

StMungo's

People and Culture Strategy

2025-2030

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Our vision

To have thriving, empowered colleagues who are passionate about our purpose to end homelessness and rebuild lives, committed to our values, and motivated to make a lasting impact for our clients.

We will strive to create a culture where every individual feels **supported**, **valued** and **inspired** to contribute their best.



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Foreword

One of the amazing things about working in St Mungo's is the fact that all of us play a role in delivering our purpose of ending homelessness and rebuilding lives. That purpose is a thread that connects us all and, more often than not, the reason we all joined St Mungo's in the first place.

St Mungo's is a stimulating place to work. We make a difference to people's lives every day and that is inspiring. We are a really diverse organisation spread across six cities, and alongside our permanent colleagues we are lucky to work with locums, volunteers, students, apprentices, client ambassadors and trustees. Seven colleague diversity networks provide support and are agents for change across the organisation, and our colleague forum representatives input into the way the organisation is run. Our team wellbeing fund offers reward for hard work, while our STAR Awards and long service celebrations recognise the amazing contributions of colleagues.

It was fantastic to see an engagement score of 83% in our 2024 annual colleague survey. But we should be ambitious in driving to make St Mungo's an even greater place to work. So, I'm really pleased to launch this new People and Culture Strategy for the next five years. We need to focus more on career development and talent management so that colleagues have the best support to progress. We need to push further with our work on equity, diversity and inclusion to make St Mungo's an anti-racist organisation, with diversity at all levels. And we need to continue to ensure that everyone has the right support to do their jobs, from training and learning to recruitment processes and employee benefits.

When we have colleagues who are supported in their roles, feel valued for their work and inspired to do their best, we deliver our best services to our clients. So, if we are successful in delivering this strategy, across St Mungo's you will feel even more that your contributions are recognised and appreciated. You will experience an even more supportive environment where your wellbeing is prioritised, and your voices are heard. And you will be inspired even more to do your best at work each day by feeling confident in your role, with a strong sense of belonging.

I am so proud of the progress we have made recently and look forward to working together across St Mungo's to bring this strategy to life over the coming years.

Thank you for all your dedication and hard work as always

Emma Haddad
CEO



Introduction

At St Mungo's, our colleagues are our most valued asset and at the heart of everything we do. This People and Culture Strategy reflects our commitment to ensuring that every colleague feels valued, empowered and connected to our purpose of ending homelessness and rebuilding lives. This People and Culture Strategy recognises that our colleagues are crucial for St Mungo's long-term success and in achieving our missions.

Our goal is to create an engaging, inclusive, and empowering workplace, which supports the organisational strategy and in particular **priority 5 'Ensuring St Mungo's is a great place to work'**, where all colleagues feel motivated and supported to thrive. This strategy outlines how, by fostering an inclusive, engaging and supportive workplace, we will attract quality candidates, improve retention of our existing talented colleagues, enhance employee engagement, create a safe and supportive culture, and ensure clear pathways for growth and development.

Equity, diversity and inclusion (ED&I) is the thread that runs through every intention of this strategy. We have a separate ED&I strategy that recognises the importance of belonging for our people, clients and services. This strategy also plays a vital role in driving inclusive culture and practice. Its launch is timely, following the publication of our external Race Equity Review, which highlighted both good practice and areas for improvement. These include the need to apply an intersectional lens to our actions and decisions, particularly in relation to lived experience and neurodiversity. The review will directly inform our refreshed and bold 2025 Race Action Plan.

Why is this important?

As demand for our services increases, we must deliver our vital services both efficiently and to a high standard. This strategy aligns with our values of **commitment, creativity, inclusivity, empowerment** and **accountability**, addressing key people issues sustainably. Through planned initiatives, colleagues will have the skills and knowledge to do their jobs and feel more connected, supported and motivated. This will lead to high engagement and improved job satisfaction and create transformative and sustainable outcomes for clients.

Connecting our strong purpose, our values and our people makes a strong foundation for an impactful and high performing organisation where we see our organisational values reflected in mindsets and behaviours.



Committed



Creative



Inclusive



Empowering



Accountable

People and culture at St Mungo's – now and the future

In 2025 our workforce consists of approximately 1,400 employed colleagues, 400 locum colleagues, and more than 500 volunteers, as well as student placements and lived experience apprentices. Our talented and committed teams are focused on ending homelessness and rebuilding lives, whether that's through direct client support every day and night, or through the essential central services that are here to enable our frontline services and contracts.

Colleagues are based in more than 140 services, geographically dispersed and often working remotely from senior leadership. The workforce is diverse in characteristics including age, and colleagues have different wants and needs, intergenerational and intersectional, which we need to understand and respond to.

2025: where we are now

- Our 2024 colleague survey showed an improved engagement score from 73% in 2023 to 83%.
- We have lower satisfaction and engagement scores amongst colleagues with shorter service, and amongst younger workers.
- Colleague retention has improved, and voluntary turnover is down from 24% in 2022 to 15.4% in 2025 against a 20% target.
- 59% of the workforce are women and 47% are Global Majority (including locums).
- Ethnic diversity in management and leadership is lower than we want at 27% and 17% respectively, against a 30% target.
- Sickness absence lost time is at 5.7% in 2025, against a target of 4%.
- Agency use continues to reduce as we fill roles more quickly.
- Our median gender pay gap at -1.6% is good, but our median ethnicity pay gap of 5.7% needs to be reduced.

Looking forward

Key priority outcomes will be:

A culture that ultimately supports us to achieve our purpose.

Motivated and engaged colleagues, who regardless of age and length of service feel engaged, psychologically safe and proud to work for us.

Clear workforce plans and systems are in place that are fit for the future and enable good decision making.

Improved diversity in leadership, with more of our leadership being visible, to build on transparency and trust across the organisation.

A culture where workplace wellbeing is prioritised and lived experiences are valued, where success and achievements are celebrated, and where learning is encouraged and supported.

We have committed to **six objective areas** that will serve as a framework, alongside our values, for us to take action and measure our progress:



1. Recruitment, onboarding and retention:

We will attract and retain passionate individuals with a strong alignment with our organisational values and support them to do their best with clear expectations, mentoring and the right tools and physical environments to do their job well.



2. Culture:

We will foster a culture where client involvement and lived experiences inform our practices and are valued, with open communication and transparency that fosters accountability at all levels, empowering colleagues to deliver their best work.



3. Reward and recognition:

We will develop recognition opportunities to acknowledge achievements, with fair pay arrangements and attractive non-financial benefits.



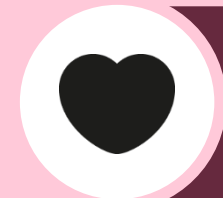
4. Learning and development:

We will provide accessible learning and development opportunities to empower colleagues and to develop rewarding careers within St Mungo's.



5. Leadership and management effectiveness:

We will equip you with effective leadership tools, encouraging communication, trust and compassion in our leaders, and developing a diverse talent pipeline.



6. Wellbeing:

We will provide specialist wellbeing support, along with relevant and supportive policies and practices, to develop a culture where colleagues feel psychologically and physically safe, and discussing mental health is supported and normalised.

Key values of the People and Culture Strategy

We will provide examples for colleagues that illustrate how our people and culture objectives purposefully align to our core values.



An overall summary is below.

We don't give up	We find innovative ways to deliver our missions	We value people for who they are	We support people to reach their potential	We take responsibility and we strive to improve
Committed	Creative	Inclusive	Empowering	Accountable
Colleagues are committed to our purpose and missions from the recruitment stage.	Encourage and facilitate everyone, at all levels, to contribute creative ideas for improving processes, projects and services.	Refresh our ED&I Strategy and ensure all colleagues are treated with fairness and respect.	Empower our colleagues by investing in leadership development activities to give the skills and confidence needed to progress.	Clear expectations and support are essential, so job roles must be clearly defined with appraisals having measurable goals and metrics to ensure colleagues understand how they are performing at work.
Commit to colleague wellbeing and resilience, encouraging access and use of our resources particularly for mental health, stress management and work-life balance.	Create dedicated channels (e.g., an innovation hub or regular brainstorming sessions) where colleagues can propose new ideas.	Focus on valuing lived experiences and authenticity and encourage our Colleague Diversity Networks to continue creating platforms for underrepresented groups.	Involve colleagues and other stakeholders, such as unions, in key decisions and strategic initiatives to ensure organisational change builds trust and empowers colleagues to take some ownership of our future direction.	Encourage open and honest communication, and kind feedback, across all levels by ensuring that decisions are made transparently, and mistakes are seen as learning opportunities.
Learning and development includes ongoing professional support to help all colleagues feel confident and capable in their roles, so they can deliver their best.	Foster a culture where creativity and new approaches are encouraged.	Continue to seek to have positive industrial relations environment with both recognised unions.	Create a sense of empowerment and accountability to encourage decision-making at all levels through colleague autonomy.	Ensure performance is reviewed regularly and constructively and encourage all colleagues to have a focus on opportunities for continuous improvement and effectiveness.
Recognise when colleagues achieve high performance and excellence by working hard, achieving and celebrating together.		Train hiring managers to recognise unconscious biases and work to access new and diverse candidate markets.	Embed regular feedback mechanisms (e.g., surveys, 1-1s, focus groups) to ensure colleagues feel that they are listened to and can influence organisational strategies.	Provide resources and support to meet our goals and create a culture where people feel responsible for their contributions but also supported when challenges arise.
Colleagues offer peer support to others		Inclusive hiring practices will grow access to diverse candidate pools and reduce biases.	Empower and support managers when they need to manage performance concerns.	Tackle behaviour that doesn't align with St Mungo's values and create a safe space for colleagues to raise concerns.
Commit to support all colleagues to perform at their best and recognise excellent delivery and successes.		Listen to ensure that colleagues feel their voices are heard.	Develop a culture of coaching, mentoring and peer-peer learning alongside a range of formal training and programmes.	

Objective 1 - Recruitment, onboarding and retention

We recognise that without our people, we could not achieve any of what we do, and that our purpose and values motivate people to work and volunteer with us and achieve great outcomes.

To achieve our vision, we need to attract, onboard, and retain passionate individuals to deliver impact towards our purpose of ending homelessness and rebuilding lives. We will create a strong employer brand, further develop our recruitment process to ensure strong alignment with our organisational values and support new colleagues with clear expectations and well-defined roles. We will welcome back talented colleagues who have worked with us before. Our onboarding offer will integrate new hires through a positive induction, ensuring everyone has the best tools for the job from day one, fostering immediate support and connection to our culture at St Mungo's.

We aim to attract and retain talented colleagues by expanding our diverse candidate pool to reflect the communities we serve and offer career development opportunities both across the organisation and upwards. We will develop a strategic workforce plan that will optimise our mix of permanent and other worker types, including locums and volunteers, which supports individual needs, enables flexible working opportunities and reduces reliance on agency workers, and aligns with budget and contract needs.

By building internal talent and promoting diversity, we will define clear career pathways through professional development plans that include training, development programmes, qualifications, coaching, mentoring, and on the job/shadowing opportunities. This approach will ensure we have a stable workforce where colleagues are motivated to thrive and contribute to the delivery of our organisational strategy.



We have:

- Introduced sharing of interview questions in advance
- Automated access to practical assessments
- Introduced Colleague Panels for senior roles
- Reduced the vacancy rate, time to hire, and colleague turnover
- Joined the Homelessness Alliance
- Expanded our locum bank and reduced reliance on agency workers
- Increased diverse panel use and improved the process for diverse panel members
- Maintained strong internal workforce mobility
- Revised recruitment and selection training to provide more guidance on inclusive recruitment, candidate experience, good decision making and providing useful feedback to candidates

We will:

- Develop a strategic workforce plan
- Streamline and simplify the recruitment process
- Ensure selection processes and practical assessments are appropriately aligned to our values
- Attract talent from other professions and sectors
- Consider implementing a referral scheme, recognising that 78% of colleagues would recommend St Mungo's as a good place to work
- Refine our onboarding programme to ensure new starters feel part of the team from day 1, exploring mentor and buddy schemes for new starters
- Continue our focus on improving diversity
- Define lateral career pathways with professional development plans
- Consider the mix of worker types and work patterns required to provide the best service, including an updated volunteer strategy

Objective 2 - Culture

We care about culture because it is the foundation of our work and the key to our long-term success. This strategy will encourage and embed our values in every aspect of work and colleague experiences at St Mungo's, ensuring a strong connection to our purpose of ending homelessness and rebuilding lives. All leaders will have a responsibility to create a culture where client involvement is integral to every role, and all colleagues will understand how their work creates a positive and tangible impact for our clients. An environment that is psychologically safe, where open dialogue and communication, respectful challenge, and constructive and kind feedback is standard, increases colleague engagement and retention. We will endeavour to create this by empowering colleagues to speak up without fear, drive continuous improvement, and encourage innovation. Our focus on mediation and resolution frameworks will help address root causes and promote a supportive working environment, moving away from conflict and disagreement.

By developing a framework for good decision-making, we will empower those closest to the issues, fostering a culture of accountability and positive change. We will also implement a new People system to support data-led decisions and enhance our ability to make informed choices and drive impactful outcomes. Our values will underpin and guide our decision-making at all levels, helping illustrate how each colleague's actions help deliver impact towards achieving our purpose.



We have:

- Commissioned an independent Race Equity Review
- Established a Racism in Client Facing Services Working Group
- Re-affirmed our commitment to anti-racism and inclusivity
- Committed to an all colleague annual survey, shared the full results and created an action plan to track progress
- Established a strong Colleague Forum to hear directly from and engage with as wide a section of colleagues as possible
- Re-introduced face-to-face inductions
- Produced quarterly finance updates to keep colleagues informed about spending and income
- Conducted an internal communications survey and focus groups to listen to feedback and guide future improvements
- Over 500 colleagues shaped our Organisational Strategy

We will:

- Shape our culture by embedding our values in all our work and colleague experience
- Celebrate when employees demonstrate our values, and support colleagues to raise concerns about behaviour when values are not followed
- Encourage mediation rather than conflict
- Foster a culture of continuous improvement, encouraging innovation and sharing best practise
- Learn from decisions made with the right intent, even if we didn't reach the intended result
- Refresh our Equity, Diversity and Inclusion Strategy
- Publish a new Internal Communications Approach with more opportunities for two-way engagement
- Conduct regular engagement surveys to understand employee satisfaction and act on the feedback
- Explore attaining additional accreditations to enhance our reputation as an inclusive employer

Objective 3 – Reward and recognition

Reward and recognition are important because they drive motivation, foster a sense of belonging and enhance job satisfaction. We commit to ensuring pay arrangements continue to be fair, transparent and equitable, supported by regular benchmarking. Our competitive pay rates help to ensure that we attract and retain top talent. However, we recognise that financial compensation is only one element of reward. Therefore, we will also refine our offer of best practice policies and non-financial benefits to ensure that they cater to the varied needs of our colleagues, enhancing job satisfaction and retention.

High employee engagement is a key metric of great organisational performance and we will strive to create a culture of appreciation by implementing recognition and award schemes, including the re-introduction of in-person events to build networks across teams. Recognising colleagues' achievements, service, impact and contributions is important because it helps foster a sense of belonging and purpose. We will understand the diverse motivations of our workforce, particularly from an intergenerational perspective, to tailor our recognition efforts to resonate with colleagues. Helping us to celebrate both significant milestones and everyday efforts, ensuring that recognition is aligned with our core values and encourages peer-to-peer acknowledgement. Creating opportunities for collective celebrations will help all colleagues understand how their work makes a difference at St Mungo's and supports the delivery of the best possible service for our clients.



We have:

- Introduced a quarterly wellbeing fund for team wellbeing events
- Hosted celebration events for colleagues reaching long-service milestones
- Held our first in-person STAR Awards celebration
- Improved our annual leave entitlements
- Created a benefits leaflet to ensure colleagues are aware of what's available
- Shared the expansion of the BlueLight discount card offering to Charity sector colleagues

We will:

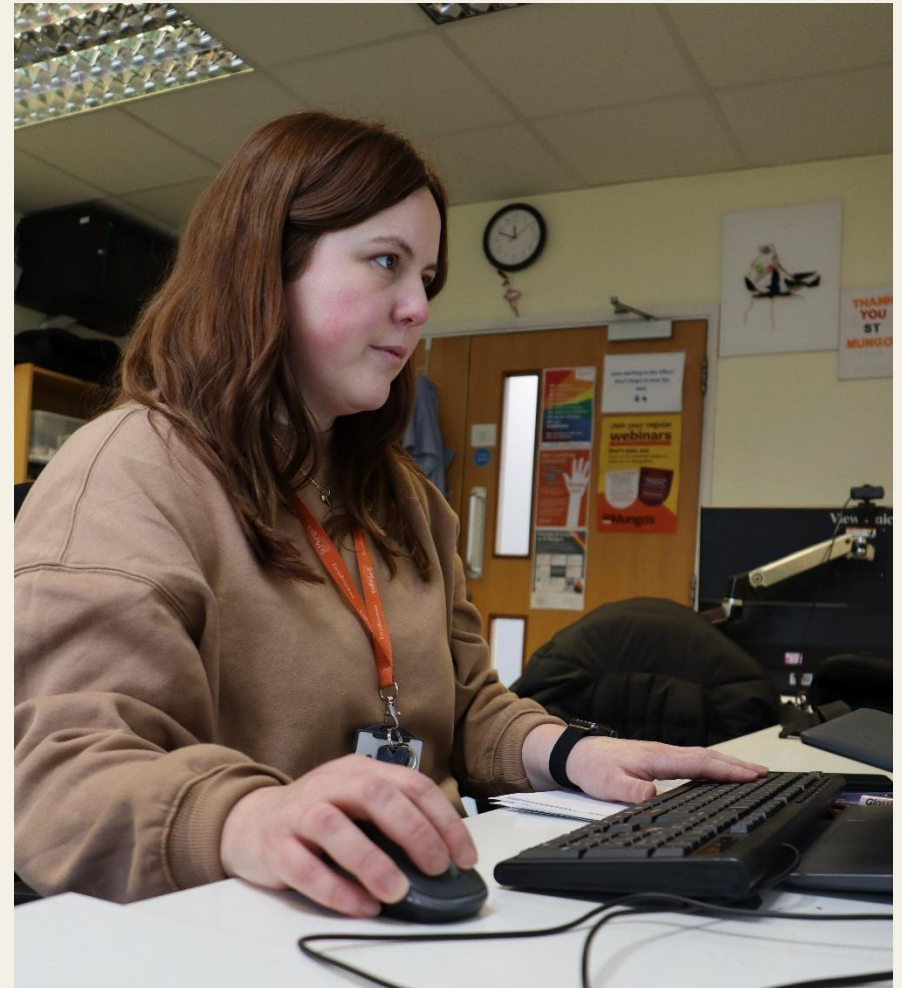
- Develop recognition and award schemes to acknowledge colleague's achievements, including peer to peer recognition
- Remind colleagues what's currently available (such as the local reward scheme)
- Understand what motivates our colleagues
- Celebrate both the big wins and the everyday efforts and recognise these together
- Benchmark our pay arrangements to ensure it is fair and affordable
- Develop progressive policies and non-financial benefit arrangements available to all colleagues

Objective 4 – Learning and development

Learning and development empowers our colleagues to have the skills to deliver their best work both in their current role, and for career advancement at St Mungo's. This strategy will develop learning and development opportunities that align to our values, including training that equips colleagues with the right knowledge and skills to deliver their best work. We will ensure learning opportunities utilise a range of methods to ensure broad accessibility.

We recognise that some colleagues will want to progress their career within St Mungo's. Therefore, we will continue to support tailored personal development plans to promote growth within St Mungo's, whether through formal learning, training or new opportunities. We will also provide opportunities for upskilling internal talent in response to organisational needs, ensuring our workforce remains agile and capable. This will include exploring collaborative external secondment opportunities.

We will foster intergenerational, intersectional, and cross-departmental coaching, mentoring and peer-peer learning, where colleagues at different levels can receive support, guidance, learn new skills, and expand their networks. Delivering on our learning and development commitments will not only enhance individual capabilities but also better equip teams to deliver the best possible services for our clients and create a more adaptable organisation.



We have:

- Streamlined the appraisals process and aligned it with our financial year, so individual and team objectives flow from our annual business plan
- Delivered a wide-ranging programme of training, webinars and eLearning
- Provided an increased range of programmes, qualifications and apprenticeships
- Developed a range of coaching and mentoring opportunities
- Upskilled hundreds of managers in coaching and mentoring skills

We will:

- Improve communication of learning opportunities and examples of career pathways, including lateral moves
- Provide further accessible opportunities for upskilling internal talent
- Foster intergenerational, intersectional and cross-departmental sponsorship, coaching and mentoring
- Continue to promote and maintain strong internal mobility, including secondment opportunities
- Develop managers and leaders with the skills needed to empower teams and promote a positive organisational culture
- Continue to evolve the learning and development programme ensuring it is accessible, including to those who work different work patterns, such as night workers

Objective 5 – Leadership and management effectiveness

Effective leaders and managers drive team success and build organisational capability. We want to cultivate inspiring, empathetic, and effective leaders with cultural competence, across all levels of St Mungo's. By equipping you with tools for coaching, active listening, and conflict resolution, and by creating a strong leadership community, we will foster confident, accountable, inclusive, and empowering team environments.

Colleagues will often have the best insights and understanding of what is needed to succeed and drive positive change. These efforts will be supported by experts, such as in our People, Procurement and Technology teams, to ensure holistically developed and effective solutions. We will encourage this by empowering leadership beyond seniority or job titles, focusing on developing leadership and people management capabilities, along with peer support networks, to create a sustainable, skilled, and diverse talent pipeline. We will also continue to commit to increased leadership visibility, improving trust, responding to colleague feedback and ensuring leaders are accessible, compassionate and engaged. We commit to have clear communication with managers, and relevant and accurate data supported by modern systems, to aid managers make informed people related decisions.



As a charity, we also use our fundraising income to contribute towards the delivery of our strategic objectives. This means spending money with no financial return because it progresses our purpose of ending homelessness and rebuilding lives. This is our primary concern when assessing how we use our resources.

We have:

- Continued leadership visits to connect directly with colleagues
- Invested in a variety of leadership development programmes, including Steps into Management, Aspire and the Transformational Leadership Programme
- Published regular blogs from our Senior Leaders
- Run a successful In My Shoes reverse mentoring programme, creating space for senior leaders to learn directly from colleagues with diverse lived experiences, deepen understanding of inclusion barriers and build more meaningful connections

We will:

- Equip managers with the skills to be inspiring, empathetic and effective leaders,
- Create networking opportunities to build leadership communities and cultural competence
- Provide leadership development to create confident, accountable, inclusive and empowering leaders and managers, including proactively identifying stretch opportunities
- Encourage leadership behaviours across St Mungo's regardless of hierarchical position
- Develop leadership and people management capabilities
- Improve leadership visibility to ensure leaders are accessible
- Improve data-driven decision making, informed by a new People system
- Launch quarterly Q&A events with the Senior Leadership Team

Objective 6 – Wellbeing

Wellbeing is important because it ensures colleagues are healthy, motivated and engaged, fostering a positive work environment and contributing to overall organisational success. We recognise that many colleagues work with clients experiencing challenging situations, that many colleagues have personal lived experiences too, and that we need robust wellbeing policies to support all of us. By creating a positive organisational culture, we can ensure that discussing mental health is normalised and openly supported. We will improve access and knowledge of our wellbeing offer and listen to feedback from colleagues to explore how we can improve it further. We will provide access to specialist support, including mental health resources such as an employee assistance programme (EAP) and train more colleagues in emotional first aid.

We will implement supportive policies for managing colleague health and wellbeing, ensuring that those who are unwell receive the workplace support they need. We will work to create psychologically safe spaces, recognising the different needs and intersectionality of our colleagues, where colleagues feel listened to and empowered. Flexible work arrangements (permanent/locum, hybrid, part-time, flexible hours) will be available to help colleagues balance personal and professional commitments, aligning with our operational service needs. By prioritising wellbeing, we support the delivery of our vision to strive to create a culture where every individual is supported, valued and inspired to contribute their best.



We have:

- Reviewed our sickness policy
- Improved our offer of family-friendly benefits
- Introduced the right to apply for flexible working from day 1
- Introduced a new quarterly team wellbeing fund
- Built a comprehensive wellbeing toolkit available to all colleagues
- Introduced a new Staff Domestic Abuse Policy with training and guidance for managers

We will:

- Provide access to specialist wellbeing support
- Create a culture that promotes open and psychologically safe discussions about mental health
- Continue supporting colleagues with flexible work arrangements
- Refresh our Workplace Supporters scheme
- Train more people in emotional first aid
- Review our EAP arrangements to ensure they are fit for purpose
- Ensure our ED&I work creates safe spaces for colleagues
- Recreate a Colleague Wellbeing Implementation Plan

How will we measure progress and impact?

“Every one of us has a part in making this strategy a success.

The main way colleagues can contribute is by aligning their actions with our organisational values.”

Our vision requires full buy-in and ownership from all colleagues and leaders. We will collaborate with the Senior Leadership Team, unions, Colleague Diversity Networks, the Colleague Forum and the Board to shape and monitor our outputs and deliverables. Our strategy and values will inform all people-related initiatives, policies and decisions we make about our workforce.

We will use people data to drive continuous learning and improvement in our people and organisational capability.

A delivery plan will be reviewed annually by the People Committee and will define our planned activities and keep us accountable to the successful delivery of our vision.

Communications will be tailored for different colleagues to make the strategy, our planned actions and outcomes relevant to them, their roles and responsibilities.

Key performance indicators (KPIs): Some of the measures that will help inform whether we are successfully delivering this strategy include:

- Track turnover rates and reduce turnover in the first two years
- Identify common exit reasons and evaluate exit interview data to identify patterns
- Monitor Solid Foundation compliance levels to provide assurance and manage risk
- Regularly assess if colleagues feel we are meeting their needs and aspirations
- Increase diversity of leadership
- Improve data-driven decision making informed by HR and learning management system reporting and metrics
- Reduce absence aligning over time to below sector average

Engagement surveys: Conduct regular surveys measuring employee engagement and wellbeing to help understand the link between colleague engagement, client outcomes and impact.

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