. Identifies own development areas and actions to address these using performance metrics.	Familiar with key performance indicators across service areas. Proactively monitors relevant performance metrics for team, department, or service area and identifies actions to address concerns. Collaborates with colleagues to identify possible correlations between performance results across team, department, or service area.

Organisational Strengths

These are Raven's main strengths, which underpin our culture statements and drive organisational success. They are the combination of our knowledge, skills, and experience and the way we demonstrate these via our behaviours.

Partnership Working



Accountable • Proactive • Collaborative

Core Knowledge, Skills, and Experience

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 **Teamwork**	Reliably, promptly, and correctly completes tasks within own area of responsibility to support wider process and service. Positively collaborates with others to complete shared tasks. Proactively engages with wider Raven activities.	Proactively collaborates with colleagues to agree effective distribution of work to achieve shared outcomes. Reprioritises own workload to support colleagues with business-critical activities and outcomes as appropriate. Builds strong relationships with colleagues across teams, positively participating in cross-functional projects and activities when needed.	Drives cross-functional collaboration through leading projects, initiatives, or activities that involve colleagues across business areas. Supports effective team-working through agreeing shared expectations and clear allocation of responsibilities. Contributes to effective team dynamics by taking account of individual goals, perceptions, and experiences.
 **Stakeholder Engagement**	Understands in basic terms who external stakeholders are and the relevance to own role. Works effectively with suppliers, contractors, or consultants undertaking activities within own team or service area. Promptly highlights issues or concerns to manager or team leader regarding performance of supplier, contractor, or consultant.	Builds and maintains positive relationships with external stakeholders in own service area. Supports with selection of suitable suppliers, contractors, or consultants for activities in own service area. Contributes to regular performance review of suppliers, contractors, and consultants in own service area.	Accountable for effective procurement and/or ongoing management of suppliers, contractors, or consultants. Proactively monitors performance of suppliers, contractors, or consultants against agreed service levels and takes corrective action as needed. Maintains long-term partnerships with external stakeholders to support achievement of service and organisational goals.
 **Community Involvement**	Acts as an ambassador for Raven at all times. Understands how Raven is part of the local community in areas we provide services. Takes part in community activities or initiatives as part of role or to support wider service areas.	Has general awareness of the types of communities in which Raven provides services. Understands how Raven works in partnership with other service providers to support customers. Contributes ideas on how Raven can improve visibility, reputation, or relationships within local community.	Supports colleagues within and across teams to understand the impact of Raven's services on local communities. Advocates for community needs in team, department, or service level planning and decision-making. Proactively considers or suggests suitable local organisations when services are procured.



Our People Management Strengths

People managers play an integral part in driving performance and engagement by acting as role models, coaching team members, building trusting relationships within and across teams, supporting development, and ensuring that all colleagues are working towards the same priorities and outcomes.

If you manage others, the People Management Strengths apply to you at the applicable level, alongside the Strengths Matrix.

The People Management Matrix is used in the same way as the Strengths Matrix for recruitment and development. Like the Strengths Matrix, you are not expected to have everything in place straight away and we will provide support through our manager development programme and other initiatives to help you build these strengths.

However, we do expect all our people managers to proactively engage in learning, seek out opportunities to improve, and take ownership for identifying and acting on development needs for themselves and their team members.







1st

Put customers **FIRST**

We care about our customers and so we understand, meet and pre-empt their needs; providing a consistently great experience.

Reliable • Honest • Empathetic

People Management Strengths

These are the core strengths demonstrated by Raven's people managers and leaders (in addition to those in our Strengths Matrix), which drive high performance and colleague engagement.

Setting Direction

Team Leader	Manager	Head of Service or Department	Assistant Director	Executive Director
Leads a frontline team to deliver consistent, reliable, good-quality services through managing daily operations, tracking and refocusing team performance, driving demonstration of Raven's key behaviours, and implementing effective people management processes and approaches.	Oversees a defined service area or function with responsibility for budget management and resource allocation. May have team leaders and/or specialists reporting to them. Accountable for operational performance, continuous improvement, culture, and value for money within service area or function.	Leads multiple teams or service areas with overall responsibility for performance of those areas, translating strategic objectives into effective practices, and prioritising competing activities in line with strategic objectives, business needs, and regulatory requirements.	Leads a complex service area or function in terms of risk, impact, and degree of change, using broad knowledge of Raven's services, priorities, and external context to shape and drive strategic outcomes, manage risks, and resolve corporate level challenges, deputising for the Exec Director as needed and driving organisational performance via cross-functional collaboration and influence.	Leads a directorate that includes a range of functions and service areas, with overall accountability for performance, culture and compliance across those functions, setting organisational vision and direction, leading corporate-level strategy, influencing sector-wide outcomes, and ensuring delivery of long-term objectives and culture.
Clearly conveys operational goals and priorities and the reasons for these.	Can clearly articulate the organisation's strategic outcomes and how teams contribute to these.	Responsible for shaping and implementing service-level plans that contribute to strategic outcomes and business needs.	Owns cross-functional and/or directorate level plans that directly support corporate strategy and impact wider organisation.	Sets strategic vision for the organisation.
Cascades organisational messages to team members in a timely manner.	Balances short-term delivery with medium-term improvements when setting priorities and allocating resource.	Anticipates risks and opportunities when setting direction for teams and service areas.	Takes the lead on key projects that form part of the strategic portfolio, taking overall responsibility for the success of these.	Inspires confidence across the organisation through compelling articulation of purpose and priorities.
Fosters a strong team culture that aligns with our One Raven culture framework.	Communicates priorities across multiple teams or positions, tailoring the message as applicable.	Ensures alignment of priorities across interconnected teams and service areas.	Balances strategic outcomes with practical delivery to achieve sustainable outcomes.	Ensures agility by reviewing and adjusting corporate strategy and ambition as and when required.

Reliable • Honest • Empathetic

People Management Strengths

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Emotional Intelligence

Listens and responds empathetically to team members, taking account of individual needs and experiences.	Manages cross-team dynamics effectively, responding constructively to emotional cues.	Uses emotional insight to influence and negotiate effectively.	Demonstrates awareness of emotions and perceptions that contribute to complex situations.	Champions an emotionally intelligent organisation through demonstrating honesty, openly discussing areas for improvement, and amending approach when needed.
Demonstrates self-awareness including own areas for development and a proactive approach to addressing these.	Coaches direct reports to develop self-awareness and resilience.	Anticipates the emotional impact of change and proactively identifies actions to mitigate detrimental impact on colleagues and customers.	Remains calm, composed, and empathetic even when under pressure.	Considers culture, ethics, and individual perceptions when making major strategic decisions.
Recognises the impact of own actions and behaviours on colleague engagement levels and wider performance.	Drives a culture of trust and psychological safety including confidence amongst team to discuss areas for improvement.	Balances empathy with business feasibility or reasonableness to meet specific needs or expectations, taking a measured approach.	Role models authenticity and integrity, being open about one's own principles and values whilst maintaining a measured approach.	Inspires confidence, trust, and loyalty across diverse stakeholders internally and externally.



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Head of Service or Department

Leads multiple teams or service areas with overall responsibility for performance of those areas, translating strategic objectives into effective practices, and prioritising competing activities in line with strategic objectives, business needs, and regulatory requirements.

Assistant Director

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Executive Director

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Performance Management

Team Leader	Manager	Head of Service or Department	Assistant Director	Executive Director
Sets clear goals and priorities within direct team to drive day-to-day operational performance, productivity, and efficiency.	Drives high performance within service area or function, using data, insights, and feedback to improve outcomes over the medium and longer term as well as quick wins.	Leads on establishing performance frameworks for service area/s or function such as clear work standards, SLAs, QA processes, and/or KPIs that align with strategic objectives and business needs.	Works with colleagues to identify correlations between performance measures and address related and/or systemic performance issues across service areas or functions.	Oversees organisation-level performance, ensuring identification and alignment of WIGS and KPIs with strategic vision.
Uses data and insights to track team performance against key targets or measures and identify actions to resolve day-to-day operational issues.	Works with managers and colleagues in other service areas or functions to ensure strong performance across inter-related elements of the customer journey.	Ensures consistency of performance across service areas, working with senior managers in other departments to agree priorities and ensure joined up approach.	Benchmarks performance of service area or function against external standards, using findings to shape directorate and organisation-level plans and priorities.	Leads on creating golden thread from strategic outcomes through to team-level targets, measures, and priorities via initiating cascade through reporting lines and proactive communication of changes to plans.
Holds team members accountable for delivery of operational priorities and demonstration of key behaviours, consistently applying fair and reasonable consequences.	Drives a culture of accountability and recognition through regularly discussing team-level challenges and achievements.	Has overall accountability for effective delivery of services within teams or service areas, achieved through effective management of others.	Has overall accountability for effective implementation of strategic plans within service area/s or function and contribution to those in other functions via collaboration with colleagues.	Holds highest level of accountability whilst empowering senior managers to drive performance; using data, insights, and feedback to gain suitable assurance in priority areas.



Reliable • Honest • Empathetic









Always be
CURIOUS

We ask questions, challenge the status quo, and learn from one another; continuously seeking ways to improve

Inquiring • Inclusive • Solution-Focused

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Strategic Thinking					
	Can clearly articulate how team tasks contribute to wider goals and priorities.	Balances short-term operational demands with longer-term priorities via effective work allocation and resourcing across service area or function.	Has overall responsibility for policy development in own service area/s, ensuring suitable alignment with best practice, corporate strategy, organisational culture, regulatory changes, and emergent trends.	Directly contributes to development of corporate strategy and leads on creation of cross-functional plans to achieve strategic outcomes.	Maintains in-depth, up-to-date knowledge of industry trends and policy developments, regularly horizon scanning to identify implications for current or future strategy.
	Supports team members to understand how their work contributes to the broader customer experience and our overall organisational purpose.	Facilitates regular discussion with team members around what's working well and what isn't, collaboratively identifying improvements and tracking action plans.	Takes ownership for tracking longer-term impact on performance of service-level changes to policy, standards, or ways of working, to measure success and drive benefit realisation.	Leads of proactive development of cross-functional plans to prepare and respond to internal and external factors that will have a significant impact on service provision or delivery.	Leads on proactive identification of need and opportunity for transformational change that aligns with internal and external factors.
	Proactively identifies and implements improvements within day-to-day operations that will support longer-term performance such as via increased efficiency.	Anticipates and plans for medium-term challenges for service delivery such as peaks in workload due to a particular event, activity, or time of year.	Proactively builds external networks inside and outside of sector to gain insights and lessons from other organisations.	Anticipates cross-service impacts and implications when shaping plans, collaborating with colleagues to mitigate risks and remove obstacles.	Proactively builds and engages with external networks to influence outcomes for Raven and the wider sector though visibility, collaboration, and strategic partnerships.

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Developing Others	Provides regular feedback to support individual development and to recognise contribution, effort, and achievement.	Empowers others through effective delegation of defined activities, providing clear expectations and suitable support to achieve desired outcomes.	Oversees succession plans for department or service area/s, working with managers to build a talent pipeline via structured development plans and actions.	Aligns directorate-level learning and development priorities with strategic goals as well as business need.	Models a culture of empowerment and accountability through supporting senior managers to lead on key activities and projects, delegating responsibility for performance outcomes as appropriate.
	Supports all team members to develop knowledge, skills, experience, and behaviours to drive performance in role as well as readiness for career progression where applicable.	Proactively creates development opportunities within team through re-allocation of work across positions, cross-training, shadowing, peer-to-peer mentoring, step-up opportunities etc.	Role models a coaching approach through empowering direct reports to own day-to-day delivery and supporting them to find their own solutions to challenges and obstacles.	Sponsors talent development across the directorate through identifying and supporting opportunities for cross-service career growth.	Leads on talent development and succession planning at senior level to maintain appropriate knowledge, skills, and experience within leadership roles across service areas.
	Puts structured plans in place at an early stage to address performance concerns, taking account of individual needs and appropriate accommodations.	Maintains up-to-date knowledge of team member performance, development needs, and readiness for next role to support succession planning.	Embeds learning and development into workforce planning through proactively identifying gaps in knowledge, skills, and experience across service area/s and building training time into plans and/or recruitment to fill gaps.	Champions investment in skills for future needs, and builds into strategic plans as applicable.	Acts as a mentor to direct reports, sharing knowledge and experience to support decision making at the appropriate level.

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Championing Change	Supports team members through change, demonstrating empathy towards differing reactions, and working to maintain morale during challenging situations.	Promotes continuous improvement, building time into regular routine to discuss areas for improvement with team members and ensuring clear ownership of routine process and procedure updates.	Leads change projects across service area/s, ensuring a structured approach that is regularly evaluated and refined in response to input from colleagues.	Leads on cross-functional change initiatives, collaborating with colleagues across directorates to ensure alignment with strategy, culture, and business needs.	Sponsors strategic change initiatives, inspiring confidence through clear leadership.
	Acts as an ambassador for change, positively supporting the communication of reasons and benefits for the change at a team and individual level.	Supports team members to adapt to new processes and ways of working, ensuring that appropriate training is in place that aligns with individual needs.	Proactively engages with colleagues at all levels to obtain suggestions and input regarding proposed changes at an early stage, to ensure they feel heard.	Builds readiness for change through engaging with colleagues at an early stage to discuss proposals and assess appetite and feasibility ahead of building the business case.	Initiatives large-scale transformation, collaborating with colleagues at an early stage to shape approach.
	Proactively collates ideas and feedback from team members regarding changes that are being implemented, sharing with the project lead or sponsor for consideration.	Builds commitment and reduces resistance to change through regular engagement with team members including timely updates on actions taken in response to queries and concerns.	Works with colleagues to identify potential impacts of change within own and other service areas and actions to mitigate these.	Leads on providing regular updates to internal stakeholders to maintain momentum and engagement for the change as well as assurance to directors and the Board as applicable.	Ensures approved change projects will deliver long-term strategic benefits and value for money.

Inquiring • Inclusive • Solution-Focused









Make it HAPPEN

We use our knowledge, experience and data to make decisions and take action; driven by our responsibility and commitment.

Accountable • Proactive • Collaborative

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Decision Making

Makes informed decisions based on data and team member input to proactively resolve day-to-day issues.	Uses critical thinking to consider whether the information being used to make decisions is sufficiently detailed and accurate, gaining further details and input as needed.	Takes responsibility for making service-level decisions using robust analysis and collaborating with colleagues to consider cross-service and long-term implications.	Takes responsibility for high-impact, directorate-wide decisions, liaising with senior managers to ensure the interests of all impacted areas are considered.	Makes organisation-wide strategic decisions, gaining input from colleagues and customers as appropriate.
Involves the team in decision-making whenever appropriate and sets clear expectations around implementation of agreed actions.	Balances risk, resource implications, culture alignment, and stakeholder needs when making decisions.	Uses governance structures effectively to ensure sound decision making.	Leads on implementing structured decision-making frameworks and approaches with senior colleagues.	Considers external as well as internal impacts when making strategic decisions, including political, social, and reputational factors.
Uses initiative to make decisions but escalates or engages with others in a timely manner where input from others is needed.	Collaborates with peers to ensure consistent, fair, and equitable decisions across teams, taking account of customer, business, and individual needs.	Communicates service-level decisions clearly and transparently and ensures cascade of information to appropriate levels in a suitable format.	Critically reviews decision-making approach and outcomes and implements learning.	Takes accountability for long-term risks and outcomes of strategic decisions.



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Cross-Functional Working

Team Leader	Manager	Head of Service or Department	Assistant Director	Executive Director
Builds effective relationships with other team leaders and managers to ensure joined up approach to service delivery across the business area.	Ensures team members consider the end-to-end process or customer journey to understand the broader impact of their actions.	Oversees service design within department and service area/s, ensuring effective flow of work between roles, teams, and with other business areas to support cross-functional working and avoid bottlenecks or silos.	Builds alignment amongst internal stakeholders across directorates in line with One Raven culture, strategic outcomes, and business needs.	Shapes a culture of cross-functional collaboration through ensuring the right people contribute to strategic decision-making at any early stage.
Takes account of challenges faced by colleagues in other teams and supports with the resolution of these, particularly where own operational area causes or contributes to them.	Maintains an awareness of the priorities of closely associated teams though regular engagement with other managers.	Ensures suitable knowledge management activities are implemented across service area/s to avoid single points of failure and support workforce agility.	Has cross-functional knowledge of Raven's service areas, performance metrics, priorities, risk, and challenges, which is continuously updated via regular internal and external networking.	Builds strategic alliances within and across sectors for the benefit of Raven, our customers, and the sector.
Works to reduce silo working by supporting team members to collaborate and engage with others, taking part in wider Raven activities and projects.	Collaborates with colleagues to proactively identify and remove barriers to cross-team working and support a joined-up approach.	Engages and influences stakeholders up to executive director level to drive goals and priorities for service area/s.	Identified and develops cross-functional partnerships with external organisations in line with strategic outcomes and business needs.	Champions organisation-wide collaboration to achieve collective goals through maintaining visibility and driving clear communication across levels.



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Commercial Acumen					
	Understands costs and budgets relevant to the team.	Familiar with budget planning, forecasting, and cost control processes, effectively managing budget across team/s.	Develops business cases for service improvements that clearly set out the costs and benefits.	Oversees significant budgets and resources in own cost centres and/or across reporting line, taking overall accountability for effective budget management.	Shapes financial strategy for the organisation.
	Ensures use of resources responsibly and efficiently by team members across daily operations and proactively identifies opportunities to reduce waste.	Optimises budget through balancing cost with quality of service delivery and wider impact.	Monitors financial performance of service area/s to maintain oversight of budget management across cost centres within reporting line.	Works with peers to track and maintain financial sustainability within and across directorates.	Balances commercial opportunities with social purpose.
	Provides constructive feedback to contracts managers regarding performance of suppliers and contractors.	Proactively identifies opportunities to increase value for money through improved processes and other efficiencies.	Ensures appropriate quality assurance checks are in place and being implemented across service area/s.	Proactively explores and proposes enhancements to aspects of current operating model to improve customer experience, colleague engagement, and value for money.	Ensures long-term financial resilience and sustainability.

Accountable • Proactive • Collaborative



Celebrating our Culture

At the end of every quarter, we celebrate our colleagues' achievements at the **One Raven Culture Awards**. This peer-to-peer scheme was created by our colleagues, ensuring everyone has the opportunity to shine and recognise team members who bring our culture statements to life.
Here are just a handful of nominations…







Angela takes the time to really talk things through with customers and the team, asking questions and gathering all the right information so she can build her knowledge and find the best solutions. Angela really thrives on helping people. You see it when she's supporting customers, but also back in the office – she makes sure everyone has what they need, shares helpful resources, and is always happy to pass on her knowledge. It honestly makes a big difference to everyone's day!



Ollie is a great addition to the IT helpdesk. Nothing is too much trouble for him. He's very responsive, researches to find a solution and gives you the solution at your convenience. One of our software solutions in finance is notoriously tricky to install, but Ollie owned this so it was installed and working on my new laptop with no fuss. I could have easily ticked all 3 culture statements hence the nomination for One Raven.

Katrina is always the first person in the team to drop everything to take an urgent task for a tenant who has no food or gas/electricity and needs an emergency appointment that day. It doesn't matter what else Katrina has on, she always goes out of her way to prioritise these cases and make sure they get the help they need even if it means juggling her other work.

Raven
Housing Trust



www.ravenht.org.uk